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Ground Operations Management
Introduction

What is Ground Operations, why is the efficient and cost effective management of its functions important in today's aviation industry, and whom does this course concern? Ground Operations at the Station level, encompasses a number of administrative and operational functions related to the servicing of a parked aircraft on arrival and its preparation for departure. The scope of the services may include aircraft servicing, passenger and baggage handling, cargo processing, and a number of other activities depending on the scale of the operations. Ground operations may be self-contained within the airline or outsourced to Ground Service Providers (GSPs), depending on the agreement between the parties.

In response to the challenges the aviation industry is facing today, airlines have had to adopt cost-cutting measures across all areas of operation, including ground handling. In order to be cost-effective, airlines have outsourced their ground operations functions to Ground Service Providers. Consequently, the Station Manager’s role has evolved from exclusively overseeing his airline staff to managing external service providers as well.

Although Ground Operations Management involves a great number of activities and responsibilities at the airline’s corporate level, this course focuses on the duties of the Station Manager and the skills required to manage ground operations at the airport, according to the latest industry safety and security best practices.

Station Managers must bring to the job an extremely wide range of skills, abilities and talents. Never has this been more true than in today's world, as the international airline industry becomes increasingly competitive and cost conscious. Even though the number of passengers continues to grow, these passengers are also becoming increasingly sophisticated in terms of their expectations of the airline product.

Most bookings (approximately 90%) are made online, which means that the passenger's first contact with the airline is at the station. It is therefore the Station Manager's responsibility to ensure that this contact is, at the very least, pleasant and satisfactory, giving the passenger no cause for complaint. The airline in general and the station in particular, must aim to encourage repeat business from their passengers.
Naturally, the Station Manager cannot achieve this goal alone, nor can he run the station on his own. It is for this reason that the skills and abilities previously referred to are so important. The Station Manager must use them to encourage and motivate staff to provide an extremely high standard of service at all times. This applies to every member of station staff, not just those with whom the passenger has direct contact.

For instance, although the passenger seldom sees the baggage handlers, this does not mean that baggage handling staff has no influence on the passenger’s perception of the station and the airline.

Furthermore, the Airline Management System implemented today by airlines in conjunction with the outsourcing of the ground operations functions to Ground Service Providers, have made the role of the Station Manager more demanding and challenging. The Station Manager must be familiar with every aspect of station operations if he is to run the station successfully. To do this, he must have the ability to communicate with regulatory authorities, supervise local vendors and service providers, implement corporate policies and procedures, liaise with his superiors to ensure that procedures are updated to meet current industry standards, ensure safety and security of operations, assist in the negotiation of contracts with third party vendors and develop strategies to control costs and budgets.

To perform his tasks on a daily basis, he needs to be in contact with the managers or supervisors from each of the different sections in the station, such as security, baggage handling and check-in. If the Station Manager is not aware of problems which may exist in any particular area, he is not in a position to ensure that issues are dealt with promptly and efficiently.

An efficient Station Manager cannot run the station from behind his desk. He needs to be a familiar figure throughout the station, and he needs to establish and maintain good relationships with his staff. He can do this by conducting regular visits and spot checks around each area of station operations.

The Station Manager must lead by example—if he is seen to be enthusiastic and interested in his job, this will filter through to station staff, encouraging them to perform their jobs to the best of their abilities with enthusiasm and interest.
The function of the Station Manager can be summarised in five words:

- Safety
- Security
- Quality
- Punctuality
- Economy

In order to cover the most recent industry standards impacting the Station Manager’s job, this course has incorporated a number of recommended practices as outlined in the Airport Handling Manual (AHM) and in sections of the Integrated Airline Management System (Integrated AMS). Therefore, you will learn about:

- The importance of Operational and Occupational Health and Safety training
- Managing Risk and the components of Emergency Response Plans (ERPs)
- The use of SGHA contracts and Service Level Agreements
- Operational standards according to the IATA Airport Handling Manual (AHM)
- Security and Safety Management Systems
- How IOSA and ISAGO can ensure optimum safety standards

The course contents above cover the many aspects of ground operations for which IATA has developed recommended industry standards and procedures, as detailed in the IATA Airport Handling Manual (AHM) 35th Edition. Students are therefore required to always consult a current edition of the AHM, in case reference numbers or contents of the recommended practices have been updated or revised.

We trust that you will find this course both stimulating and knowledge enriching. Good luck with your studies and IATA exams to obtain your IATA Certificate in Ground Operations Management!
Course Structure
To help you successfully complete and enjoy the course in a productive fashion, we have included the following learning aids:

Module Introduction
At the beginning of each module, you will see an introduction that provides an overview of the module's content. The module overview also highlights the learning objectives of the content you will be covering.

Units
Each module is composed of several units, which include:

Unit Overview
The beginning of each unit provides you with an overview of the topics to be covered and its learning objectives.

Study Checks
At the end of each unit is a short exercise composed of multiple choice, short answers, or matching questions. These are designed to provide you with the opportunity to see if you understood the material. An "Answer Key" follows the exercise so that you can check your responses.

Unit Summary
Each unit ends with a summary of the key points.

Module Summary
Each module ends with a summary which brings together the main points of each unit.

Apply Your Learning
Some modules include this section, which allows you to apply what you have learned within your own context.

Key Learning Points
Key Learning Points are highlighted throughout the text and are designed to emphasise particularly important issues and facts.
Did You Know?
Additional interesting facts related to the topic are found under this heading.

Recommended Reading
If you wish to pursue research on any given topic, this list of references and recommended readings, included at the end of each module, will allow you to do so.

Glossary
This section at the back of the manual explains the most important terms used throughout the modules. The words that are in italics throughout the text are defined in the glossary.

Important Note
1. We will be using some Latin abbreviations in the text, most notably ‘i.e.’ (meaning ‘id est’ or ‘that is’) and ‘e.g.’ (meaning ‘exempli gratia’ or ‘for example’).
2. For practical reasons the terms ‘he’, ‘him’ and ‘his’ have been used to refer to male and female persons.
Examination Procedures

The course fee covers the training material, exam fees and mailing of your IATA Certificate but does not include any expenses incurred by students in connection with the examinations.

The multiple choice exam questions deal with the material from this course textbook, which may contain references to the AHM, but those are clearly spelled out in this course textbook. The AHM will not be examined as such.

The examination must be taken within 18 months of registering for the course. Students who are not successful at the first attempt may retake the examination once at no extra fee, within this period.

Candidates are required to bring their identity card or passport to the examination.

Students who register for an examination and do not attend (or notify cancellation at least seven days prior to the examination date) will be recorded as a no-show and will automatically lose one examination attempt.

Please note that IATA cannot enter into correspondence concerning individual examination results or any other details concerning the marks obtained. All exam results are final and no exception can be made.

This course has been prepared with you in mind. We wish you every success in enjoying the topics you will be learning about, and in furthering your career in the aviation industry.

Find out more: www.iata.org/groundops

For most up-to-date information about the examination procedures and timelines it is highly recommended to check the respective IATA webpages:

www.iata.org/training/delivery/Pages/distance-learning.aspx

www.iata.org/training/Pages/distance-learning-faq.aspx
Module 1: Role and Responsibilities of a Station Manager
Module Learning Objectives

- Describe the relationship between the airline and the station
- List the roles and responsibilities of a Station Manager
- Explain the Station Manager's internal and external relationships with other organisations
- Describe the operational and managerial aspects of ground operations
- Explain the financial systems of a Station
- Employ the four basic management skills when fulfilling the responsibilities of a Station Manager

Module Introduction

This module introduces you to the role and responsibilities of a Station Manager, from coordination and cooperation with internal and external organisations to his involvement in budgets and cost control. The Station Manager's local oversight of corporate policies and procedures within a station will also be addressed.

