

CLARK INTERNATIONAL AIRPORT CORPORATION RISK REGISTER
(Updated as of 16 April 2018)

Objectives	Stakeholders/ Interested Parties (External/ Internal)	Risk Factor No.	Risk Factor	RISK IDENTIFICATION				RISK ANALYSIS			RISK ANALYSIS			RISK EVALUATION			RISK TREATMENT			RISK REVIEW					CONTINGENCY / MITIGATION				REMARKS			
				Identified By	Causes of Risk	Areas of Impact (Financial/ Operations/ Business Development/ Human Resource/ Governance)	Positive or Negative Consequences	Severity (S)	Likelihood (L)	Risk Priority Number (RPN)	High	Medium	Low	Rating	Decision	Decision (Tolerate/ Treat/ Transfer/ Terminate)	Action Plan	Risk Owner	Status	Monitoring and Review Results	Residual Risk					Contingency / Mitigation						
				Severity	Likelihood	Risk Priority Number (RPN)	High	Medium	Low	Rating	Decision	Decision (Tolerate/ Treat/ Transfer/ Terminate)	Action Plan	Risk Owner	Status	Monitoring and Review Results	Severity	Likelihood	Risk Priority Number	Risk Appetite	Date	Decision	Action	Risk Owner	Status							
Corporate Objectives (CGC)																																
1) Improved Financial Performance	National Government; CIAC Employees; Credit Investors; CDC; BCDA; Passengers; General Aviation Users	1	1.a) BCDA's refusal to remit to CIAC its share from the lease rental of locators (under EO 716) in the contested CCAC areas.	NCP	1) Unresolved issues on the (frequently changing) legal identity of CIAC; 2) Uncompromising stance of BCDA on the issue.	Financial/ Operations	1) Missed opportunity to improve cash flow which would result in the improved financial of the condition; 2) Overdraft cash position of the corporation; 3) Non-attainment of the organization's objective of transforming the CCAC into a major economic hub due to inability to implement programs due to insufficiency of funding.										Treat	Exhaust all possible legal and political means to compel BCDA to remit to CIAC its share from the revenues collected from the lease rental in the contested CCAC areas.	Top Management/ Marketing Department/ Accounting Department/ Treasury Department/ Legal Services Department/ Office of the VP-FAG	RESOLVED	BCDA and CDC have been remitting CIAC's revenue share beginning 31 March 2017. (AcD)	3	2	6	Low Risk	April 16, 2018	N/A	N/A	N/A	N/A	Monitoring remittances from BCDA and CDC (FAG)	
	Locators and Concessionaires / Passengers / All CIAC departments & offices	2	1.b) Filling out of vacant positions that are not part of the current corporate budget Non filling out of positions that are currently part of the corporate budget	GAN, JDR, AGT, JSC	Lack of planning to identify the needed manpower; Misallocation of budget	Financial/ Operations	1) Delay in the expected output of the concerned department; 2) Budget implication on the current year										(Treat)	Meet with the department heads on their foreseen manning need for budget purposes	Top Management/ Department Heads/ Human Resource Department / CIAC Change Management Team	BEING RESOLVED (PPP)	CIAC Rationalization Plan has been prepared and subject for Management review CIAC Rationalization Plan and Competency Framework were prepared by the Change Management Committee and HRD, respectively. Subject for Management Review. Departments/Offices are being requested to submit their respective training requirements. Raise in ManCom. (AcD)	3	3	9	Medium Risk	April 16, 2018	Treat (AOD, ASD, CPD)	HRD to process the filling up of vacant positions when BCDA's instruction of "freeze hiring" is lifted (QO) after the engagement of the O&M by BCDA.	Top Management/All departments and offices (AOD) Top Management/ Human Resource Department (ASD) HRD, Acctg, Management (HRD) Top Management, HRD (OO) CIAC management thru HRD (ASQCO)	Recently, CIAC Board approved the hiring thru project employment and outsourcing of services. However, BCDA recommended the hiring thru Contract of Services. 22 slots were approved by BCDA out of 48. (HRD)	1) The Minutes agenda officer is included in the position that were put on hold by BCDA (CoSec) 2) No budget has been approved by BCDA for the positions that were proposed for fill-up for 2018 (AcD) 3) Allocated budget for training this year amounts to P5,037,000.00(AcD) 4) Senior Security Operation Officers (Level 10) - 2 slots; Security Operations Officer I (Level 9) - 6 slots; Security Operations Officer I (Level 8) - 11 slots; Security Operations Specialist (Level 7) - 6 slots (ASD) 5) With regard to plantilla positions to fill-up, list of vacant budgeted positions were already identified, which will be coordinated with Acctg. Dept. & Mgmt.(HRD) 6) Requests for hiring and/or promotion of personnel are being deferred per directive of BCDA. CPD forwarded to HRD the VFRs of CPD last CY2017. Also, CPD submitted the proposed organizational structure of CPD identifying the positions being proposed for immediate fill-up. (CPD)	
		3	1.c) Informal processes in giving incentives	JRPC & DMM	1) Insufficient funds for CIAC operations; 2) Eagerness to entice locators	Financial/ Operations	1) Short term financial gains; 2) Create an unhealthy relationships with customers (comparison); 3) Cut-throat competition with other Philippine airports/CDC/PEZA etc.										Treat	Implement matrix type incentive program taking into account the capital investment, employment generation, length of contract, fund requirement of CIAC etc.	Top Management/ Marketing Department/ Accounting Department/ Treasury Department/ Legal Services Department	RESOLVED	Per instruction of CIAC Board of Directors, PAL, AirAsia and CEB will be provided uniform incentives. Part of the program has already been implemented. Procedure in giving incentives to locators is already established thru MC of CDC. Procedure in giving incentives to airlines is based on authority matrix. (reference doc: minutes - BOD, board policies)	3	4	12	High Risk	April 16, 2018	N/A	N/A	N/A	N/A	A procedure is already in place for providing incentives to locators.	
		4	1.d) Mergers and acquisitions	JRPC & DMM	Directive of the President of the Philippines	Financial/ Operations	1) Unstable management thrust 2) Financial gain or loss depending on the President 3) Unstable tenure of CIAC employees										Treat	Make two plans depending on the next management: a. If full support b. Minimal support	Top Management/ Marketing Department / Accounting Department/ Treasury Department/ Legal Services Department	BEING RESOLVED (PPP)	DOTr and BCDA's implementation of the Clark International Airport Operations and Maintenance Project under PPP (Feb 2018 status: ongoing evaluation) * https://app.gov.ph/wp-content/uploads/2018/02/PPP-RE-P-status-ppp-projects_20180206.pdf (AcD)	5	5	25	High Risk	April 16, 2018	Take no action	Request BCDA for a detailed presentation on the scope of the O&M.	Top Management	N/A	N/A	
		5	1.e) Failure to raise sufficient capital to develop and/or upgrade facilities and/or infrastructures	CPD	Lack of support from the government; Mismanagement of finances (unsettled debts)	Financial/ Operations/Business Development	1) No capacity to fund the required infrastructure and/or facility development and/or upgrade										Treat	Secure budget allocation from DOTr/BCDA on the infrastructures and/or facilities requirement of CRK and CCAC.	Top Management, VP-FAG, VP-AOMG, AVP-SDCM, AcD, CPD, AOD, ASD, ESD, EMD, SEMO, MIS	RESOLVED (DOT & BCDA)	BCDA funded the ASEAN related Infrastructure Projects of CRK for CY 2017. Other CRK infrastructure projects for CY 2017 were funded internally. Per directive of BCDA, no budget on capital expenditures has been allocated for CY 2018. (AcD)	3	3	9	Medium Risk	April 16, 2018	N/A	N/A	N/A	N/A		
2) To Provide World Class Quality Airport Services and Facilities for Passengers in the Northern Metro Manila, Central and Northern Luzon Areas	CIAC employees; Local Community; National Government; Passengers; Concessionaires; Locators; Air Carriers; General Aviation Users; Service Providers/ Ground Handlers	6	2.a) Safety Hazards such as Incursions, environmental hazards 2.b) Possible occurrence of terrorism acts	MCP & JCS	1) Mismanagement; 2) Illegal settlers; 3) Air Pollution	Financial/ Operations/ Business Development/ Human Resource	1) Safety and security of the Stakeholders will be at risk										Treat	Conduct a Strategic Economic Planning Prepare and implement an Occupational Health and Safety Management Plan and Environmental Management Plan	SEMO, HRD, MD	BEING RESOLVED	Availability of an acceptable Safety Management System Availability of a Wildlife Hazard Management Plan	3	2	6	Medium Risk	April 16, 2018	Treat	Ensure availability of an acceptable Safety Management System Ensure availability of a Wildlife Hazard Management Plan	SEMO	N/A	N/A	
		7	2.c) Possible occurrence of infectious/pandemic diseases															Conduct an Airport Safety Awareness Orientation to all the stakeholders	Airport Security Department, ASQCO, HRD, MD	RESOLVED	Conducts Airport Safety Awareness Orientation to concerned stakeholders (applicants for access pass and driver's AMA pass)	3	2	6	Medium Risk	April 16, 2018	N/A	N/A	N/A	N/A	N/A	

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			Risk Factor	Identified By	Causes of Risk	Areas of Impact (Financial/ Operations/ Business Development/ Human Resource/ Governance)	Positive or Negative Consequences	Severity (S)	Likelihood (L)	Risk Priority Number (RPN)	High	Medium	Low	Rating	Decision	Decision (Tolerate/ Treat/ Transfer/ Terminate)	Action Plan	Risk Owner	Status	Monitoring and Review Results	Residual Risk					Contingency / Mitigation					
																					Severity	Likelihood	Risk Priority Number	Risk Appetite	Date	Decision	Action	Risk Owner	Status		
Air Carriers; Passengers; Other Government Agencies (Partner Agencies; Business Organizations)	8	2.d) Non – Reissuance of a Provisional Aerodrome Certification for CRK	NPD & LOG	Non Compliance to the Corrective Action Plan for the CAAP Audit findings	Financial/ Operations/ Business Development	1) Airlines will cease operation; 2) Closure of CRK for Airline operations				/				Treat	Implement the Corrective Action Plan (CAP) of the CAAP Audit findings Specific Activities: 1) Allocate CIAC funds to support the requirements 2) Management to make representations with DOTr for fund support 3) Phased implementation of the CAP	All concerned CIAC Departments/ Offices	RESOLVED	Approval and Award of CRK Aerodrome Certification from CAAP making CRK as one of the safest airports in the Philippines	3	1	3	Low Risk	April 16, 2018	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Air Carriers; Locators; Passengers	9	2.e) Failure to provide world class quality airport services and facilities (including availability of flights) for passengers of the catchment areas.	EMG, BOT & ARF	Lack of budget to pursue world-class quality facilities and services	Financial / Operations	1) Secondary choice for target customers 2) Limited flights/ Inadequate and poorly maintained airport services and facilities.			/					Transfer	1) Pursue Private Partnership Program (PPP) scheme in providing World Class Quality airport services and facilities. 2) Treat to cover for the GAA funding (thru DOTr) for the horizontal component of the new PTB, secondary is the transfer thru Engineering, Procurement and Construction (EPC) of the vertical component and eventually the PPP of the Operations and Maintenance (O&M).	CIAC Top Management	RESOLVED	DOTr and BCDA's implementation of the Clark International Airport New Passenger Terminal Building Project under PPP. (*Feb 2018 status: contract awarded, ground breaking ceremony held on Dec 2017) DOTr and BCDA's implementation of the Clark International Airport Operations and Maintenance Project under PPP (*Feb 2018 status: ongoing evaluation) <small>*https://ppp.gov.ph/wp-content/uploads/2018/02/PPPC_RE_P_status-ppp-projects_20180206.pdf</small>	2	2	4	Medium Risk	April 16, 2018	N/A	N/A	N/A	N/A	N/A	N/A	Seek information from BCDA and DOTr regarding the scope of the CRK Operations & Maintenance Project and its impact on the status of CIAC as an organization and status of CIAC employees	