Along the way, you will also learn about ground operations, and explore the operational and managerial aspects of these activities. Lastly, you will be provided with an overview of leadership skills, management skills, and personal attributes that are necessary to fulfill a Station Manager's role.
1.1 What is a Station?

- Describe an airline's organisational structure and the position of the Station within this structure
- Explain the function of an Airline as well as a station, and the influences that can shape their organisational structure
- List the primary objectives of an airline and a station

1.1.0 Unit Overview

This unit will describe the organisational structure of an airline, and introduce you to the relationship between an airline and a station and the external influences that can shape their structure.

It will then provide you with an overview of the overall function of a station, as it goes about preparing flights and moving cargo and passengers.
1.1.1 Organisational Structure of an Airline

A ‘station’ is the term used to describe an airline’s operations at a particular airport. Before we concentrate on the role of a Station Manager in more detail, it is useful to look at where a station is positioned within an airline’s organisation.

In many (but not all) cases, local and regional aviation regulators such as the CAA or FAA specify within regulation what the airline organization should look like and what roles it should include. It often includes a requirement for key senior management to be legally accountable for safety, security and compliance within that organization.

They are normally referred to as the Accountable Manager (AM) and the Nominated Post Holders (NPH). Although they may have different names, the accountabilities are the same or very similar.

The AM is a single designated individual responsible to a Regulatory Authority in respect of the functions, which are subject to regulation (including Ground Operations). That person is normally expected to be the person who has corporate authority for ensuring that all operations activities can be financed and carried out to the standard required by the Regulator.

The NPH role would normally consist of several individuals reporting to the AM, who are acceptable to the authority and have responsibility for the management and supervision of respective technical areas of the business including Ground Operations.

The organisational structure of airlines varies. Some may have a ‘flatter’ structure (i.e. fewer managerial levels), and some may have a ‘taller’ organisation (i.e. more hierarchical), and so on.

The following diagram represents a typical airline organisational structure.
1.1.2 An Airline's Function

In the most basic terms, the primary objective of an airline is to make a profit through the safe transportation of passengers and cargo. However, the exact methods used to transport passengers and cargo safely and on time, while also maximising profits and minimising costs, vary from airline to airline. The size and type of carrier will normally have a direct relationship with the corporate and local organisational structure, with full service carriers often having a more complex structure than low cost carriers, particularly at the Station level and larger stations having a higher level of supervision than the smaller ones.
Key Learning Point

The primary objective of an airline is to make a profit through the safe transportation of passengers and cargo.

The details of how the airline intends to achieve its primary objective are usually stated in its corporate or mission statement. This will have a major impact on an individual station's structure and function. Although mission statements vary, they often focus on key areas such as safety and security, service quality & product and something that relates to their ambition, for example “To become the preferred leading European air carrier”.

1.1.3 An Airline Station

It is the airline which predominantly determines the organisational structure and function of its stations. However, there are also external influences, and you should be aware of these. They are:

- Government—traffic rights, rules/regulations
- General laws—international and national, including labour, welfare
- Air Transportation Laws—international (set up by International Civil Aviation Organisation (ICAO)) and national legislature
- Recommendations, resolutions, agreements as set up by industry and other related bodies such as the International Air Transport Association (IATA), Airports' Associations, World Health Organisation (WHO), International Federation of Airline Pilots Association (IFALPA).
- Ministry of Transport/State aviation authority
- Mutual cooperation (trade fairs, conventions, meetings, media)
- Unions, interest groups
- Aircraft manufacturers
- Commercial competition
- Airport Authorities

The organisational chart below shows a typical station organisational structure. Again, this chart may vary from airline to airline, depending on factors such as the individual airline’s policy, size, and complexity of operation and home state regulations.

As you can see, a station has three functional areas:

- Management
- Supervision
- Handling
Key Learning Point

The concerted effort by airlines to reduce costs by divesting from non-core activities, such as ground handling, has seen daily managerial and operational responsibilities taken over by designated Ground Service Providers at some or all stations.

1.1.4 A Station's Function

Earlier in this unit we stated that the primary function of an airline is to make a profit through the safe transportation of passengers and cargo. We will now look at how this can be done, in some detail.

In general and in keeping with its owner airline's major objective, a station aims to provide the safest, fastest and most efficient transfer of passengers and cargo from one place to another. Ideally all of the designated facilities would be properly designed, efficient and fit for purpose. However this can vary widely in each location and can be affected by a wide variety of short or longer term issues such as construction work, lack of investment, infrastructure constraints, local politics etc which often inhibit the quality of service that can be offered. However, flights must always be prepared in accordance with industry and airline standards on health and safety, security, passenger and cargo capacity, and time limits.

The station should hire adequate numbers of properly qualified staff so that it can provide passengers and clients with the highest possible quality of service.

Overall, the station should aim to optimise the ground handling process by using standard procedures and by balancing the handling according to volume of traffic and available handling time, manpower, and equipment.

In the past, airlines have employed their own staff to manage their activities at a station. In recent years in particular this has started to change is often directly linked to the type of operation and can vary from a significant amount of locally based staff to no locally based staff whatsoever. Many of these functions are now covered by the Ground Service Provider, including the Station Manager.

Key Learning Point

In order to continuously improve performance, a station's structure and systems must be constantly reviewed and updated. This is necessary to increase the quality of service and safety, facilitate smooth handling, and decrease unnecessary costs.

The GSP undertakes all functions and only receives direction from the carrier's head office and operational control centre. In this case, the GSP Station Manager will liaise with the airline's headquarters or regional office. Additionally, he is also responsible to report directly to the GSP's headquarters.

Finally, in order to continuously improve performance, a station's structure and systems must be constantly reviewed and updated. This is necessary to increase the quality of service and safety, facilitate smooth handling, and decrease unnecessary costs.
1.1.5 Unit Summary

This unit provided you with an introduction to the position of a station within the greater organisation of an airline. You learned about the external influences which can shape the structure of an airline and station, and you were provided with information which revealed the many functions and activities a station must engage in to fulfill its goal to transport passengers and cargo safely, quickly and efficiently.

Study Check 1.1

1. Place a check in the True or False box beside the following statements.

<table>
<thead>
<tr>
<th>Statement</th>
<th>True</th>
<th>False</th>
</tr>
</thead>
<tbody>
<tr>
<td>The airline fully and independently determines the organisational structure and function of its stations.</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>The station optimises the ground handling process by using standard procedures and by balancing the handling according to volume of traffic and available handling time, manpower, and equipment.</td>
<td>☐</td>
<td>☐</td>
</tr>
</tbody>
</table>

Please circle the appropriate answer.