Passengers; Air Carriers; Local Community; Local Municipality; Employees; General Aviation Users; General Public; Business/ Commercial/ Tourism Organizations and NGOs	10	2.f) Absence of well-maintained, updated and high calibre equipment/facilities necessary to provide World Class Quality Airport.	FGGJ, JDR, MJTD	1) Insufficient revenue funds 2) Outdated equipment/ facilities Inadequate performance of employees at the terminal	Financial/ Operations	1) Delay in the development of the airport 2) Passengers' non-satisfaction with respect to building facilities; 3) Inconvenience/ delay in the facilitation of passengers			/					Treat	1) Determine equipment/ facilities needed to be repaired/ maintained 2) Request the identified equipment/ facilities for budget inclusion	Engineering & Maintenance Department AOD, EMD	RESOLVED	ASEAN related Airport Equipment (Portable Tower Lights, Electronic and Mobile Bird Dispersal System, Spare parts for the Airport Ground Lighting System) were funded by BCDA and procured by CIAC last CY 2017.	2	2	4	Medium Risk	April 16, 2018	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
Passengers; Air Carriers; Locators and Concessionaires; Service Providers/ Ground Handlers; Ground Transportation Providers; Airport Suppliers; CIAC Employees; Partner Agencies; Credit Investors; National Government; LGUs; General Public	11	2.g) Some employees are not fully competent to perform their current job assignment Incompetence of employees due to insufficient skills and trainings to provide world class airport services and facilities	GAN, JDR, AGT & JSC	1) Lack of budget to implement and cascade planned training; 2) Insufficient coaching system to improve the job performance of employees 3) Inadequate performance of employees at the terminal	Operations/ Human Resource	1) Prolonged learning curve among concerned employees in delivering the expected output; 2) Inability to provide quality customer service and perform their duties and responsibilities; 3) Prolonged career advancement of concerned employees			/					Treat	1) Meet with CIAC's management to request for the approval of Training budget; 2) Reinforcement of the Coaching System among People Employees, Managers, and Supervisors 3) Improve and implement a result/output-based, individual performance evaluation 4) Prepare a Competency Framework to identify and provide the required trainings for the CIAC personnel to improve their performance and productivity. CIAC's Competency Framework must be	Top Management/ Department Heads/ Human Resource Department	BEING RESOLVED	CIAC Rationalization Plan and Competency Framework were prepared by the Change Management Committee and HRD, respectively. Subject for Management Review.	3	3	9	Medium Risk	April 16, 2018	Treat	1) Meet with CIAC's management to request for the approval of Training budget (AOD) 2) Reinforcement of the Coaching System among People Employees, Managers, and Supervisors (AOD) 3) Improve and implement a result/output-based individual performance evaluation (AOD) 4) Prepare a Competency Framework to identify and provide the required trainings for the CIAC personnel to improve their performance and productivity (AOD) 5) Prepare at least 3 year Training Plan (ASD) 6) Utilize the approved training budget for the year. (CPD)	Top Management/ Department Heads/ Human Resource Department (AOD)	N/A	N/A	N/A	1) Will be raised to ManComm that training requests are being disapproved and that BUR is at only 36% (ASD) 2) 100% Budget Utilization Rate is a target set by GCG for CIAC's PES CY 2018 subject to its regular monitoring. (CPD)	
	12	2.h) Lack of resource availability, including staffing resources (labor and capital)	JRPC & DMM	1) Failure to settle problematic accounts of locators; 2) Lack of flights on CIAC; 3) Uncollected income from BCDA; 4) Unattractive compensation package for highly technical positions; 5) Insufficient investors	Financial/ Operations				/					Treat	1) Develop a committee responsible in handling the problematic accounts of locators 2) Implement the Collection Procedure 3) Prepare and implement a comprehensive business and marketing plan based on the operational budget requirements of CRK realization of CIAC's vision, mission, and objectives	Top Management/ Marketing Department/ Accounting Department/ Treasury/ Legal Services Department/ Corporate Planning Department	RESOLVED	Committee on Non-paying Locators / Concessionaires and Long Outstanding Arrears has been created last April 2017. TRD-P-002 Collection procedure is strictly being implemented by Treasury Department.	3	2	6	Medium Risk	April 16, 2018	N/A	N/A	N/A	N/A	N/A	Monitoring collection (FAG)		
	13	2.i) Inappropriate equipment acquisition decisions	JRPC & DMM	1) Insufficient training and planning; 2) Lack of information for future trends/regulations	Financial/ Operations				/					Tolerate	1) Conduct an inventory of all CIAC equipment and/or facilities that specifies their condition/operability and life span 2) Require the OPR to prepare a comprehensive cost-benefit analysis report for the equipment and/or facilities being requested for procurement.	Top management/ Accounting Department / Treasury Department / Procurement Department / and concerned OPRs	RESOLVED	Observance of cost cutting measures by the departments and offices per directive of P&CEO starting May 2017. Continous monitoring of purchase requests and approves items that are deemed necessary is being done by the Office of the P&CEO beginning May 2017.	2	2	4	Medium Risk	April 16, 2018	N/A	N/A	N/A	N/A	N/A	1) Partially implemented (AcD) 2) Monitoring cost cutting measures (FAG)		
	14	2.j) Informal processes in giving incentives	JRPC & DMM	1) Insufficient investors; 2) Lack of financial resources	Financial/ Operations				/					Treat	Implement a matrix type incentive program taking into account the capital investment, employment generation, length of contract, fund requirement of CIAC etc and others	Top Management/ Marketing Department/ Accounting Department/ Treasury Department/ Legal Services Department	RESOLVED	Per instruction of CIAC Board of Directors, PAL, AirAsia and CEB will be provided uniform incentives. Part of the program has been implemented already.	3	4	12	High Risk	April 16, 2018	N/A	N/A	N/A	N/A	N/A	A procedure is already in place for providing incentives to locators.		

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		15	2.k) Introduction of New aircraft type (A-380, B-787)	JRPC & DMM	1) Insufficient infrastructure; 2) Insufficient knowledge and skills of personnel	Financial/ Operations/ Business Development/ Human Resource/ Governance)	1) Possible loss of business opportunity. 2) Delivery of high quality service is being compromised								Tolerate		1) Expand the capacity of CRK Passenger Terminal Building to accommodate the aircraft and passenger growth 2) Prepare a Competency Framework to identify and provide the required trainings for the CIAC personnel to improve their performance and productivity.		RESOLVED	1) DOTr and BCDA's implementation of the Clark International Airport New Passenger Terminal Building Project under PPP. (Feb 2018 status: contract awarded, ground breaking ceremony held on Dec 2017) DOTr and BCDA's implementation of the Clark International Airport Operations and Maintenance Project under PPP (Feb 2018 status: ongoing evaluation) https://ppp.gov.ph/wp-content/uploads/2018/02/PP-PC_REF_status-ppp-projects_20180206.pdf	2	2	4	Medium Risk	April 16, 2018	N/A	N/A	N/A	N/A										N/A
	CIAC Employees, Passengers, Other Government Agencies & a Department of Transportation, Local Community, Local Municipality, General Public	16	2.l) Varying level of gender sensitivity of organizational top leadership caused by varying appointment to the position every time there is change in national leadership affects the extent of support for the implementation of GAD programs that provide service or create shared value with OFWs and the families they left behind.	MTC	1) Varying level of gender sensitivity of organizational top leadership caused by varying appointment to the position every time there is change in national leadership. Implementation of community programs depends on the values/support of appointed Presidents and group heads.; 2) For some managers, there is lack of awareness of community concerns while for others, their mindset shows lack of value for these community interests and concerns. 3) Lack of funding to continue AMMA with its next phase particularly Project Development under the Expansion/ Consolidation Phase.	Governance (community)/ Business Development/ Operational/ Financial	1) Inability to comply with EO 273, MOA on GAD signed with DOTr and all other attached agencies and all other related constitutional provisions. 2) Poor performance on Corporate Governance vis-à-vis CSR (Corporate Social Responsibility) and CSV (Creating Shared Value). 3) Poor performance on Annual Accomplishments of GAD Plan and Budget					/			Treat	1) Update the Institutionalized creation of the CIAC GAD-FPS. Formulate Policy Statement on GAD. 2) Formulate CIAC's Policy Statement on Creating Shared Value. 3) Incorporate in the presentations made by Corplan and Marketing vis-à-vis CRK services the programs for OFW Families.	ComDev/ GAD-FPS/TWG/ Top Management/ Board ComDev/ GAD-FPS/TWG/ Top Management ComDev/ GAD-FPS/TWG/ Corporate Planning Department/ Marketing Department	RESOLVED	Updated CIAC FPS has been approved on August 2017. Submitted the CIAC's Policy Statement to CIAC Change Management Team in the preparation of the CIAC Rationalization Plan.	2	2	4	Medium Risk	April 16, 2018	N/A	N/A	N/A	N/A									CIAC Presentations are being customized depending on the audience.		
		17	2.m) Non-inclusion of GAD-FPS/TWG in the Planning of Infrastructure Development is likely to omit allocating gender-responsive facilities in the Airport and the required details per requirement of EO 273 and MOA signed by DOTr & all attached agencies in the GAD Summit in 2014.	MTC								/			Treat	1) Incorporate in the GAD Policy GAD mainstreaming in airport infrastructure and equipment. GAD-FPS/TWG should be consulted in the planning stage of infrastructure development.	ComDev/ GAD-FPS/TWG/ Top Management/ Engineering & Maintenance Department/ Bids & Awards Committee Secretariat	RESOLVED	Availability of CRK Family Room at the CRK PTB and Play Area at the Domestic Pre-departure Area as well as a security screening area for body frisking at the final security check area. Availability of an comfort rooms and courtesy lanes for senior citizen, PWDs, and pregnant women. Coordination with EMD on GAD related airport infrastructure and equipment has been conducted by ComRel.	2	2	4	Medium Risk	April 16, 2018	N/A	N/A	N/A	N/A									Infrastructure Development is no longer included in the GAD Program		
	Passengers; Locators & Concessionaires; Air Carriers; Service Providers/ Ground Handlers	18	2.n) Unable to meet the satisfaction of the stakeholders (in terms of the facilities in the CRK PTB)	LCA & JCT	Facilities are not properly maintained.	Financial/ Operations	1) Decrease in number of passengers; 2) Decrease in number of flights; 3) Decrease in revenue					/			Treat	1) Monitoring of the facilities 24/7 2) Assign Availability of maintenance 24/7 and maintenance personnel at the PTB	Airport Operations Department/ Accounting Department/ Engineering & Maintenance Department	RESOLVED	Implementation of the AOD-TO-P-002 Monitoring of Facilities Equipment (Conduct of inspection on all terminal facilities and equipment before the start of every shift)	2	4	8	Medium Risk	April 16, 2018	N/A	N/A	N/A	N/A									N/A		
		19	2.o) Unofficial organizational structure Hiring of personnel when there are unavailable approved positions for fill-up	JRPC & DMM	Loyalty to friends and benefactors	Financial/ Operations	1) Tendency of unhealthy working relationship; 2) Polarization of employees					/			Treat	1) Prepare a reconciliation program to employees affected and implement the published procedures in personnel movement (not all management prerogative).	Top Management / Human Resource Department	RESOLVED	CIAC Rationalization Plan has been prepared and subject for Management review. Approval and implementation of the RatPlan will address the identified risk.	3	2	6	Medium Risk	April 16, 2018	N/A	N/A	N/A	N/A									N/A		
		20	2.p) Undetermined scope of the impending Operations and Maintenance of the Clark International Airport and the uncertainty on the general status of CIAC	CPD	BCDA and DOTr's action plan in developing the Clark International Airport and Clark Civil Aviation Complex	Operations, Business Development, Human Resource, Governance	1) Uncertainty on the existence of CIAC as an organization - airport operator of CRK and estate manager of CCAC 2) Uncertainty on the tenureship of CIAC employees 3) Low employee morale and low productivity level	5	5	25					Treat	Seek information from BCDA and DOTr regarding the scope of the O&M and its impact on the status of CIAC as an organization and status of CIAC employees Prepare and submit CIAC's application for SSL in reference to EO 38 to the GCG Push the GCG on the evaluation and approval of CIAC's Application for SSL as approved by the CIAC Board of Directors	Top Management	NEW IDENTIFIED RISK	Consistent inquiry and continuous coordination of CIAC Top Management with BCDA and DOTr - TOR of the O&M project will be released by March 2018 CIAC Proposed SSL has been submitted to the GCG on December 2017 for evaluation and approval CIAC received a reply letter dated 15 February 2018 from GCG on its confirmation in the expedition of the review of all GCG's Application for SSL	5	5	25	High Risk	April 16, 2018	Take no action	Request BCDA for a detailed presentation on the scope of the O&M.	Top Management	N/A									N/A		
3) Diversified Non-Aeronautical Revenue Sources	Locators & Concessionaires; Employees; Local Community; Local Municipality	21	3.a) Presence of informal settlers	FGGJ & MJTD	Unsecured areas	Financial/ Operations/Business Development	1) Areas for leasing are not maximized					/			Treat	1) Prepare and implement a plan on Cause the ejection of informal settlers 2) Implement maximum security procedure at the CCAC area	Special Concerns Department / Legal Services Department / Committee on Informal Settlers	RESOLVED	Special team / Committee on informal settlers has been created on April 2017. Continuous monitoring of the movement of informal settlers at the IE-5 area. Continuous implementation of security measures to control the proliferation of informal settlers.	3	2	6	Medium Risk	April 16, 2018	N/A	N/A	N/A	N/A									N/A		

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	Locators, Local Community, Local Municipality, National Government	22	3.b) Failure to attract new locators	JMS & JSC	Provide areas for prospective locators (Inability to provide prospective areas to locators in the field of renewable energy, leisure, tourism, etc., and others)	Financial/ Business Development	1) Available land are left idle and prone to informal settlers 1) Possible business opportunity loss					/				Treat	1) Offer to locators some areas not affected by the 1st phase of CIAC (Master Development Plan (MDP) for other use such as solar projects, agriculture, leisure, etc. and others 2) Initiate the land parcelization of the identified Mixed-Use Area in the Approved CIAC MDP	Top Management/ Marketing Department/ Corporate Planning Department/ Engineering & Maintenance Department / MIS Department	RESOLVED	Conducted meetings with interested investors in CCAC by MD, CBDG, and OP offering available leaseable areas in CCAC. Enlisted as the 19th member in the Investments Promotion Agency in BOI-PIPP on August 2017. Awaiting the completion and approval of the Re-masterplanning of the CFZ by Palafox Associates Philippines as implemented by CDC. Two of the CCAC major areas - Strategic Reserve and Airport City - are included in the scope of masterplan.	3	2	6	Medium Risk	April 16, 2018	N/A	N/A	N/A	N/A	N/A	N/A						N/A
	Employees	23	3.c) Possible Bankruptcy	LCA & JCT	Lack of program on diversifying Non-Aeronautical Revenue Sources Increase in cash outflow (increase in OPEX and CAPEX) and decrease in cash inflow (unsettled payment of locators, concessionaires and excessive grant of incentives to airlines and locators)	Financial/ Operations	1) Decrease in revenue 1) No sufficient current asset to fund the operational expenses of CIAC					/				Treat	Careful plan on where to diversify 1) Implement cost-cutting measures 2) Implement Collection Procedure 3) Review and Implement an Improved Incentive Program and grant standard performance based incentives to all airlines, locators, and/or concessionaires	Accounting department Top Management / All departments and offices Top Management/ Treasury Department/ Accounting Department / Marketing Department	RESOLVED	Observance of cost cutting measures by the departments and offices per directive of P&CEO starting May 2017. TRD-P-002 Collection procedure is strictly being implemented by Treasury Department. Per instruction of CIAC Board of Directors, PAL, AirAsia and CEB will be provided uniform incentives. Part of the program has been implemented already.	4	1	4	Medium Risk	April 16, 2018	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Stable cash flow as of 28 February 2018(AcD) monitoring cost cutting measures (FAG)				
4) Transformed Clark Civil Aviation Complex Into a Major Economic Hub (Enhanced Stakeholder Alliances)	Locators and Concessionaires; National Government Agencies/ Air Carriers; Business Commerce, Tourism Org, NGOs, hotels and travel agencies, airport-related associations; General Aviation Users; Service Providers/ Ground Handlers; Ground Transportation Providers; Airport Suppliers; Credit Investors	24	4.a) Irregular communication and coordination with stakeholders	GAN, JDR, AGT & JSC	Lack of venue to review pertinent interagency agreements/matters	Operations	1) Agreements with stakeholders may not be met 2) Loss of trust of stakeholders					/				Treat	1) Organize Stakeholders Meetings (Partner Agencies, Locators and Concessionaires Meetings, and others	Airport Operations Department/ Marketing Department / All concerned departments and offices	RESOLVED	Quarterly Inter-Agency Meeting is regularly being conducted by AOD beginning 2017. Airline Operators Council Meeting is being conducted every month. CIAC-AOD is invited every meeting.	2	2	4	Medium Risk	April 16, 2018	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A				
	Air Carriers; Passengers; Business, Commerce, Tourism Organizations & NGOs; hotel and travel agencies, airport related association; General Aviation Users; Locators & Concessionaires; Service Providers/ Ground Handlers; Ground Transportation Providers; Airport Suppliers; Other Government Agencies (Partner Agencies); Credit Investors; National Government; Local Municipality; General	25	4.b) Weakening of political support of the next administration for infrastructure improvement reforms	MSC, RPA & AMS	Politics	Operation	CIAC will not achieve its vision					/				Treat	Lobby with the National Government	Top Management	RESOLVED	The Administration of President Rodrigo Duterte is in full support of the development of CRK - Build, Build, Build.	3	2	6	Medium Risk	April 16, 2018	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A				
5) Enhanced Customer Experience	Passengers; Employees; Air Carriers; Locators & Concessionaires	26	5.a) Employee not equipped with proper training regarding customer satisfaction	FGGJ & MJTD	Lack of sufficient training on customer satisfaction	Operations/ Human Resource	Passengers and other customers of CIAC will not experience receive quality service					/				Treat	1) Conduct in-house training on Customer Satisfaction	Human Resource Department	RESOLVED	Development and Facilitation of CIAC Customer Service Training for seventy (70) frontline employees from ASD, AOD, Marketing, Quality Office, Corporate Communications Office, Human Resources, Procurement, Treasury and BAC Secretariat Office for the period of January-June 2017 has been initiated by HRD.	2	2	4	Medium Risk	April 16, 2018	N/A	N/A	N/A	N/A	N/A	N/A	N/A					
	CIAC employees; Other Government Agencies (Partner Agencies); Passengers; Locators & Concessionaires	27	5.b) Failure to address customer needs	RROI & NJCY	Lack of coordination with partner agencies	Financial/Operations	Non-resolution of customer concerns/complaints					/				Treat	1) Enter into a Service Level Agreement with partner agencies 2) Conduct Monthly Inter-Agency Meetings	Airport Operations Department/ Airport Security Department/ Treasury Department/ Quality Office/ Bureau of Immigration/Office for Transportation Security/ Bureau of Customs/ Philippine National Police	RESOLVED	Quarterly Inter-Agency Meeting is regularly being conducted by AOD beginning 2017. Airline Operators Council Meeting is being conducted every month. CIAC-AOD is invited every meeting.	2	3	6	Medium Risk	April 16, 2018	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A				
		28	5.c) Availability of funds to implement customer related programs or project	GAN, JDR, AGT & JSC	Lack of budget to implement and cascade planned training	Operations/ Human Resource	1) Prolonged learning curve among concerned employees in delivering the expected output; 2) Inability to provide quality customer service and perform their duties and responsibilities; 3) Prolonged career advancement of concerned employees					/				Treat	Meet with CIAC's management to request for the approval of Training budget	Top Management/ Department Heads/ Human Resource Department	RESOLVED	Development and Facilitation of CIAC Customer Service Training of frontline employees was held on January-June 2017. The CIAC Competency Framework will be the basis in the development of training program for the employees.	2	2	4	Medium Risk	April 16, 2018	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A				

Objectives	Stakeholders/ Interested Parties (External/ Internal)	Risk Factor No.	Risk Factor	RISK IDENTIFICATION			RISK ANALYSIS			RISK ANALYSIS			RISK EVALUATION			RISK TREATMENT			RISK REVIEW					CONTINGENCY / MITIGATION				REMARKS					
				Identified By	Causes of Risk	Areas of Impact (Financial/ Operations/ Business Development/ Human Resource/ Governance)	Positive or Negative Consequences	Severity (S)	Likelihood (L)	Risk Priority Number (RPN)	High	Medium	Low	Rating	Decision	Decision (Tolerate/ Treat/ Terminate)	Action Plan	Risk Owner	Status	Monitoring and Review Results	Residual Risk					Contingency / Mitigation							
				Severity	Likelihood	Risk Priority Number	High	Medium	Low	Decision	Decision (Tolerate/ Treat/ Terminate)	Action Plan	Risk Owner	Status	Monitoring and Review Results	Severity	Likelihood	Risk Priority Number	Risk Appetite	Date	Decision	Action	Risk Owner	Status									
	Passengers; Air Carriers; Employees	29	5.d) Delayed in turn-around time	LCA & JCT	Possible Failure on the operability of facilities and equipment	Operations	1) Delayed flight; 2) Unsatisfied passengers; 3) Decrease in revenue (e.g. Terminal fee)					/				Treat	1) Conduct Daily Periodic maintenance check on facilities and equipment daily; 2) Provide Availability of maintenance personnel 24/7	Airport Operations Department/ Engineering and Maintenance Department	RESOLVED	Implementation of the AOD-TOP-002 Monitoring of Facilities Equipment (Conduct of inspection on all terminal facilities and equipment before the start of every shift)	2	4	8	Medium Risk	April 16, 2018	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