2. What is the definition of a ‘station’ as it applies to the airline industry?
   (a) An airline’s operations at head office
   (b) An airline’s operations at a particular airport
   (c) An airport’s operations at head office
   (d) An airport’s operations at a particular airline

3. What is an airline’s primary function?
   (a) To hire adequate numbers of qualified staff to provide fast service
   (b) To optimise ground handling process by using standard procedures
   (c) To provide passengers and clients with the highest possible quality of service
   (d) To make a profit through the safe transportation of passengers and cargo

4. In order (from top to bottom), what is a typical airline’s organizational structure?
   (a) Station, Head Office, Board of Directors, Executive Committee
   (b) Head Office, Station, Executive Committee, Board of Directors
   (c) Board of Directors, Executive Committee, Head Office, Station
   (d) Board of Directors, Executive Committee, Station, Head Office
5. Which of the following is a functional area of a station?
   (a) Administration
   (b) Cost Control
   (c) Personnel
   (d) Handling

6. What is a station’s primary function?
   (a) To offer the safe and efficient transfer of passengers and cargo from one place to another, through properly designed and designated facilities
   (b) To provide the safe and secure transfer of aircrafts from one place to another, through proper engineering and design
   (c) To ensure safe and efficient baggage handling within an airport, through proper management and coordination of facilities
   (d) To maintain a safe and pleasant passenger experience within an airport through the proper management and coordination of facilities
1.2 Role of the Station Manager

- Describe the resources and experience a Station Manager needs to perform his duties
- Describe a station manager’s role and managerial function
- Explain the personal attributes a Station Manager requires to perform his duties
- Explain the difference between “hard” skills and “soft” skills
- List and describe the four basic management skills a Station Manager needs to fulfill his role

1.2.0 Unit Overview

Although the Station Manager is part of the corporate organization, it is considered as a role that works remotely but alongside the airlines head office departments.

Nowadays the title “Station Manager” is effectively a generic term, which describes a role that can vary quite significantly in its size, scope and day-to-day activity but effectively still has a common objective. For example, largely due to its size and level of activity the role of a Station Manager at a hub or base station can be significantly different to a station with only a few flights per week. Its unlikely this version of the role would have much front line exposure and customer interaction compared to the role at a smaller station.

The local organizational structure at a hub station may also be different with a hierarchy of local management covering specific areas such as Ramp Manager, Passenger Services Manager etc., whereas a smaller operation may have Duty Managers with a responsibility for all areas of the station or the very small operations where the Station Manager is responsible for everything.

Additionally some airlines choose have one Station Manager covering multiple airports and in these cases the airline may choose to have no full time representation on site, instead delegating many or all of the functions to the GSP. This is normally dependent on the business model the airline wishes to adopt.

However, regardless of the nature or size of the operation, the objectives and deliverables of the Station Manager are still generally the same. Responsibility for correctly and safely deploying corporate product, standards, procedures and strategies locally, managing the GSP and ensuring that the correct resources are available are key areas as well as accountability to head office for the stations subsequent operational performance and services levels.

Effectively the Station Manager is the main link between the local operation and head office and the interface with local authorities and service providers.

To be effective the Station Manager must have a good understanding of the corporate airline organisation as well as strong local working knowledge of the station, its resources, infrastructure and current issues and constraints.
1.2.1 Managing Resources
First and foremost a Station Manager needs the right resources to perform his duties. If he does not have the right staff with the right tools (both physical and mental) functioning in the right conditions it could lead to inefficiencies and safety issues at his station. The necessary conditions for a Station include:

- Fully functional and operational buildings and equipment
- Access to specialist support and services
- An appropriate framework of standards and procedures
- Most importantly, the Station Manager must be assured of the backing and support of his Head Office.

The Station Manager must take on a leadership role in ensuring that staffing, tools and conditions are maintained at all times. This can be done through periodic reviews and the continuous implementation of performance improvement at his station.

Key Learning Point
The Station Manager must take on a leadership role in ensuring that staffing, tools and conditions are maintained at all times.

For example, when a new procedure is introduced by the airline’s headquarters it is the Station Manager’s role to ensure it is correctly implemented by the station’s staff. Normally the Station Manager will review the new procedure by ensuring the following list:

- The correct staff members are assigned the responsibility of performing the procedure
- The staff members are physically capable
- The staff members are properly trained Changes are communicated and distributed to staff
- The correct tools to perform the procedure are available

Following the implementation of this new procedure, the Station Manager will then be responsible to monitor performance. This will involve assuring the correct balance between the staff, tools, and conditions and ensuring the new procedures are being safely and effectively met.

1.2.2 Operational & Managerial Experience

1.2.2.1 Operational Experience
In order to successfully oversee the resources of a station, the Station Manager must have a strong working knowledge of what goes on including many aspects of the operations performed. For this reason it is important for the Station Manager to obtain extensive airline operational experience, himself. He should be have a thorough understanding and ideally able to complete all procedural steps of Ground and Cargo Operations including acting as a loadmaster, handling hazardous materials, fueling aircraft, providing catering, and implementing security measures. Understanding how these elements work and come together and relate is a vital part of his ability to organize and perform multiple assignments in a high stress environment.
1.2.2.2 Managerial Experience

Additionally, it is the Station Manager’s responsibility to act as a visible representative of his airline, as well as the chief decision-maker at his Station. It is essential that he interact with, communicate with and maintain relationships with customers, staff, service providers, governmental and airport officials and all levels of the airline’s management. In order to do so, the Station Manager must have strong communication, leadership, and managerial skills and be able to work with a diverse workforce. Ultimately, it is important that a Station Manager is a skilled problem solver with well-developed people skills.

1.2.2.3 Training

Getting to this level of managerial and operational experience requires both formal and on-the-job training in the aviation sector. Many Station Managers hold secondary degrees and have multiple years of experience in the industry before fulfilling this position. That being said, Station Managers come from diverse backgrounds and levels of experience.

Key Learning Point

The growth of airline alliances and partnerships means that the Station Manager will also be required to co-operate with other airline Station Managers on a regular basis. As a result, the Station Manager must possess excellent communication skills.

Key Learning Point

At larger stations the Station Manager’s role will tend to be more managerial in nature; at smaller stations the position will be more hands-on, with a greater emphasis on daily operational issues.

1.2.3 The Managerial Role of a Station Manager

As you know, the Station Manager performs a managerial function within an airline. This means, he must ensure his station and staff act within company policy and are in compliance with local and national laws. He must smoothly coordinate all of the station’s services and activities to achieve the airline’s objectives, including managing staff and handling agents effectively.

The Station Manager’s position is extremely important as he acts as his airline’s representative to all bodies, both internal and external to the station. The growth of airline alliances and partnerships means he will also be required to co-operate with other airline Station Managers on a regular basis. As a result, the Station Manager must possess excellent communication skills.

As the airline industry continues to change and develop, the Station Manager’s role may also contain elements of innovation and challenge. Whoever holds the post of Station Manager must be capable of responding positively and creatively to these challenges.

At larger stations the Station Manager’s role will tend to be more managerial in nature; at smaller stations the position will be more hands-on, with a greater emphasis on daily operational issues.

At a large station the Station Manager may well have a team of direct airline employees who he must manage either in a “self-handling” situation or in conjunction with a handling agent. In this case, a broader range of managerial
skills, such as recruitment, staff counselling and mentoring, and delegation is required.

At a smaller airport the Station Manager may work alone with a handling agent. When this happens, it is important that the Station Manager has a broader understanding of operational issues as staffing matters will be covered by the handling agent.

In addition, the Station Manager also needs to be technically competent and current with respect to computer technology.

1.2.4 Basic Management Skills

Before we discuss the overall responsibilities of the Station Manager and the specific duties which he must undertake, let us first take a brief look at some basic management skills he should possess.

As we said earlier, Station Managers can come from many diverse backgrounds. As a result, they do not all have the same level of managerial experience. There are, however, some basic skills which should be common to all managers, whatever their type of job or previous experience.

Although they are referred to as being ‘basic’, the management skills we are discussing are by no means simple or easy—but they can be acquired by training.

Key Learning Point

A good manager should know and apply the four basic management skills: plan, organise, lead & control.

A good manager should know and apply the four basic management skills, which are to:

- Plan
- Organise
- Lead
- Control

Most decisions and tasks require these four skills in some form. Good managers can quickly analyse the correct measures which must be taken in order to successfully handle any particular job, situation or problem. In the context of the airline industry, the four skills named above are constrained and reinforced by the two factors we emphasised earlier: safety and quality. Effectively this translates largely into safety management, on-time performance (OTP) and service delivery, the key areas where an airline often judges its performance both corporately and locally and based upon both regulatory and customer requirement - the Station Manager plays a key role in locally delivering these elements.