6) Deliver Quality Service	Air Carriers; Locators & Concessionaires; Passengers	30	6.a) Below par airport services due to absence of comprehensive training program with budget appropriation	EMG, BOT & ARF	Lack of funds to hire/ train or outsource the needed additional competent operations people and to acquire standard facilities/services to serve the customers' needs Absence of comprehensive training program with budget appropriation	Financial/ Operations/ Business Development/ Human Resource	1) CIAC shall be treated only as the secondary choice of the airport's target customers; 2) Employees are prone to commit errors that may lead to damage to damaged properties or even loss of lives; lives lost 3) Delayed flights					/				Treat	1) Establish and sustain a comprehensive training program for operations employees; 2) Require outsourced personnel to have orientation/workshop regarding their actual duties/responsibilities prior to deployment.	Top Management / Airport Operations Department / Airport Security Department/ Engineering and Maintenance Department / Emergency Services Department / Human Resource Department	RESOLVED	Development and Facilitation of CIAC Customer Service Training of frontline employees was held on January-June 2017. The CIAC Competency Framework will be the basis in the development of training program for the employees.	2	2	4	Medium Risk	April 16, 2018	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	CIAC Employees (End-users - all CIAC Departments & Offices); Airport Suppliers; Passengers	31	6.b) Unavailability of equipment to be used to provide quality service	FGGJ & MJTD	Equipment are not maintained or replaced	Operations	Passengers & other CIAC customers will not experience receive quality service					/				Treat	Determine the equipment which are needed to be repaired/maintained	Engineering and Maintenance Department	RESOLVED	CRK PTB Equipment replaced/procured for CY 2017: conventional type airconditioning unit to inverter type at PTB; rehabilitation of Chiller 4 at the PTB, installation of air curtains on entrance and exit door at the PTB, handheld metal detectors, xray machines, provision of common-use terminal equipment for 34 check-in counters, 240 four-seater gang chairs, opening of VIP lounge.	3	2	6	Medium Risk	April 16, 2018	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	Employees (End-users - All CIAC Departments & Offices); Suppliers	32	6.c) Hampered the operation/delayed in the completion of projects or tasks	RLS & JER	1) Incomplete specification of items to be purchased; 2) Unavailability of funds; 3) Rush purchases	Operations	1) Delays in the delivery of items/services requested; 2) Quality of the items/services may be sacrificed.					/				Treat	Implement the timeline stated in the PPMP.	End-users (All CIAC Departments & Offices)	RESOLVED	Implementation of the PrD-SOP-001 Procurement of Goods and Services Under the Alternative Method of Procurement and PrD-SOP-002 Competitive or Public Bidding Procedure for Goods, Services, Infrastructure/Civil Works and Consulting Services	2	3	6	Medium Risk	April 16, 2018	N/A	N/A	N/A	N/A	N/A	All requests for budget are being processed within the approved budget and within the set process cycle time(AcD)	N/A	
	Passengers; Partner Agencies; General Public; Air Carriers; General Aviation Users; Locators and Concessionaires	33	6.d) Delayed flights, poor customer service, long queues, restroom issues, etc. and others	MSC, RPA & AMS	Outdated Service Level Agreements	Operations	Increased customer complaints					/				Treat	1) Conduct of Review of policies and procedures, and conduct regular ISO Audit 2) Update the Service Level Agreements with the Partner agencies, airlines, and groundhandlers including the Service Excellence Standards of all concerned departments and offices	Top Management/ Quality Office/ Airport Operations Department/ Corporate Communications Office/ other concerned departments and offices	BEING RESOLVED	QMS Internal Audit was conducted on December 2017 and Follow-up Audit on January 2018. QMS External Audit was conducted on March 2017 and its next schedule is on March 2018. Updated SLAs are subject for final review and signature.	2	4	8	Medium Risk	April 16, 2018	Treat	1) Regular monitoring of on-time performance of airlines with regular coordination 2) Establishment of Passenger Assistance Desk 3) Hourly inspection of restrooms	Top Management/ Quality Office/ Airport Operations Department/ Corporate Communications Office/ Engineering & Maintenance Department (AOD) Top Management/ All CIAC departments/ offices (OO)	N/A	N/A	N/A	N/A	N/A
	Locators & Concessionaires; Passengers; Employees; Other Government Agencies	34	6.e) Failure to address internal audit findings (recurring NCs and OFIs)	VMLM & DJLP	1) Lack of commitment in effectively addressing the areas for improvement of the organization within the specified timelines; 2) Lack of "quality-related" programs/ projects (e.g. implementation of 5S)	Financial/ Operations/ Business Development/ Human Resource	1) Re-occurrence of non-conformities and other negative audit/ assessment findings; 2) Non-issuance/renewal of ISO certificate					/				Treat	Implement other quality-related programs such as 5S, Integrity Management Program, Total Quality Management (TQM)	Top Management/ All CIAC Departments & Offices	BEING RESOLVED	The Proposed CIAC 5S Program has been submitted to the Management on January 2018 subject for review.	3	3	9	Medium Risk	April 16, 2018	Treat	1) Implement other quality-related programs such as 5S, Integrity Management Program, Total Quality Management (TQM) (AOD) 2) Implement resolution on the audit findings related to ASD (internal and external) based on set timetable (ASD) 3) Strict monitoring of the implementation of the action plans that will address the audit findings. 4) Regular review of the status of action plans/ resolution of audit findings by Top Management thru the conduct of Management Review (OO)	Top Management/ All CIAC Departments & Offices (AOD) All departments Top Management/ Quality Office/ All CIAC Departments & Offices Top Management (OO)	N/A	N/A	N/A	N/A	1) Will be raised to ManCom (ASD) 2) Will be raised to mancom (FAG)
	Passengers; Air Carriers; Employees; Locators and concessionaires	35	6.f) Unable to meet the expectations of the stakeholders 2.p) Unable to meet the satisfaction of the stakeholders (in terms of the facilities in the CRK PTB) (AcD)	LCA & JCT	Failure to satisfy the stakeholder (Why? - consider changing the identified cause of risk)	Financial/ Operations/ Business Development/ Human Resource	1) Decrease in passengers; 2) Decrease in flights; 3) Decrease in revenue					/				Treat	Solve the passengers' problems through the Passenger Assistance Desk as needed.	AOD/Marketing/CCO	RESOLVED	Passenger Assistance Desk at the CRK PTB is being manned by CIAC employees (CCO and Comf) in charge of handling passenger concerns	2	4	8	Medium Risk	April 16, 2018	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
7) Engage in Infrastructure/ Equipment Development/ Upgrade that Accommodate Growth and Advance Strategic Objectives	CIAC employees; National Government; Local Community; Passengers; Air Carriers; General Aviation Users; Service Providers/ Ground Handlers; Airport Suppliers	36	7.a) Possible occurrence of accidents which will result in personal injury and if the Aerodrome Manuals will not be completed and CIAC won't be awarded with an Aerodrome Certification.	MCP & JCS	1) Lack of Training; 2) Bad Decision-Making Process; 3) Not thinking about the consequences; 4) Over-dependence (Kindly elaborate) on other employees that one does not do his work properly	Financial/ Operations/ Business Development/ Human Resource						/							RESOLVED	Approval and Award of CRK Aerodrome Certification from CAAP making CRK as one of the safest airports in the Philippines	3	2	6	Medium Risk	April 16, 2018	N/A	N/A	N/A	N/A	N/A	N/A	N/A	

Objectives	Stakeholders/ Interested Parties (External/ Internal)	Risk Factor No.	RISK IDENTIFICATION				RISK ANALYSIS			RISK ANALYSIS			RISK EVALUATION			RISK TREATMENT				RISK REVIEW					CONTINGENCY / MITIGATION				REMARKS				
			Risk Factor	Identified By	Causes of Risk	Areas of Impact (Financial/ Operations/ Business Development/ Human Resource/ Governance)	Positive or Negative Consequences	Severity (S)	Likelihood (L)	Risk Priority Number (RPN)	High	Medium	Low	Rating	Decision	Decision (Tolerate/ Treat/ Transfer/ Terminate)	Action Plan	Risk Owner	Status	Monitoring and Review Results	Residual Risk					Contingency / Mitigation							
																				Severity	Likelihood	Risk Priority Number	Risk Appetite	Date	Decision	Action	Risk Owner	Status					
	Airlines, Passengers, Government Agencies, Airport-related Associations	37	7.b) Reduction in CRK Airport Aerodrome Category	NPD & LOG	End of Service life of Aircraft Fire Fighting Vehicles (ARFFVs) (i.e. Ageing equipment)	Financial/ Operations	1) Aircraft operations at CRK will be reduced; 2) Reduction in revenues				/				Treat	Management to put in place an Equipment Acquisition Plan Specific Activities: 1. Analysis of the need (i.e. number, type and capability of equipment/system needed) 2. Management representation with DOTr for fund support 3. Phased acquisition if funds is limited	Airport Operations Management Group & Finance Group	RESOLVED	Applied preventive maintenance program to maintain required facilities and equipment. Maintained Category 9 level of protection.	3	1	3	Low Risk	April 16, 2018	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	Airport Suppliers; National Government, Service Providers/ Ground Handlers, Employees	38	7.c) Non-prioritization of the National Government on CIAC's development	FGGJ & MJTD	1) Lack of funding and corruption; 2) Lack of government support	Operations	1) Delay in the development of the airport; 2) Delayed completion and service delivery				/				Terminate	Present to the upcoming administration the plans and development for CIAC	Top Management	RESOLVED	The Administration of President Rodrigo Duterte is in full support of the development of CRK - Build, Build, Build.	3	2	6	Medium Risk	April 16, 2018	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	Passengers; Air Carriers; Locators and Concessionaires; Service Providers/ Ground Handlers; Ground Transportation Providers; Airport Suppliers; CIAC Employees; Partner Agencies; Credit Investors; National Government; LGUs; General Public	39	7.d) Lack of funds to engage in infrastructure and/or equipment development and/or upgrades	GAN, JDR, AGT & JSC	Financial growth of the business (or Current financial status of the business?) Lack of support from the government; Mismanagement of finances (unsettled debts)	Operations	Safety and convenience of the passengers may be compromised				/				Transfer			RESOLVED	BCDA and CDC have been remitting CIAC's revenue share beginning 31 March 2017. BCDA funded the ASEAN related Infrastructure Projects of CRK for CY 2017. Other CRK infrastructure projects for CY 2017 were funded internally. Per directive of BCDA, no budget on capital expenditures has been allocated for CY 2018.	3	2	6	Medium Risk	April 16, 2018	N/A	N/A	N/A	N/A	N/A	N/A	N/A	No approved budget for infrastructures for 2018 due to pending bid-out of O&M(AcD)	
	Air Carriers; General Aviation User; National Government; Business Organization; Locators and Concessionaires; Service Providers/ Ground Handlers	40	7.a) Uncertainty in the continued provision of budgetary support from the national government (similar to 7.d)	MSC, RPA & AMS	Lack of support from the national government to the development of CIAC	Operation	CIAC may not accomplish its vision				/				Tolerate	Request funding from DOTr	Top Management; Accounting Department; Treasury Department	RESOLVED	The Administration of President Rodrigo Duterte is in full support of the development of CRK - Build, Build, Build. BCDA funded the ASEAN related Infrastructure Projects of CRK for CY 2017. Other CRK infrastructure projects for CY 2017 were funded internally. Per directive of BCDA, no budget on capital expenditures has been allocated for CY 2018.	3	2	6	Medium Risk	April 16, 2018	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
8) Pursue Business Development Initiatives	Air Carriers; Locators & Concessionaires; CIAC Employees; Business, Commerce, Tourism Organizations and NGOs, hotels and travel agencies, airport-related associations; Credit Investors; Local Community; Local Municipality	41	8.a) Unable to pursue business development initiatives due to financial capabilities / political considerations	EMG, BOT & ARF	1) Lack of experts to develop business initiatives; 2) Financial capabilities; 3) Political considerations	Financial/ Operations/ Business Development	Less capability to maximize revenue sources				/				Treat	1) Hire business development experts/consultants	Top Management/ Human Resource Department / Marketing Department/ Accounting Department/ Treasury Department/ Legal Services Department	RESOLVED	Awaiting the release of BCDA's brand for Clark.	3	2	6	Medium Risk	April 16, 2018	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	Employees, Air Carriers, Business, Commerce, Tourism Organizations, NGOs, hotels and travel agencies, airport related associations, CDC	42	8.b) Non-commitment to pursue growth of business activities in CRK	FGGJ & MJTD	Change in administration; Political considerations						/							RESOLVED	The Administration of President Rodrigo Duterte is in full support of the development of CRK - Build, Build, Build.	3	2	6	Medium Risk	April 16, 2018	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	Passengers; Air Carriers; Business Commerce, Tourism Org. NGOs, hotels and travel agencies, airport-related associations; General Aviation Users; Locators and Concessionaires; Service Providers/Ground Handlers; Ground Transportation Providers; Airport Suppliers; Credit Investors; Local Community; General Public; CIAC Employees; LGUs; Partner Agencies; National Government; CDC	43	8.c) Not having the right and competent people to do the job assignment/ responsibility (proper job matching)	GAN, JDR, AGT & JSC	1) Lack of applicants with complete requirements the required qualification standards for the job; 2) Hiring of applicants not fit for the job	Operations/ Human Resource	1) Delay in the expected output of the concerned department 2) Prolonged learning curve among concerned employees in delivering the expected output 3) Inability to provide quality customer service and perform their duties and responsibilities 4) Prolonged career advancement of concerned employees				/				Transfer/Treat (or Treat only?) Treat	1) Implementation of Competency Based Framework in the recruitment and promotion process	Top Management/ Department Heads/ Human Resource Department	RESOLVED	The CIAC Competency Framework and CIAC Rationalization Plan have been prepared. Both are subject for management review.	3	3	9	Medium Risk	April 16, 2018	N/A	N/A	N/A	N/A	N/A	N/A	N/A	CIAC generated its highest revenues to date, acquired its aero certification, et al.	
9) Improved Safety and Security at Clark Civil Aviation Complex	CIAC employees; National Government; Passengers (may also include Air Carriers, General Aviation Users, Locators & Concessionaires, Service Providers/ Ground Handlers)	44	9.a) Possible occurrence of aerial accidents and Complications Arising from Bird Strikes	MCP & JCS	Presence of wildlife (transferred from Identified Risk); 1) Absence of predators; 2) Destruction of habitat; 3) Lack of Wildlife Dispersal System	Financial/ Operations/ Business Development/ Human Resource	1) Loss of lives; 2) Damage in properties; 3) Disruption of operations				/				Treat	1) Installation of Wildlife Dispersal System 2) Hire additional SEMO personnel who are licensed and qualified in performing SEMO functions 3) Prepare a comprehensive study on wildlife management in CRK and implement necessary measures to prevent/minimize bird strikes and other aerial related accidents	CIAC (who or what departments, particularly in CIAC); National Government SEMO	RESOLVED	Installation of an Integrated Bird Deterrent and Monitoring System is underway and expected completion date is by February 2018. 100% Completion of Wildlife Hazard Management Plan. Subject for review of management. Weekly conduct of bird monitoring activities.	2	3	6	Medium Risk	April 16, 2018	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
		45	9.b) Occurrence of Bomb Threat	MCP & JCS	Lack of Modern Quality Airport Passengers Screening Machine; Security lapses	Financial/ Operations/ Business Development/ Human Resource	Loss of lives; Damage in properties; Disruption of operations				/				Treat	1) Implement Security Procedures 2) Procure additional security equipment and facilities 3) Conduct regular	Airport Security Department/ Airport Security Quality Control Office	RESOLVED	Maximum security is being implemented by Airport Security Department in connection with the intelligence report received regarding the presence of suspected terrorists in Pampanga and in compliance with DOTr's memorandum	3	1	3	Low Risk	April 16, 2018	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	

Objectives	Stakeholders/ Interested Parties (External/ Internal)	Risk Factor No.	RISK IDENTIFICATION				RISK ANALYSIS			RISK ANALYSIS			RISK EVALUATION		RISK TREATMENT				RISK REVIEW					CONTINGENCY / MITIGATION				REMARKS														
			Risk Factor	Identified By	Causes of Risk	Areas of Impact (Financial/ Operations/ Business Development/ Human Resource/ Governance)	Positive or Negative Consequences	Severity (S)	Likelihood (L)	Risk Priority Number (RPN)	High	Medium	Low	Rating	Decision	Decision (Tolerate/ Treat/ Transfer/ Terminate)	Action Plan	Risk Owner	Status	Monitoring and Review Results	Residual Risk					Contingency / Mitigation																
																					Severity	Likelihood	Risk Priority Number	Risk Appetite	Date	Decision	Action		Risk Owner	Status												
		46	9.c) Possibility of having a Terror Attack	MCP & JCS														training to all security personnel to further equip them in preventing, handling possible bomb threat and/or terror attack.			RESOLVED	Procured additional security equipment and services: 100 PSA Guards, 12 Security Profilers, 10 Handheld Metal Detectors, X-ray Machines (1 Dual View, 1 Portable Vehicle X-Ray, 1 Full Body Scanner), and Traffic Bollards. Active Gates 1,4,5,8 were equipped with retractable bollards, gate barriers and walk-thru metal detectors through ASEAN funds. Security Fixed Bollard in front of the CRK PTB are currently being installed. Conducted Full Scale Security Exercise "Tempest Wind" on 20-25 September 2017.	3	2	6	Medium Risk	April 16, 2018	N/A	N/A	N/A	N/A	N/A	N/A									N/A
	Air Carriers; Locators & Concessionaires; CIAC Employees; Passengers; General Aviation Users; Service Providers/ Ground Handlers	47	9.d) Improper allocation of resources regarding the upgrading of security and safety services, to include equipment (new and modern technologies to better address security and safety issues), personnel, and facilities.	EMG, BOT & ARF	Low prioritization being given for security and safety improvements	Financial/ Operations	Undermanned/underequipped security force which may lead to damage/loss of properties or even loss of lives				/					Treat	Airport Security Fee to be allocated for the prioritization of security equipment/facilities acquisition/improvements and personnel services requirements.	CIAC Top Management		RESOLVED	Procured additional security equipment and services.	2	2	4	Medium Risk	April 16, 2018	N/A	N/A	N/A	N/A	N/A	N/A	N/A					N/A				
	Passengers; Air Carriers; General Aviation Users; Locators and Concessionaires; Service Providers/ Ground Handlers; Ground Transportation Providers; Airport Suppliers; Credit Investors; Local Community; General Public; CIAC Employees; LGUs; Partner Agencies; National Government; CDC; PAF	48	9.e) Availability of funds for hiring the sufficient number of personnel as required by ICAO, CAAP, DOLE & other regulatory agencies involved in safety and security	GAN, JDR, AGT & JSC	Insufficient funding for recruitment	Operations	1) Extension in the number of hours to be rendered by the concerned employees in a given week; 2) Unmanned post during operation hours				/					Transfer	Support the OPR on their request for budget in the hiring of needed manpower	OPR/ Human Resource Department		RESOLVED	Procured additional security services: 100 PSA Guards and 12 Security Profilers.	2	2	4	Medium Risk	April 16, 2018	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Requests for hiring and/or promotion of personnel are being deferred per directive of BCDA.								