These four basic management skills together form a step-by-step process that the Station Manager can follow to ensure proper management at his station. Managers first begin by planning, then organizing according to that plan, leading and ensuring conformity to the plan and finally evaluating and controlling that plan. Without each of these four skills a Station Manager cannot adequately fulfill his role.
1.2.4.1 Planning
Planning involves the development of strategies for success. Without goals and objectives the success of a station cannot be measured, evaluated and improved. The major steps in planning are,

- Defining major objectives and goals
- Creating an action plan
- Measuring the needs for resources for specific tasks
- Breaking down tasks into procedures
- Allowing for flexibility in decision-making

1.2.4.2 Organizing
Organizing is the process of deciding how to distribute resources and arrange staff to most efficiently accomplish the jobs and tasks according to the plan. Organizing involves,

- Defining job responsibilities
- Delegating authority and responsibilities
- Assigning the actual work
- Providing clear direction, rules and regulations and necessary information

1.2.4.3 Leading
Leading involves inspiring and motivating staff to work hard to achieve station goals. Leading and managing are not the same activity. Leading involves building the trust of your staff in your ability to drive the team successfully to its goal. Leading consists of,

- Motivating, inspiring and encouraging staff
- Directing the activities of others
- Selecting the most effective communication channel
- Resolving conflicts and disciplining when necessary

1.2.4.4 Controlling
Controlling is the functional process that involves monitoring the station’s performance to make sure goals are being met and implementing corrective action when progress is not being made. Controlling includes,

- Setting standards to achieve goals
- Comparing actual performance to the set standards
- Implementing corrective changes to return performance to the set standards
- Evaluating changes for process improvement purposes

Throughout the remaining modules we will be coming back to the four basic management skills. As you read through each module, continually reflect on how a Station Manager will Plan, Organize, Lead and Control when performing his various responsibilities. It is important to note that each year the Station Manager should create an Individual Performance Plan in which he highlights markers for success in his role as Station Manager.
1.2.5 “Hard” and “Soft” Skills

1.2.5.1 Hard Skills
When discussing managerial skills it can be useful to divide them into ‘hard skills’ and ‘soft skills’. Hard skills are measurable and accountable. These are commonly demonstrated skills that a Station Manager often performs or has a working knowledge of when completing regular operational functions. Some examples include,

- Fueling an aircraft
- Tracing luggage in the WorldTracer system
- Helping passengers with mobility issues off of an aeroplane
- Facilitating a fire safety audit

1.2.5.2 Soft Skills
Soft skills are more difficult to measure and are related to the personal characteristics, habits, and leadership qualities of a Station Manager. Soft skills may also relate to areas such as those listed below:

- Promoting a positive image of the Station at committee meetings
- Delivering a public speech confidently
- Mediating conflict
- Finding solutions to complex station issues
- Improving station performance

Both hard and soft skills are an essential part of the Station Manager’s success and both will be employed throughout the course of a Station Manager’s day. An important part of a Station Manager’s role is knowing how and when to apply hard and soft skills.

1.2.6 Personal Attributes
Soft skills are often linked to the personal attributes of the Station Manager. The attributes are not always natural (or inborn) traits, and may be possible to develop through training and practice over time. As you prepare for the role of Station Manager, keep in mind these high performance attributes and find professional development opportunities to improve them.

1.2.6.1 Self-Motivation
This describes the ability to take charge of what task is at hand and persevere through to the end. It is also sometimes called being a “self starter”. Good Station Managers have the ability to recognize what needs to be done and then stays motivated to the end.

1.2.6.2 Personal Integrity
This implies that you have honesty and consistency of character. As a Station Manager, your role is to unequivocally uphold the values and vision of your airline through your actions and words.
1.2.6.3 Dependability
The ability to be relied upon to perform without fail and with consistency. Not only do your subordinates need to know that they can count on you, but others within your organization do too.

1.2.6.4 Adaptability
This suggests that you can adapt quickly and appropriately to changes. As we know, the airport can be a highly changing environment and as a Station Manager you should be capable to adapt to new, different, or changing requirements.

1.2.6.5 Optimism
Having a positive attitude in completing tasks in which you anticipate the best possible outcome. An optimistic attitude can build morale with your employees and help them feel good about getting things done.

1.2.6.6 Confidence
Showing assurance and having self-reliance in your ability to do the job is an important part of being a Station Manager. As a Station Manager you need to be able to make good decisions with confidence and then feel assured that your decisions will be carried out.

1.2.6.7 Results-Oriented
Station Managers must be driven to achieve a purpose or goal without being distracted. Without fail, the Station Manager must be able to drive projects to completion in order to maintain a properly working station business environment.

1.2.6.8 Punctuality & Time Management
This is a skill needed to plan and exercise control over the amount of time spent on specific activities to increase effectiveness, efficiencies and productivity. Your ability to efficiently utilize every hour of your work day is mostly achieved through making time management a priority.

1.2.7 Unit Summary
This unit provided you with an overall picture of the Station Manager’s experience, skills, personal attributes, and role within a station. You learned that a Station Manager’s duties will change depending on the size of a station. You also learned that planning, organizing, leading, and controlling make up a step-by-step process that the Station Manager must continually follow in his position.
Study Check 1.2

1. Place a check in the True or False box beside the following statements.

   - The four basic management skills a Station Manager needs are planning, organising, leading and controlling.  [ ] TRUE  [ ] FALSE
   - A Station Manager’s role will change, depending on the size of his station.  [ ] TRUE  [ ] FALSE

Please circle the appropriate answer.

2. What resources does a Station Manager need to perform his duties?
   (a) The right staff with the right tools in the right conditions.
   (b) The right access with the right authorities in the right time-frame.
   (c) The right staff with the right skills in the right networks.
   (d) The right access with the right tools in the right time-frame.

3. Which “soft skill” is essential for any Station Manager to perform his duties?
   (a) Handling Hazardous Materials
   (b) Fuelling Aircraft
   (c) Communicating with Staff
   (d) Acting as a Loadmaster

4. According to the unit, which of the following is a personal attribute of a high performing Station Manager?
   (a) Idealism
   (b) Self-Motivation
   (c) Strength
   (d) Perfectionism

5. Which two factors will constrain and shape the four basic management skills required of a Station Manager?
   (a) Quality and safety
   (b) Age and title
   (c) Baggage and Handling
   (d) Teamwork and Reliability
1.3 Responsibilities of the Station Manager

- List and describe the responsibilities of the Station Manager

1.3.0 Unit Overview

This unit will introduce you to a broad and comprehensive range of the responsibilities of the Station Manager. Depending on the size of his station, and whether or not a handling agent is employed, the Station Manager may not perform all of the duties listed.

Nonetheless, a Station Manager must manage his station safely and to the highest possible standard of quality. To do this, he must plan, organise, monitor and control both long-term and daily situations.

Key Learning Point

The prime responsibility of the Station Manager is to manage the station safely. This requires a combination of long-term planning and day-to-day administration.

1.3.1 Duties of a Station Manager

The prime responsibility of the Station Manager is to manage the station safely. This requires a combination of long-term planning and day-to-day administration. It is essential that the Station Manager continuously plan, organize, lead, and control in all of the major areas of his position. These often include overseeing staff, representing the organization, managing ground operations, and performing administrative duties. Below are some of the most important responsibilities a Station Manager may need to perform in his role.