	CIAC Employees; Passengers; Other Government Agencies (Partner Agencies) e.g. IACAT & DOT; GAD Air Sector.	49	9.f) Failure to pursue the construction of the halfway house as agreed in the signed MOA will result to failure to provide Aftercare Program for victims of human trafficking, an intervention identified even by IACAT to be necessary to make programs for anti-human trafficking responsive and effective.	(MTC)	Lack of funding	Governance (community)/ Business Development/ Operations/ Financial	1) Inability to comply with EO 273, MOA on GAD signed with DOT and all other related constitutional provisions. 2) Poor performance on Corporate Governance vis-à-vis CSR (Corporate Social Responsibility) and CSV (Creating Shared Value). 3) Poor performance on Annual Accomplishments of GAD Plan and Budget.				/					Treat	1. Finish concept paper on Holistic Intervention Program as a material to convince BCDA to co-sponsor construction of the halfway house with CDC. 2. Persuade new DOT Secretary to co-sponsor construction of the halfway house.	ComDev/ GAD-FPS/TWG/ CDC-BCDA-DOT; GAD TWG ComDev/ GAD-FPS/ TWG/ CIAC President		RESOLVED	Entered in a partnership with Visayan Forum, IMA Foundation, and LGU-Angeles City for the after care services of the Human Trafficking victims. Facility of IMA Foundation will be used as the halfway house. Programs at the Halfway House include trauma counselling, psychosocial activities, skills development, and capacity building.	2	3	6	Medium Risk	April 16, 2018	N/A	N/A	N/A	N/A	N/A	N/A	N/A									
	CIAC Employees; Local Community; Local Municipality	50	9.g) Failure to engage in Reforestation or similar program will miss out on addressing consequences of carbon emission caused by aviation industry on the environment	MTC	Lack of funding	Governance/ Business Development/ Operations, Financial	Lack of sense of CSR leads to negative image of CRK which in turn would lead to poor patronage and poor brand loyalty				/					Treat	Through SEMO, source funds from locators to sponsor reforestation program. 1) Partner with locators in the reforestation or similar program	ComDev/ Safety and Environment Management Office		BEING RESOLVED	Conducts monitoring of environmental compliance of locators within CCAC and Oversees corrective actions of locators on environmental violations.	2	2	4	Medium Risk	April 16, 2018																
	Passengers; Air Carriers; General Aviation Users; Employees; National Government; Partner Agencies; General Public; Tourism Organization; Locators & Concessionaires; Service Providers/ Ground Handlers	51	9.h) Inconsistencies in the implementation of security and safety procedures and policies	MSC, RPA & AMS	No regular re-orientation regarding the policies	Operations	Security breach and safety issues raised by third party inspectors				/					Treat	Conduct of review of policies and procedures, and regular ISO Audit	Airport Security Department/ Airport Security Quality Control Office		RESOLVED	Accomplished the Transportation Security Administration Security Assessment/ Previous Observations were closed during the assessment held on 25-26, September 2017. Procedures and policies of Airport Security Department were reviewed and audited during the QMS External Audit on March 2017 and Internal Audit on 14-29 December 2017.	3	3	9	Medium Risk	April 16, 2018	N/A	N/A	N/A	N/A	N/A	N/A										
	CIAC employees; Other Government Agencies (Partner Agencies)	52	9.i) Delayed implementation of Safety Management System and Security Enhancement Programs	FEP, RSU & ALA	Lack of qualified personnel to do the job	Operations	Delayed formulation of Safety Management Systems and lack of qualified personnel to enforce security enhancement programs				/					Treat	1) Conduct of Safety and Security Training for Security personnel 2) Implementation of Security procedures	Safety and Environmental Management Office/ Airport Security Department		RESOLVED	Completed the Revised SMS Manual on June 2017. Conducts Safety Orientation to all applicants of access pass prior its issuance such includes PSA guards. 100% of the PSA guards were oriented on security procedures. Maximum security is being implemented by Airport Security Department in connection with the intelligence report received regarding the presence of suspected terrorists in Pampanga and in compliance with DOT's memorandum.	3	2	6	Medium Risk	April 16, 2018	N/A	N/A	N/A	N/A	N/A	N/A										
	Passengers; Air Carriers; Employees; Locators and concessionaires	53	9.j) Presence of ISIS in Mindanao	LCA & JCT	Intelligence failure	Financial/ Operations/ Business Development	Terrorist Act				/					Transfer	Conduct conference with PNP, PAF, ASPD regarding the presence of ISIS	Top Management		RESOLVED	Conducted coordination meetings with PNP, PAF and ASD regarding the intelligence report received regarding the presence of ISIS in Pampanga.	3	2	6	Medium Risk	April 16, 2018	N/A	N/A	N/A	N/A	N/A	N/A										

Objectives	Stakeholders/ Interested Parties (External/ Internal)	Risk Factor No.	Risk Factor	RISK IDENTIFICATION				RISK ANALYSIS			RISK ANALYSIS			RISK EVALUATION			RISK TREATMENT				RISK REVIEW					CONTINGENCY / MITIGATION				REMARKS		
				Identified By	Causes of Risk	Areas of Impact (Financial/ Operations/ Business Development/ Human Resource/ Governance)	Positive or Negative Consequences	Severity (S)	Likelihood (L)	Risk Priority Number (RPN)	High	Medium	Low	Rating	Decision	Decision (Tolerate/ Treat/ Transfer/ Terminate)	Action Plan	Risk Owner	Status	Monitoring and Review Results	Residual Risk					Contingency / Mitigation						
				Severities	Likelihood	Risk Priority Number	High	Medium	Low	Decision	Decision	Action Plan	Risk Owner	Status	Monitoring and Review Results	Severity	Likelihood	Risk Priority Number	Risk Appetite	Date	Decision	Action	Risk Owner	Status								
10) Commit to Individual Performance Management Practice	CIAC Employees; CIAC Customers (Passengers; Locators & Concessionaires)	54	10.a) Lenient leadership and monitoring system	EMG, BOT & ARF	CIAC's culture of leadership Culture of the organization	Financial/ Operations	1) Demoralized employees; 2) Unproductive/ low performance/ complacent employees				/					Treat	1) Provide Leadership trainings/workshops; 2) Establish effective and objective evaluation system that gives more credit on the accomplishment of the actual duties and responsibilities of concerned individuals/employees; 3) Establish an objective bases in awarding incentives/bonus for employees (e.g. PBB, etc.)	Top Management / Human Resource Department	RESOLVED	Reviewed SPMS Appraisal forms as well as consultation with CSC, Revised and Presented the Individual Performance Commitment Review (IPCR) and Rater's Guide. Conducted IPCR pilot testing orientation, and Gathered feedback from selected raters. Presentation of the IPCR to management is scheduled on January 2018.	3	2	6	Medium Risk	April 16, 2018	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	Employees	55	10.b) Lack of personnel training	FGGJ & MJTD	Insufficient funds for training	Human Resource	No improvement on the individual's performance				/					Treat	Conduct in-house training	Human Resource Department	RESOLVED	Allocated training budget for CY2017 amounts to Php6.71M. CY 2017: Internal Trainings - 8, attendees 449 External Trainings - 18, attendees 61	2	3	6	Medium Risk	April 16, 2018	N/A	N/A	N/A	N/A	N/A	N/A	
	Employees	56	10.c) Subjective performance evaluation	MSC, RPA & AMS	Subjective performance evaluation tool	Human Resource	Gaps in the performance of the employees are not addressed				/					Treat	Implement SPMS	Human Resource Department	BEING RESOLVED	The IPCR is subject for presentation to management.	2	3	6	Medium Risk	April 16, 2018	Treat	Implementation of IPCR	HRD	Ongoing implementation	N/A	N/A	
	Employees; Other Government Agencies (e.g. GCG)	57	10.d) Resistance of employees on the possible changes in the organization brought by the development & implementation of various performance management practices (e.g. Rationalization Plan, Competency Framework, Performance Management System)	VMLM & DJLP	Absence of regular information dissemination regarding the content and status of CIAC's Rationalization Plan; development & implementation of various performance management practices	Human Resource/ Operations/ Business Development/ Financial	1) Low employee morale/satisfaction/ engagement; 2) Delayed submission/ approval of the Board of CIAC's Rationalization Plan				/					Treat	Conduct regular meeting or any info dissemination activity where the status of the Rationalization Plan will be discussed to the employees	Top Management/ Rationalization Plan Committee/ Union	RESOLVED	Consultation meetings were facilitated with the departments and offices. The CIAC Rationalization Plan has been prepared by the CIAC Change Management Team. Subject for management review.	2	2	4	Medium Risk	April 16, 2018	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Corporate Objectives (CIAC's 2015-2020 Strategic Plan)																																
1) Competitive Pricing for facilities and services	Air Carriers; General Aviation Users; Business Organization; Locators and Concessionaires; Service Provider/ Ground Handler	58	1.a) Reduced revenue to fund operating expenses	MSC, RPA & AMS	Lack of cost-benefit-analysis	Financial/ Operations	Cash deficit				/					Treat	Prepare Cost Benefit Analysis on the reduce fees	Accounting Department/ Treasury Department/ Top Management	RESOLVED	CIAC revenue has increased with the remittance of BCDA and CDC on CIAC's revenue share beginning 31 March 2017.	3	2	6	Medium Risk	April 16, 2018	N/A	N/A	N/A	N/A	N/A	Revenues steadily increasing in the recent months (AcD)	
		59	1.b) Too much discount making operations unprofitable	JRPC & DMM	1) Insufficient investors; 2) Lack of financial resources	Financial/ Operations/ Business Development					/					Treat	Implement matrix type incentive program taking into account the capital investment, employment generation, length of contract, fund requirement of CIAC etc.	Top Management/ Marketing Department/ Accounting Department/ Treasury Department/ Legal Services Department	RESOLVED	Final draft of Incentive Program was presented to CIAC Board for approval. Per instruction of CIAC Board of Directors, PAL, AirAsia and CEB will be provided uniform incentives. Part of the program has been implemented already.	3	4	12	High Risk	April 16, 2018	N/A	N/A	N/A	N/A	N/A	N/A	
2) Drive Cost Reductions	CIAC Employees	60	2.a) Laxity in the management of direct and indirect expenses.	EMG, BOT & ARF	1) Lack of measures to identify/assess/control cost centers; 2) Lack of ownership & responsibility	Financial/ Operations/ Business Development	1) Loss savings opportunity; 2) Wastage; 3) Less profitability				/					Treat	1) Provide measures to identify assess and control cost centers; 2) Incultate employees' ownership/responsibility to company resources; 3) Provide reward and penalty scheme to employees	Top Management / Employees / Human Resource Department / Legal Services Department / Accounting Department / Property & Transportation Department	RESOLVED	Observance of cost cutting measures by the departments and offices per directive of P&CEO starting May 2017.	3	2	6	Medium Risk	April 16, 2018	N/A	N/A	N/A	N/A	N/A	Observance of cost cutting measure (AcD) Monitor cost cutting measures (FAG)	
	Employees	61	2.b) Inconsistency in the implementation of the cost reduction program	MSC, RPA & AMS	Lack of top management's will to implement	Financial/ Operations	Cash Deficit				/					Tolerate	Review of expenses and implement cost cutting measures from top to bottom positions.	Top Management	RESOLVED	Observance of cost cutting measures by the departments and offices per directive of P&CEO starting May 2017.	3	2	6	Medium Risk	April 16, 2018	N/A	N/A	N/A	N/A	N/A	Monitor cost cutting measures (FAG)	
3) Position CCAC as a business center choice for Northern and Central Luzon	Passengers; Air Carriers; General Aviation Users; Local Municipality; Local Community.	62	3.a) Competition Arising due to the establishment of Clark Green City	FGGJ & MJTD	Other government agencies are more aggressive in terms of area development	Operations/ Business Development	There will be high competition between CIAC and Clark Green City with regard to what will be the business center of choice for the locators				/					Treat	Establishment of competitive prices on lease, etc.	Marketing Department	RESOLVED	Final draft of Incentive Program was presented to CIAC Board for approval. Per instruction of CIAC Board of Directors, PAL, AirAsia and CEB will be provided uniform incentives. Part of the program has been implemented already.	3	2	6	Medium Risk	April 16, 2018	N/A	N/A	N/A	N/A	N/A	N/A	
	Air Carriers; Passengers; Business, Commerce, Tourism Organizations & NGOs; hotel and travel agencies; airport related association; General Aviation Users; Locators & Concessionaires; Service Providers/ Ground Handlers; Ground Transportation Providers; Airport Suppliers; Employees; Other Government Agencies (Partner Agencies); Credit Investors; National Government; Local Community; Local	63	3.b) Lack of a National Government directive to develop CRK as the Airport of the North	MSC, RPA & AMS	Politics	Financial/ Operations/ Business Development	CIAC may not attain its vision				/					Treat	Lobby with the national government. Request support from the LGU and legislators who are advocating the development of the airport	Top Management	RESOLVED	The Administration of President Rodrigo Duterte is in full support of the development of CRK - Build, Build, Build: a) DOT's and BCDA's implementation of the Clark International Airport New Passenger Terminal Building Project; and the implementation of the Clark International Airport Operations and Maintenance Project under PPP; b) DOT's railway project that includes CRK station; c) NG's directive on transfer of flights from MNL to CRK	3	2	6	Medium Risk	April 16, 2018	N/A	N/A	N/A	N/A	N/A	N/A	

Objectives	Stakeholders/ Interested Parties (External/ Internal)	Risk Factor No.	RISK IDENTIFICATION					RISK ANALYSIS			RISK ANALYSIS			RISK EVALUATION			RISK TREATMENT				RISK REVIEW					CONTINGENCY / MITIGATION				REMARKS	
			Risk Factor	Identified By	Causes of Risk	Areas of Impact (Financial/ Operations/ Business Development/ Human Resource/ Governance)	Positive or Negative Consequences	Severity (S)	Likelihood (L)	Risk Priority Number (RPN)	High	Medium	Low	Rating	Decision	Decision (Tolerate/ Treat/ Transfer/ Terminate)	Action Plan	Risk Owner	Status	Monitoring and Review Results	Residual Risk					Contingency / Mitigation					
																					Severity	Likelihood	Risk Priority Number	Risk Appetite	Date	Decision	Action	Risk Owner	Status		
	Other Government Agencies; Locators & Concessionaires	64	3.c) Approval and implementation of TRAIN 2 Package	CPD	National Government's thrust on the full implementation TRAIN Law	Financial/ Operations/ Business Development	Existing CIAC locators may opt to discontinue their operations and expansion plans at CCAC and Potential CIAC locators may not pursue their investment plans at CCAC ultimately affecting the generation of employment and investment in the area/region	5	5	25						Treat	Participate actively on the meetings/ conferences regarding the implementation of TRAIN 2 Package Provide CIAC inputs and/or position on the implementation of TRAIN 2 Package	FAO, CBDO, SDCM, Marketing Department	NEW IDENTIFIED RISK	Attended the meetings regarding TRAIN 2 set by BOI-PIPP last January 2018 (at Widus Hotel) and February 2018 (at BOI Office). BOI requested all Investment Promotion Agencies to submit their respective inputs/ position on TRAIN 2. CIAC will review the TRAIN 2 package and provide inputs/position to BOI on March 2018.	3	3	9	Medium Risk	April 16, 2018	Take no action	Awaiting for the passage of the law	FAO, CBDO, SDCM, Marketing Department	N/A	N/A	
4) Manage financial resources consistent with a disciplined financial plan for financial viability	Credit investors; National Government	65	4.a) Occurrence of emergency purchase	MSC, RPA & AMS	Unplanned procurement projects	Financial	Lack of funds to procure planned projects					/				Treat	Conduct rigid review of the Annual Procurement Plan	All CIAC Departments; Bids & Awards Committee Secretariat	RESOLVED	Conducted a review of PPMP for the preparation of the CIAC Annual Procurement Plan.	3	3	9	Medium Risk	April 16, 2018	N/A	N/A	N/A	N/A	N/A	
5) Optimize Capital Spending	Passengers; Air Carriers; General Aviation Users; (may also include Service Providers/ Ground Handlers).	66	5.a) Lack of funds for capital expenditures	FGGJ & MJTD	Insufficient revenue to fund the capital expenses	Operations	Non-availability of capital resources to be used for the operations of CIAC					/				Treat	1) Increase the revenue sources 2) Develop and implement business plan and marketing plan	Marketing Department/ Accounting Department	RESOLVED	Awaiting the release of BCDA's brand for Clark. CIAC business plan and marketing plan will be aligned with the aforesaid brand for Clark.	3	3	9	Medium Risk	April 16, 2018	N/A	N/A	N/A	N/A	19,080,000 budget for capex (not infra related projects) (AcD)	
6) Diversify non-aeronautical revenue sources	CIAC Employees; Other Government Agencies; Locators & Concessionaires	67	6.a) Duration in the assessment of appraised value by a certified appraiser and COA	FEPJ, RSU & ALA	Observance to the set procedures of the appraiser and COA	Financial	Delay in the bidding process					/				Treat	End-user to turn over all unserviceable equipment to property department	Property Department/ Asset Disposal Committee/ Engineering & Maintenance Department	BEING RESOLVED	Completed the collection of unserviceable properties from different departments and scrap materials from the buildings of CIAC being repaired. Submitted the request letter for the inspection and appraisal of the unserviceable properties of CIAC recommended for disposal to COA on October 25, 2017. Awaiting the schedule of COA for the inspection and appraisal of the unserviceable properties of CIAC.	1	3	3	Low Risk	April 16, 2018	Treat	Re-bid of unserviceable vehicles was included in the assessment/technical report submitted to COA (PTD)	Property & Transportation Department	N/A	N/A	Opening of bids for the disposal of unserviceable properties including unserviceable vehicles was conducted last February 22, 2018. However, due to the non-submission of some documents for lot 1 and 2(vehicles), the bidding was declared failure. Only lot 3 (scrap/waste materials) was awarded to the winning bidder. (PTD)
7) Employ good financial management	Credit investors	68	7.a) Inability to build up fund to satisfy monthly amortization – debt servicing	MSC, RPA & AMS	Insufficient cash inflows	Financial	Lack of revenues from aero and non-aero fees					/				Treat	1) Prioritize funding 2) Increase the revenue sources 3) Develop and implement business plan and marketing plan	Top Management/ Accounting Department/ Treasury Department	RESOLVED	Implementation of TYD 's process in the issuance of Certificate of Availability of Funds (CFA) or Memo on Unavailability of Funds; and processing time on check preparation and issuance	3	2	6	Medium Risk	April 16, 2018	N/A	N/A	N/A	N/A	Revenues steadily increasing in the recent months	
8) Create a positive brand awareness for CRK within its catchment area	Employees; Passengers; General Public; Business, Commerce, Tourism Organizations and NGOs; hotels and travel agencies; airport-related associations	69	8.a) Unsuccessful promotion marketing strategy	FGGJ & MJTD	The market is not determined	Operations/ Business Development	Inability to spread positive brand awareness about CRK within its catchment area					/				Treat	Identify the market of CIAC	Marketing Department	RESOLVED	CRK Market has been identified through the conduct of the CRK Catchment Market Area Survey. Region 1, 2, 3, CAR, and CAMANAVA are the CRK Market with a total population of 24M.	3	2	6	Medium Risk	April 16, 2018	N/A	N/A	N/A	N/A	N/A	
	Passengers; Air Carriers; National Government; General Public; Business and Tourism Organization; LGU; Local Community	70	8.b) Potential passengers within the catchment area still fly via NAIA	MSC, RPA & AMS	Passengers are still not aware of the existence of flights at CIAC CRK; Passengers prefer NAIA due to accessibility and availability of flights	Operations/ Business Development	Shortage of passengers					/				Treat	Conduct more road shows	Marketing Department/ Corporate Communications Office/ Top Management/ Airport Operations Department/ Corporate Planning Department	RESOLVED	2016 Published CIAC Market Survey for Catchment Area Passengers on 15 March 2017 Conducted CRK Catchment Market Survey for Catchment Area Passengers by Statistics Doctor in CRK on 13-20 March; and in MNL on 23-30 March; and Statistician Mr. Marlon Lising on 16-30 October 2017.	3	5	15	High Risk	April 16, 2018	N/A	N/A	N/A	N/A	N/A	
		71	8.c) Resource depletion with minimal outcome (gather data of maximum effectiveness)	JRPC & DMM	Marketing strategy is limited due to budget constraint; Optimal utilization of budget not met	Financial/ Business Development						/				Tolerate	1) Develop and implement business and marketing plan		RESOLVED	Awaiting the release of BCDA's brand for Clark. CIAC business plan and marketing plan will be aligned with the aforesaid brand for Clark.	3	3	9	Medium Risk	April 16, 2018	N/A	N/A	N/A	N/A	N/A	
9) Develop sustainable leadership capabilities by implementing succession planning initiatives for key positions	National Government; Employees	72	9.a) Change of administration which may affect the continuity and succession of projects, vision and plans due to change in management lineup	MSC, RPA & AMS	Political instability at the national government level	Financial/ Operations/ Business Development/ Governance/ Human Resource	Changes in the executive positions of CIAC					/				Treat	Make VP post a career position	Top Management	BEING RESOLVED	CIAC Rationalization Plan was prepared by the CIAC Change Management Team. Subject for management review.	1	3	3	Low Risk	April 16, 2018	Take no action	N/A	N/A	N/A	N/A	
10) Enhance Training and Development	Air Carriers; Passengers; CIAC Employees	73	10.a) No procedure in place to handle hazardous materials emergency	NPD & LOG	Inadequate training on Hazardous materials emergency response	Financial/ Operations	1) Less protection of victims 2) Prolonged harmful effects of hazardous materials					/				Treat	1) Develop a Training Program for hazardous materials incident response 2) Acquisition of Hazardous materials protective clothing 3) Send selected firefighters for training on hazardous materials emergency response.	Airport Operations Management Group/ Finance and Admin Group/ Human Resource Department/ Emergency Services Department	BEING RESOLVED		3	2	6	Medium Risk	April 16, 2018	Treat	1) Develop a Training Program for hazardous materials incident response 2) Acquisition of Hazardous materials protective clothing 3) Send selected firefighters for training on hazardous materials emergency response. (AOD)	Airport Operations Management Group/ Finance and Admin Group/ Human Resource Department/ Emergency Services Department/Safety and Environmental Management Office (AOD) ESD/ AOMG/ FAG/ HRD (ESD)	1) Available haz mat suit for fuel spillages and other chemicals. 2) On training provider, still looking and coordinating for service provider locally. (ESD)	Draft procedure is available.	