1.3.1.1 Personnel

Overseeing staff is a central part of the Station Manager’s duties. Additionally, having a well-trained and high performing staff is a necessary goal of a Station Manager and one that requires the execution of a number of detailed daily, weekly, monthly and yearly tasks. An example of a daily task is to ensure that staff and supervisory numbers are met. An example of a monthly task is to review station training status reports. The list below highlights a number of the essential staffing tasks that a Station Manager will perform throughout the year.

- Ensure staff and supervisory numbers are met
- Delegate duties to staff members and departments
- Monitor staff performance
- Communicate to staff their level of performance
- Oversee necessary qualifications for staff
- Develop staff recruitment requirements
- Determine what training is required and when
- Lead and evaluate staff

1.3.1.2 Representing the Organization

A significant part of the role of the Station Manager is to represent his company within a variety of internal and external forums. On occasion he may require specialist support from head office.

The main focus of the Station Manager within these forums normally relates to ensuring that the best interests of his company are well represented locally. The dynamic within these forums can vary from compliance with regulations (Airport Authorities, Local regulators etc.) to setting the standard (GSP’s). This can be challenging and can require a variety of different skill sets.

In summary most of the representation generally focuses around safety, operational performance, service delivery and management of cost.

During these interactions he will need to act as a visible leader or his station. When representing the organization he will:

- Partner with other leaders in the station to deliver a consistent message
- Represent the airline’s interests to outside agencies and airport committees
- Represent the stations interests to departments within his organization
- Promote a positive reputation and identity of the station and its personnel

1.3.1.3 Ground Operations

As we discussed in the previous unit, the Station Manager will have a strong knowledge and understanding of the operations at his station. Safety is normally the highest priority followed by safety & security. When managing ground operations the Station Manager will:

- Oversee the day to day operation ensuring that compliance, performance and service delivery targets are met
- Ensuring the availability of adequate and trained resource, equipment and infrastructure to meet the needs of the operation
- Understand and act upon known constraints within the local infrastructure or GSP’s
- Plan for and manage exceptional events such delays or other contingencies with a view to minimizing any negative effects on the customer and protecting the corporate image of the airline
- Manage and communicate any changes to the schedule or procedures

Did You Know?

Surveys show that one of the top concerns of front-line staff is direct contact with their supervisor or manager.
1.3.1.4 Administration

The Station Manager will have a number of daily, weekly, monthly and annual administrative tasks he must perform in the course of his work. These will require a wide variety of skills to be used many of which have already been described in this chapter. Generally this will include:

- Budgeting and cost management—planning a realistic budget, ensuring that operations are undertaken within the approved budget and challenging unjustified cost increases
- Performance reporting—deploying Quality Control measures, matching actual performance with local or corporate targets, using data to identify opportunities for improvement and/or cost efficiencies
- Contract management—GSP’s perform to the required standard, deliver the contractual and service level requirements
- Safety & compliance—maintaining and updating company documentation and manuals, facilitating audits and delivering change as required.

Key Learning Point

Even when an airline decides to employ a handling agent to undertake all of the operational functions of an airport, the Station Manager’s role is still large, and, in these situations, requires a greater degree of overall operational knowledge.

While the above list forms a broad and comprehensive statement of the Station Manager’s responsibilities in reality, he may not be called upon to perform all of those tasks and functions. However, even when an airline decides to employ a handling agent to undertake all of the operational functions of an airport, the Station Manager’s role is still large, and, in these situations, requires a greater degree of overall operational knowledge.

The Station Manager also needs the skill to liaise and negotiate with a broad range of service providers as he will be the primary representative of the airline at the airport.

Although this list of duties may appear intimidating, each airline will usually prepare a detailed job description of the Station Manager’s roles and responsibilities, outlining the exact duties it requires of the Station Manager, and defining the boundaries of his authority.

1.3.2 Unit Summary

This unit described in detail the many duties and responsibilities of a Station Manager in the long-term planning and daily administration of a station. You were once again reminded of the prime responsibility of the Station Manager to manage the station safely. You also learned that even if a handling agent is hired to perform the operational functions of an airport, the Station Manager still needs an even greater degree of overall operational knowledge.

Fortunately for the Station Manager, you learned that an airline will usually have a detailed job description prepared outlining his exact duties and defining the boundaries of his authority.
Apply Your Learning

In this applied activity you will learn how to identify the roles, responsibilities, skills and personal attributes associated with Station Manager job postings. You will also compare these with your own personal skill sets to see what areas you will need to further develop before obtaining a Station Manager position.

**Step 1:** Review the job description for a Station Manager below:

The Station Manager at ABCD Airlines will be responsible to lead front-line staff, oversee a broad range of operational tasks (ex: fueling, de-icing, etc), and to ensure that all on-site facilitates are in proper working order. This individual will have to work closely with our human resources and training department to ensure adequate staff numbers are met and have a strong managerial background with well developed organizational and communication skills. Additionally, the Station Manager will be responsible to ensure compliance to safety, security, customer service, quality assurance and other essential procedures mandated by Headquarters. Furthermore, he will be able to report on major incidents, threats, and station metrics to the corporate level.

The Station Manager at ABCD Airlines will be a visible representative of our organization and must be able to liaison with our business partners. Adaptability is a must for a person in this role, as well as, a strong working knowledge of operational management in aviation. A minimum of five years experience in an aviation management role is required along with a relevant post-secondary degree.

**Step 2:** List the roles, responsibilities, hard skills, soft skills, and personal attributes stated in the job description.

**Step 3:** Go on-line and find 1–2 job descriptions for Station Managers in your area.

**Step 4:** Compare and contrast the job descriptions from this activity and from your research.

**Step 5:** What skills would you need to further develop in order to meet the requirements of the job posting?
Study Check 1.3

1. **Place a check in the True or False box beside the following statements.**

<table>
<thead>
<tr>
<th>TRUE</th>
<th>FALSE</th>
</tr>
</thead>
<tbody>
<tr>
<td>☐</td>
<td>☐</td>
</tr>
</tbody>
</table>

The Station Manager ensures that the cargo load (including the build-up of ULDs) is in accordance with the flight-safety related standards.

In the event a handling agent is hired to undertake all of the operational functions of an airport, the Station Manager’s role is lessened.

**Please circle the appropriate answer.**

2. What is the primary responsibility of the Station Manager?
   (a) To lead and evaluate all personnel
   (b) To oversee all station policies and procedures
   (c) To manage the station safely
   (d) To supervise the ground service providers

3. Which of the following statements is TRUE about the Station Manager’s responsibilities?
   (a) The responsibilities of a Station Manager remain the same based on the inclusion of a handling agent.
   (b) The responsibilities of a Station Manager are detailed in his job description.
   (c) The responsibilities of a Station Manager require a combination of short-term planning and day-to-day administration.
   (d) The responsibilities of a Station Manager are standardised (the same) across all stations.
1.4 Coordination and Cooperation with Other Organisations

Unit Objectives

- Describe the Station Manager’s environment
- List and describe the role of the internal and external stakeholders of an airline and its station
- Define the purpose of an Airline Operators’ Committee, and the Station Manager’s role on this committee
- Research potential communication strategies for interacting with different stakeholders

1.4.0 Unit Overview

The Station Manager must communicate and liaise with several different authorities, agencies, and other organisations which can impact the operations of a station.

This unit will describe the Station Manager’s environment as well as the different internal and external stakeholders of a station, and explain the Station Manager’s role in working with them.

Key Learning Point

A very important element of the Station Manager’s job is coordination and cooperation with other authorities. In order to do this effectively, he must know who those authorities/agencies/bodies are, and what they do.