Objectives	Stakeholders/ Interested Parties (External/ Internal)	Risk Factor No.	Risk Factor	RISK IDENTIFICATION				RISK ANALYSIS			RISK ANALYSIS			RISK EVALUATION			RISK TREATMENT					RISK REVIEW					CONTINGENCY / MITIGATION				REMARKS					
				Identified By	Causes of Risk	Areas of Impact (Financial/ Operations/ Business Development/ Human Resource/ Governance)	Positive or Negative Consequences	Severity (S)	Likelihood (L)	Risk Priority Number (RPN)	High	Medium	Low	Rating	Decision	Decision (Tolerate/ Treat/ Transfer/ Terminate)	Action Plan	Risk Owner	Status	Monitoring and Review Results	Residual Risk					Contingency / Mitigation										
				Severities	Likelihood	Risk Priority Number	High	Medium	Low	Rating	Decision	Decision (Tolerate/ Treat/ Transfer/ Terminate)	Action Plan	Risk Owner	Status	Monitoring and Review Results	Severity	Likelihood	Risk Priority Number	Risk Appetite	Date	Decision	Action	Risk Owner	Status											
CIAC Employees; CIAC Customers (Passengers/ Locators & Concessionaires)	74	10.b) Low performance of employees due to lack of motivation, knowledge/skills	EMG, BOT & ARF	1) Selective/inconsistent promotion scheme for employees; 2) Unclear performance evaluation	Financial/ Operations/ Business Development/ Human Resource/ Governance	1) Unenthusiastic/impassive airport services and customer relations; 2) Project or tasking delays / incompleteness.				/				Treat	1) Establish company-wide training program to enhance competencies; 2) Implement a more transparent hiring and promotion process for employees	Top Management / Human Resource Department / Legal Services Department	RESOLVED	The CIAC Competency Framework will be the basis in the development of training program for the employees. The CIAC Rationalization Plan was prepared and subject for management review.	3	3	9	Medium Risk	April 16, 2018	N/A	N/A	N/A	N/A							Please refer to the result of the Employee Satisfaction Survey (HRD)		
Employees	75	10.c) Resignation of well trained employees	MSC, RPA & AMS	Low salary to sustain family needs. <u>Non-competitive compensation and benefits packages</u>	Human Resource	Fast High employee personnel turnover				/				Treat	Review the organization's compensation program.	Top Management/ Human Resource Department/ All Departments & Offices	BEING RESOLVED	CIAC SSL has been approved by the CIAC Board and forwarded to GCG for evaluation and approval. Based on the letter sent by GCG on 18 February 2018, CIAC SSL will be evaluated by its team.	2	3	6	Medium Risk	April 16, 2018	Treat	1) Review the organization's compensation program.(AOD) 2) Implement SSL once approved by GCG. (OO) SSL approval from GCG	Top Management/ Human Resource Department/ All Departments & Offices (AOD)	N/A	N/A					N/A			
CIAC Employees; CIAC Customers (Passengers/ Locators & Concessionaires)	76	10.d) Improper identification and prioritization of training programs for CIAC employees	VMLM & DJLP	1) Absence of Training Plan for every CIAC employee; Mechanism to check training effectiveness is not yet utilized 3) Available trainings not cascaded to employees	Human Resource/ Operations/ Business Development/ Financial	1) Low employee satisfaction/engagement; 2) Inconsistencies in the implementation of company policies & procedures; 3) Low competency level of employees; 4) Low customer satisfaction level				/				Treat	1) Develop and implement a Training Plan for all CIAC employees 2) Check the effectiveness of training programs conducted/ facilitated for employees	Top Management/ Human Resource Department	BEING RESOLVED	The CIAC Competency Framework will be the basis in the development of training program for the employees.	3	3	9	Medium Risk	April 16, 2018	Treat	Implement Training Needs Analysis and Training Plan	Top Management/ Human Resource Department	N/A	N/A					N/A			
11) Enrich passenger experience	Passengers; Air Carriers; Employees	77	11.a) Inability to deliver quality service	FGGJ & MJTD	Employees are not properly trained with regard to customer handling	Operations	1) Passengers will not have a worthwhile experience in the airport; 2) <u>Decrease in the number of passengers who files via CRK</u>				/				Treat	Conduct in-house training on customer handling	Human Resource Department	RESOLVED	Development and Facilitation of CIAC Customer Service Training for seventy (70) frontline employees from ASD, AOD, Marketing, Quality Office, Corporate Communications Office, Human Resources, Procurement, Treasury and BAC Secretariat Office for the period of January-June 2017 has been initiated by HRD.	2	4	8	Medium Risk	April 16, 2018	N/A	N/A	N/A	N/A					N/A			
		78	11.b) Compromise security and safety	JRPC & DMM		Financial/ Operations/ Business Development/ Human Resource					/			Treat	Prepare passenger enhancement programs in accordance with the security and safety SARPS	Top Management/ Airport Operations Department/ Airport Security Department/ Safety and Environmental Management Office	BEING RESOLVED	Completed the Revised SMS Manual on June 2017. Conducts Safety Orientation to all applicants of access pass prior its issuance such includes PSA guards. 100% of the PSA guards were oriented on security procedures. Maximum security is being implemented by Airport Security Department in connection with the intelligence report received regarding the presence of suspected terrorists in Pampanga and in compliance with DOT's memorandum.	3	3	9	Medium Risk	April 16, 2018	Treat	Create strong and effective security and safety management program (SEMO)	Top Management/ Airport Operations Department/ Airport Security Department/ Safety and Environmental Management Office (SEMO)	Conducts Safety Orientation to all applicants of access pass prior its issuance such includes PSA guards. 100% of the PSA guards were oriented on security procedures. Maximum security is being implemented by Airport Security Department in connection with the intelligence report received regarding the presence of suspected terrorists in Pampanga and in compliance with DOT's memorandum.									N/A
Passengers; Partner Agencies; Employees	79	11.c) Various complaints received from passengers	MSC, RPA & AMS	1) Corrupt frontliners; 2) Missing passenger items	Operations	Passenger may opt to fly at NAI instead of CRK				/				Treat	1) Conduct of review of policies and procedures, and regular ISO Audit 2) <u>Implement the procedure in handling and resolving complaints</u>	Corporate Communications Office/ Airport Operations Department/ Quality Office	RESOLVED	CIAC departments/ offices involved in the scope of QMS are included in the annual internal and external audit. Implementation of the CCO-SOP-001 Addressing Customer Feedback by Corporate Communications Office. Creation of CIAC Fact Finding Team on January 2018 to conduct interviews and investigations on issues concerning security, theft, and pilferages within CCAC. Manning of CIAC employees (CCO and Conflit) at the Passenger Assistance Desk at CRK PTB.	3	4	12	High Risk	April 16, 2018	N/A	N/A	N/A	N/A						N/A			
Passengers; CIAC Employees	80	11.d) Non-resolution of passenger complaints	VMLM & DJLP	Lack of ownership/ accountability when it comes to addressing passenger complaints	Financial/ Operations/ Business Development	1) Low passenger satisfaction level; 2) Decrease in the number of passengers; 3) Negative image for CIAC				/				Treat	1) Develop a policy or a procedure regarding complaints resolution which shall explicitly require concerned departments/ offices to take action and resolve passenger complaints 2) Include the percentage of resolution of passenger complaints in the Balanced Scorecards of the departments/ offices	Top Management/ All CIAC Departments/ Offices	RESOLVED	Percentage resolution of passenger complaints is included as KPI in the CIAC Strategic Plan Manual for CY 2017. Percentage resolution of passenger complaints is included as one of the 2018 KPIs of all departments and offices.	3	4	12	High Risk	April 16, 2018	N/A	N/A	N/A	N/A					N/A				

Objectives	Stakeholders/ Interested Parties (External/Internal)	Risk Factor No.	RISK IDENTIFICATION				RISK ANALYSIS			RISK ANALYSIS			RISK EVALUATION			RISK TREATMENT				RISK REVIEW					CONTINGENCY / MITIGATION				REMARKS	
			Risk Factor	Identified By	Causes of Risk	Areas of Impact (Financial/ Operations/ Business Development/ Human Resource/ Governance)	Positive or Negative Consequences	Severity (S)	Likelihood (L)	Risk Priority Number (RPN)	High	Medium	Low	Rating	Decision	Decision (Tolerate/ Treat/ Transfer/ Terminate)	Action Plan	Risk Owner	Status	Monitoring and Review Results	Residual Risk					Contingency / Mitigation				
																					Severity	Likelihood	Risk Priority Number	Risk Appetite	Date	Decision	Action	Risk Owner		Status
	Passengers; CIAC Employees	81	11.a) Failure to meet the expectations of the passengers (similar to 11.c)	LCA & JCT	Failure to deliver the expected quality service to the passengers	Financial/ Operations/ Business Development	1) Decrease in passengers; 2) Decrease in revenue				/				Treat	1) Conduct a passenger service survey 2) Use the result of the passenger satisfaction survey in planning and decision-making	Airport Operations Department/ Marketing Department/ Corporate Communications Office	RESOLVED	Passenger Satisfaction Survey is regularly being conducted by the Quality Office. Survey Results are being forwarded to concerned departments and offices for resolution.	2	4	8	Medium Risk	April 16, 2018	N/A	N/A	N/A	N/A	N/A	
12) Position CRK as a viable hub airport to service domestic airline feeders	Passengers; Air Carriers; Locators and Concessionaires; Business, Commerce, Tourism Organizations and NGOs, hotels and travel agencies, airport-related associations, National Government, Local Community, Local Municipality, General Public	82	12.a) Absence of incentives for air carriers	FGGJ & MJTD	No incentive program for air carriers	Operations/ Business Development	Airlines are not enticed to fly in Clark				/				Treat	Creation of Incentive Program for Air Carriers	Marketing Department/ Airline Relations & Customer Service Department	RESOLVED	Final draft of Incentive Program was presented to CIAC Board for approval. Per instruction of CIAC Board of Directors, PAL, AirAsia and CEB will be provided uniform incentives. Part of the program has been implemented already.	3	2	6	Medium Risk	April 16, 2018	N/A	N/A	N/A	N/A	A procedure is already in place for providing incentives to locators	
	Passengers; Air Carriers; Partner Agencies; Ground Handlers; General Aviation Users; Ground Transportation Providers	83	12.b) Pull out of air carriers to service domestic airline feeder	MSC, RPA & AMS	Increase in fuel cost due to tax implications	Financial/ Operations	Shortage of revenue to sustain CIAC operations				/				Treat	Lobby for the tax exemption of fuel at Clark with the National Government	Top Management/ Corporate Planning Department	RESOLVED		3	2	6	Medium Risk	April 16, 2018	N/A	N/A	N/A	N/A		
	Air Carriers; CIAC Employees; Passengers; Business, Commerce, Tourism Organizations and NGOs, hotels and travel agencies, airport-related associations, National Government, Local Community, Local Municipality, General Public	84	12.c) Failure to persuade airlines to mount/add domestic flights at CRK	HRDN & PMT	1) Prioritization of MNL over CRK; 2) Airlines may have already achieved full utilization of their aircraft fleet	Financial/ Operations/ Business Development	1) Lack of domestic flights contribute to unattractiveness of CRK (lack of feeder flights, lack of domestic connectivity); 2) Non-attainment of the full utilization of the domestic terminal; 3) Loss of potential revenue				/				Treat	1) Conduct meetings with local carriers to entice them to mount domestic flights and offer them incentives. 2) Push for the transfer of turboprop operations of MNL to CRK 3) Push for the implementation of the Dual Airport System	Top Management/ Commercial and Business Development Group/ Marketing Department/ Corporate Planning Department/ Airline Relations Department	RESOLVED	Conducted meetings with local carriers such as PAL (commences its operations at CRK) as well as with CEB (increases its destinations and frequencies) and Philippine AirAsia (returns its operations at CRK), and others airlines including foreign carriers. NG's directive for the transfer of turboprop operations of MNL to CRK has already pushed PAL Express to begin transferring its operations to CRK. MIAA has already coordinated with CIAC regarding the CRK slots availability at capacity in compliance with the House Resolution No. XX.	3	2	6	Medium Risk	April 16, 2018	N/A	N/A	N/A	N/A	N/A	
13) Position CRK as a viable regional hub for long-haul destinations	Passengers; Air Carriers; Partner Agencies; Ground Handlers	85	13.a) Pull out of air carriers for long haul destinations	MSC, RPA & AMS	Lack of passengers to sustain operational expenses	Financial/ operations	Shortage of revenues to sustain CIAC operations				/				Treat	Rigid marketing effort for long haul flights	Top Management/ Corporate Planning Department	RESOLVED	CIAC officers participate in Routes Asia and World Routes for CY 2017. OP takes lead on the meetings with airlines both for long haul and short haul flights.	3	2	6	Medium Risk	April 16, 2018	N/A	N/A	N/A	N/A	OP, CBDG, and CPD attended the Routes Asia 2018 held at Brisbane, Australia on March 2018.	

Legend:
1) Underlined items - are additional comments / suggestions for the identified risks last June 2016
2) Italic items - are the Top 3 CIAC Risk Factors (High Risks - RF Nos. 4, 20, 64)
3) Bold items - are new identified risk January 2018

SUMMARY OF THE STATUS OF CIAC RISK FACTORS				
COLOR CODE	STATUS	TOTAL NO. OF RISKS	RISK FACTOR Nos.	%
	Resolved	69	1,3,5,7,8,9,10,12,13,14,15,16,17,18,19,21,22,23,24,25,26,27,28,29,30,31,32,35,36,37,38,39,40,41,42,43,44,45,46,47,48,49,51,52,53,54,55,57,58,59,60,61,62,63,65,66,68,69,70,71,74,77,79,80,81,82,83,84,85	81%
	Being Resolved	16	2,4,6,11,20,33,34,50,56,64,67,72,73,75,76,78	19%
	TOTAL	85		
	New Identified Risk (2018)	2	20, 64	
			<u>20:</u> Unsettled scope of the impending Operations and Maintenance of the Clark International Airport and the uncertainty on the general status of CIAC <u>64:</u> Approval and Implementation of TRAIN 2 Package	
				100%