1.4.1 The Station Manager’s Environment

A very important element of the Station Manager’s job is coordination and cooperation with other authorities. In order to do this effectively, he must know who those authorities/agencies/bodies are, and what they do. Most airlines have created internal guidelines for their Station Managers, aimed at advising them on managing coordination and cooperation with outside authorities. It is essential that the Station Manager be aware of the outside sources which have an impact on the station and/or the owner airline. As you learned in Unit 1.1, these outside sources can influence the organisational structure of the airline and station.

The word “stakeholder” is commonly used to identify a person, group or organisation that has a legitimate interest (or “stake”) in what the entity does. Stakeholders may be internal (within the organisation) or external (outside of the organisation) and can affect or be affected by the airline’s actions, objectives and policies.

Figure 1.4.1 highlights a number of stakeholders that the Station Manager will interact with in his role.
1.4.2 Internal Stakeholders

Each of the internal stakeholders within the Station Manager’s environment will have a detailed set of responsibilities in their role. The Station Manager will have to cooperate with these various groups and be aware of their roles in relationship to his own. The list below provides some of the typical responsibilities for each internal stakeholder, keeping in mind that the responsibilities may vary based on the specific airline and/or region.

1.4.2.1 Airline Headquarters

- Country/Regional Management and/or Regional Station Manager
  - Keeping track of the quality levels and the targets agreed upon between the Regional Manager (if any) and the Airline Management
  - Ensures proper reporting to airline management and headquarters
  - Representative of the airport organisation in the local management team meetings

- Controller
  - Responsible for the overall performance of his/her station to agreed operational standards, such as flight safety, customer satisfaction, ground handling punctuality
○ Maintain high quality while minimizing costs
○ Responsible for the up-to-date security and safety (Emergency Response Program (ERP) procedures issuance and/or application)
○ Ensure compilation and storage of flight files according to local and company regulations
○ Conduct mandatory and planned audits

- HR Manager
  ○ Responsible for the staffing of his/her station including the hiring and firing of local airport staff, in close concert with the HR or Area Management

- Financial/Accounting Department
  ○ Resolve budgeting and accounting control issues
  ○ Financial reporting and invoice control

- OCC & Centralised Load Planning
  ○ Protects the integrity of the operational schedule, authorises planned delays, schedule change, aircraft changes and manages the utilisation of the fleet. Payload planning and optimisation

- Internal purchasing/Procurement
  ○ Head office contractual relationship with suppliers
  ○ Negotiates service provision with vendors
  ○ Purchases services and equipment required by the station

1.4.2.2 Station Staff
- Ensure updates of company documents/procedures and inform staff about changes
- Keep sufficient and fully trained staff, cost oriented with a focus on safety, security and service delivery
- Plan proper deployment of staff
- Ensure staff appraisal, midterm and/or year-end
- Coach, support and develop his/her team and/or the ground-handling agent if applicable
- Lead the team and encourage teamwork
- Co-ordinate with staff for all service recovery and delay recovery activities in case of a disrupted flight

1.4.2.3 Other Airline Departments

Line Maintenance and Catering
- Responsible for the line maintenance and catering activities
- Ensure minimum oversupply with respect to catering orders needed for a flight

Cargo
- Coordinate with the cargo department to optimize the cargo load and space allocation
Crew
- Ensure crew facilitation and accommodation (airline specific)
- Arrange various crew issues like transport, calling time of crew and other crew related matters
- Provide the flight crew with the flight plan and conduct briefing (if applicable)

Safety—(Flight Safety & Ground Safety)
- Investigate safety based incidents, recommend changes
- Oversee and advise on safety based matters

Quality Assurance
- Undertake quality audits
- Ensure that regulatory requirements are met

1.4.3 External Stakeholders
It is the Station Manager's responsibility to work closely with a number of external stakeholders at his airline. In some cases he will sit on committees with individuals, as is the case with employees from other airlines, and in other cases he will act in a service capacity and manage the needs of a group, as in the case of passengers. Each external stakeholder has unique needs that must be met through the Station Manager's managerial function. The following list outlines several of the Station Manager's duties in relationship to the external stakeholder's in his environment.

- **Passengers**
  - Minimise the number of inadmissible passengers and fines caused by his/her station
  - Authorise various compensation payment to passengers
  - Deal with passenger related issues in case they escalate
  - Communicate (if applicable) with Commercially Important Passengers (CIP) and Very Important Persons (VIP) passengers
  - Supervise passenger handling activities (if applicable)

- **Ground Service Providers (if any)**
  - Responsible for the day-to-day follow-up of the contract and the fulfilment of the requirements listed in the Service Level Agreement(s) (SLAs)
  - Control and monitor handling agent activity and results, both above and below the wing
  - Coordinate various aspects of passenger and aircraft handling with the agent
  - Coach the handling agent

- **Contracted Partners/Vendors**
  - Where applicable participate in negotiations with suppliers to achieve specific price/quality targets (i.e. CIP lounge, airline security provider, catering, fuelling)
• **Airport Operator**
  ○ Represent the airline at airport meetings

• **Other Airlines**
  ○ In case of third party handling, coordinate activities with airline representatives
  ○ Participate in committees such as the Airline Operator’s Committee (AOC), Local Baggage Committee (LBC), Airside Safety Committee (ASC) Coordinate code-share or alliance activities

• **Authorities (Facilitation & Security)**
  ○ Coordinate incidents with local authorities
  ○ Coordinate slot requests and over flight permission where applicable
  ○ Support the coordinated efforts of Police, Fire and Emergency Response personnel when applicable
  ○ Participate in Civil Aviation Authority’s Security Programme
  ○ Civil Aviation Authorities

• **Cute Club**

**Did You Know?**
The average person is said to influence over 10,000 people in their lifetime. Influence is found at every level of an organization from CEO to front-line managers and employees.

**Key Learning Point**
Participation in the AOC allows the Station Manager to discuss mutual issues involving airport facilitation, which can then be taken to the airport operator for resolution.

**1.4.4 Airline Operators' Committee**

Airport authorities and airport operators are responsible for the overall operation of an airport. Their purpose is to provide an environment in which airlines can meet their objectives, i.e. airfield facilities, terminal buildings, ramp areas and supporting services. Sometimes, it is part of the Station Manager’s duty to be a member of the **Airline Operators Committee (AOC)**.

The AOC is a body made up of representatives of each airline operating at the airport. It allows them to discuss and have an input mutual issues involving airport facilitation which can then be taken to the airport operator for resolution. Meetings normally take place on a monthly basis and a chairman is elected by the committee members. Often the AOC will also be supported by various sub-committee’s. The Station Manager will frequently come into contact with airport authorities with regard to the provision and delivery of services. The extent of such contact will depend on the service or activity in question and the general level of service the airport can provide. The AOC provides a unique opportunity for a station manager to network with other airline station managers at his airport.
1.4.5 Unit Summary
In this unit, you learned about the different stakeholders, internal and external, which comprise the Station Manager’s environment. You learned that the Station Manager’s ability to communicate, coordinate and cooperate with all stakeholders is essential to fulfilling his duties. Finally, you learned about the Airline Operators’ Committee, a place where the Station Manager can discuss station management issues that need resolution.

Apply Your Learning
The Airline Operators’ Committee (AOC) offers a unique opportunity to network with other Station Managers and Airport officials. The following activity will allow you to research the principle objects of local and/or global AOCs and networking/communication strategies for participation in AOC meetings. It will also give you a chance to identify appropriate communication strategies when interacting with different stakeholders.

Step 1: Using your computer go on-line and search for 3 AOCs in your area. If you are having trouble, try Heathrow Airport, Pearson Airport, and/or Zurich Airport.

Step 2: Identify the primary objective or mission statement listed on each committee’s website.

Step 3: Compare the objectives. How are they similar?

Step 4: Next review the airlines who are members of each AOC. For each AOC how many airlines are active members?

Step 5: Do an Internet search for effective communication and networking strategies for managers. Which of the strategies that you have identified could you use when communicating with airport officials.

Step 6: Which of the communication strategies that you identified could be applied to other internal and external stakeholders (ex: passengers, ground service providers, the financial department)? Why or why not?
Study Check 1.4

1. Place a check in the True or False box beside the following statements.

<table>
<thead>
<tr>
<th>TRUE</th>
<th>FALSE</th>
</tr>
</thead>
<tbody>
<tr>
<td>☐</td>
<td>☐</td>
</tr>
</tbody>
</table>

The HR Manager is responsible for maintaining high quality while minimising costs.

   | TRUE | FALSE |
   |      | ☐     |

The Controller is responsible for the overall performance of his/her station to agreed operations standards, such as flight safety, customer satisfaction, ground handling punctuality.

Please circle the appropriate answer.

2. Which of the following positions is an external stakeholder in an airport environment?
   (a) Passenger
   (b) Line Maintenance
   (c) HR Manager
   (d) Controller

3. Which airline stakeholder keeps track of the quality levels and targets of the airline?
   (a) Controller
   (b) HR Manager
   (c) Financial/Accounting Department
   (d) Airline Management

4. Which of the following statements is TRUE about the AOC?
   (a) It is a body of representatives of each airline operating at the station.
   (b) It is a body of representations of each airline operating at the airport.
   (c) It is a body of representatives of each stakeholder group at the station.
   (d) It is a body of representatives of each stakeholder group at the airport.
1.5 Ground Operations Overview

- Describe and explain the function of ground handling
- List and describe the key elements of the operational aspects of ground handling, and the Station Manager's role in managing them
- List and describe the key elements of the managerial aspects of ground handling, and the Station Manager's responsibilities in these areas

1.5.0 Unit Overview

This unit will give you an overview of ground operations. You will be provided with the key operational and managerial responsibilities of the Station Manager in overseeing these functions.

Key Learning Point

Ground handling encompasses all activities required to service a parked aircraft on arrival and get it ready for departure.

1.5.1 Ground Handling

Ground handling encompasses all activities required to service a parked aircraft on arrival and get it ready for departure.

The scope of services may include aircraft loading/unloading & servicing, passenger and baggage processing, cargo processing, and a number of other activities depending on the agreement between parties.

As Station Manager, you need to be knowledgeable about all ground handling activities and be prepared to meet the challenges in servicing the aircraft, processing baggage and cargo, attending to passenger needs and other duties.

Ground handling has evolved over the years. There is increasing use of third party handling companies to handle ground operations in today's industry, allowing air carriers to return to the core business of running the airline. The Station Manager is a major stakeholder has a key role in the selection of...
GSP’s. The selection approach would normally comprise of a detailed cost analysis combined with the ability of the GSP to meet the regulatory, operational and service needs of the airline.

**Key Learning Point**

As a minimum safety standard when providing ground handling services, the following IATA RPs should be applied:

- AHM 630
- AHM 631
- AHM 630 Article 8 and AHM 913

**Safety-Related IATA Recommended Practices (RPs)**

Industry recommended standards and practices for aircraft handling are detailed within the IATA Aircraft Handling Manual (AHM) and the IATA Ground Operations Manual (IGOM). The latest version of AHM 630—Safe Operating Practices in Aircraft Handling, provides companies with industry best practices guidance material that, when implemented, provide an acceptable standard of safety in aircraft handling operations. This is supported by the relevant sections of the IGOM. GSP’s often produce their own procedures which should be based upon these standards.

In addition, aircraft movement operations must be performed with extreme caution to prevent injuries to personnel as well as to avoid damage to aircraft, equipment and facilities.

The provisions of AHM 631—Safety Considerations for Aircraft Movement Operations, should be followed by trained and qualified personnel involved in aircraft movement operations functions.

The procedures outlined in AHM 630 Article 8 and AHM 913 address the basic operational safety requirements for Aircraft Ground Support Equipment (GSE) which are used to perform the handling functions described in operational aspects of ground handling.

### 1.5.2 Operational Aspects

#### 1.5.2.1 Passenger & Baggage Handling

Passenger and baggage handling focuses on the procedures in handling passengers and their baggage at the time of check-in and boarding at departure and arriving at destination.

**Key Learning Point**

GSPs are required to perform handling services under the standards set in the SLA.

The main elements of passenger handling are comprised of check-in and boarding procedures. Airlines will set their own standards for these in terms of the number of check-in counters or self check-in kiosks are required, the hours of opening ahead of departure and the provision of separate areas for different classes of travel and the number of staff required for flight boarding.

If Ground Service Providers (GSPs) are employed to undertake passenger handling they must be made fully aware of the standards required. These are generally detailed within in Service Level Agreements (SLA) which have been
fully described and explained in Module 8 of this programme. An SLA will define exactly what is required as part of the aircraft handling contract. Non-compliance with the SLA can result in financial penalties to the provider.

An example of this is an agreed time to deliver baggage to the arrival area which is based on the arrival of the first and last bag on the carousel.

Elements of the SLA must be agreed with the handling agent prior to signing of the handling contract to prevent any future issues arising. The Station Manager should have input into these standards in conjunction with the airline Head Office when they are drawn up.

**Description of a standard process:**

**Passenger Handling:**

Upon departure, when a passenger already holds a ticket, he presents himself to the check-in counter where he and his baggage are either manually checked-in, or processed through an automated departure control system (DCS). The check-in desks are available for the different classes of service. Depending on the circumstances, the passenger may be denied boarding or may require assistance in the case of special needs.

Upon arrival, passengers are transported to the arrivals terminal. Arrival staff meet arriving and transit passengers if required and provide assistance for passengers with special requirements (VIP services, unaccompanied minors, Inadmissible and Deportee passengers (INAD/DEPO), others).

**Baggage Handling:**

Upon departure, baggage is sorted by class and destination, and then sorted at the make-up area to be loaded on ULDs or Bulk. There are specific processes involved in the transportation and reconciliation of baggage, including special baggage.

Upon arrival of the aircraft, baggage is unloaded and delivered to the arrival hall or, in the case of transit baggage, sorted. In case of baggage discrepancies, passengers can contact the lost and found desk.

It should be noted that IATA develops recommendations to continuously improve and simplify passenger and baggage handling procedures and regulations through various working groups (refer to Module 6 of this programme). Additionally, IATA has published the IATA Ground Operations Manual (IGOM) as a addendum to the AHM which provides a standardized compilation of essential ground handling procedures recognized globally to ensure a consistent level of service within ground operations. By improving the quality and cost effectiveness of passenger and baggage processing, IATA demonstrates its commitment to serving the airline industry better and more efficiently.

**1.5.2.2 Aircraft Handling (CHECK AHM)**

This is a generic term which describes aircraft loading and servicing activities. This involves the loading and unloading of baggage, cargo, mail and other load items as well positioning and operating the Ground Support Equipment (GSE) such as steps, ground power units and activities such as pushback.
1.5.2.3 Security
Aircraft security encompasses the safety of your aircraft, crew, passengers and cargo. Security procedures for Aircraft Search "Sweeps" must be carried out thoroughly and in accordance with regulatory and company directives. Service personnel may sometimes wand or pat down airline personnel prior to boarding the aircraft. Ramp guards and catering security may also occasionally be in scope.

1.5.2.4 Cargo Handling
Cargo handling is divided into two separate functions: Cargo Ramp Handling (functions that pertain to the movement of cargo to/from an aircraft) and Cargo Warehouse Handling (functions that pertain to the movement of cargo within the warehouse facility).

Cargo Ramp Handling
Cargo ramp handling involves the movement of cargo between the aircraft and the warehouse (and vice versa), including special cargo and dangerous goods etc. This also involves the transportation and handing over of documentation i.e. manifest, customs documentation and NOTOC.

The aircraft loading process is normally a separate process not normally undertaken by the cargo department and involves all load types i.e. baggage, cargo and mail.

Service standards will also apply in the area of cargo handling and, if a handling agent is employed, a separate SLA is required. The main cargo handling activities are performed in the cargo warehouse. The cargo warehouse may be operated by either the airline or a GSP.

Cargo Warehouse Handling
Cargo warehouse handling covers elements such as:

1. Breakdown of cargo units on arrival
2. Processing of import documentation, storage and delivery to the consignee
3. Acceptance and assembly of export cargo
4. Build up and preparation of export cargo
5. Cut-off times for the acceptance of export cargo and to its loading onto the aircraft for departure.

The majority of clauses in a cargo SLA will be "time-based" and, again, financial penalties can apply if a handling regularly fails to meet the agreed standards.
1.5.2.5 Unit Load Devices (ULDs)

The term ULD is widely used within the airline industry. It stands for Unit Load Device and is an umbrella term encompassing both aircraft containers and aircraft pallets. ULDs are used on most wide-bodied and some narrow-bodied aircraft in service today. They secure cargo, baggage and mail within the cargo hold as well as easing the load and unload operations.

Key Learning Point

ULDs are used on aircraft in which the design of the aircraft hold considers the ULD to be removable aircraft structure. ULDs are therefore subject to airworthiness considerations, which can prevent the ULD from being used. For this reason, ULDs have to be inspected for serviceability, and if found to be unserviceable, cannot be used.

Most airlines place the task of ULD Control within the Cargo section of their operations, but it needs to be emphasised that ULDs are of equal importance to the passenger operations—without the containers, the baggage also cannot be transported. ULDs are categorised broadly into containers and pallets. In general baggage is moved in containers—typically AKE and AKH containers; and seldom on pallets. Cargo uses a wider variety of ULDs which include both containers and pallets.

In most cases, ULDs are used on aircraft in which the design of the aircraft hold considers the ULD to be a removable aircraft structure and when loaded, part of the aircraft's internal hold restraint system. ULDs are therefore subject to airworthiness considerations, which can prevent the ULD from being used. For this reason, ULDs have to be inspected for serviceability, and if found to be unserviceable, cannot be used.
A net is used to keep the cargo in position onto the pallet and restrained within the aircraft hold, and is therefore very important for flight safety. A pallet’s missing or damaged net means that the pallet cannot be used.

**Key Learning Point**

It is important that ULDs are well treated and looked after to ensure smooth airside operations for the airline.

Damaged ULDs are dangerous from a number of different points of view:

- A damaged ULD is potentially unable to perform its primary function which is to restrain the baggage/cargo/mail within the hold of the aircraft. It is easy to imagine the consequences of loose cargo within a hold not designed for the loose loading of its contents.

- A damaged ULD can, if sufficiently distorted beyond its parameters, inflict severe damage to the aircraft hold and/or cargo loading and door systems, causing delays or cancellation of flights.

- A damaged ULD is a health and safety risk to all who have to work with it as the jagged edges can cause considerable injury.

- A damaged ULD can inflict damage to handling equipment such as loaders, roller conveyers, etc. causing delays and stoppages.

Ultimately, it is important that ULDs be well treated and looked after to ensure smooth airside operations for the airline.

Some airlines have outsourced part or all of their ULD functions to a third party. In these cases, it is important for the Station Manager to establish a working relationship with the contracted company. In all cases it is essential that the Station Manager monitors the performance of ULD safety/damage checks, out-of-service ULDs and on-hand availability/inventory of servicable ULDs at his station.

Within most airlines, the use and care of ULDs rests with a specific ULD Control Department. It is the primary task of this department to establish how it runs ULDs, the department also relies heavily on the co-operation of the station managers to assist in maintaining good control over the ULDs. It is in the best interest of station managers to be proactive in their dealings with ULDs and the ULD Control department.

**1.5.2.6 Fuelling Operations**

Fuelling operations involve either surface or fuel tank re-fuelling. Personnel dedicated to this type of operation are responsible for system verification and maintenance of required oil and lubricant supplies. Aircraft fuelling is generally the responsibility of the airline engineering department. Contracts for the provision of fuel are made by the airline Head Office.

At smaller airports with no airline engineering staff, the Airport Manager may be required to liaise with the fuelling company to ensure that sufficient resources (refuelling trucks, fuel carts etc.) are available to service the operations and that the supplier performs in line with the customer and contractual requirements. This is often the case with ‘low cost’ airlines operating into an airport on a low frequency.
Key Learning Point

Aircraft ground handling activities take place at the same time as aircraft fuelling (including refueling and defueling) operations. It is very important that these activities be completed in a coordinated effort by ground staff and fueling personnel to ensure the safety and integrity of the operation.

Aircraft ground handling activities take place at the same time as aircraft fuelling (including refueling and defuelling) operations. It is very important that these activities be completed in a coordinated effort by ground staff and fueling personnel to ensure the safety and integrity of the operation.

AHM 630, Article 12, provides specific operating criteria for ground handling personnel that, when implemented, will enable the interface of fuelling activities to be accomplished more safely.

The following industry documents, as applicable, should also be consulted for fuelling operations:¹

- IATA Guidance Material on Standard Into-Plane Fuelling Procedures
- JIG Guidelines for Aviation Fuel Quality Control and Operating Procedures for Joint Into-Plane Fuelling Services
- IATA Fuel Quality Pool (IFQP)

The IATA Fuel Quality Pool (IFQP) is a group of airlines that actively share fuel inspection reports and workload at locations worldwide. In addition to the promotion of fuel quality results, the sharing of inspection reports by the pool member airlines has demonstrated significant bottom line savings for the participants, which are being achieved whilst in full compliance with regulatory requirements concerning airlines’ provision of quality control and management oversight of airport fuelling services (JAR-OPS 1 and FAR 121.373).

Inspection—Planning and Preparation:

The inspector will inspect all fuelling companies at the concerned station assigned to him, including those servicing companies not yet used by any pool member.

This is done so that these companies can be used as alternative fuel sources, or as potential future fuel supply sources.

The most efficient method to plan and organise the inspection is through the Station Manager.

Co-operating with the Station Manager:

Depending upon the circumstances of the station, the inspector is required to:

- Organise airport permits for apron access in advance if necessary (forward passport copies to the Station Manager);
- Advise the Station Manager to arrange the inspection with all fuelling companies at the concerned station. The Station Manager should inform the fuelling companies that the inspection will be conducted also on behalf of the IFQP (use the authorisation form if necessary);
- Advise the Station Manager to co-ordinate his inspection with the Station Manager of the concerned airline using that fuelling company (only in case of trouble);
- Ask the nominated IFQP representative of the concerned airline—listed in the FQPS Internet tool—to provide you the necessary support (this last

¹ IATA Ground Operations Manual Chapter 4.4 “Safety During Fueling/Defueling”
option is applied only as the last choice and after all possible actions have failed).

**Key Learning Point**

When there are freezing conditions and precipitation, de-icing an aircraft is crucial.

### 1.5.2.7 De-Icing Operations

During cold weather operations the de-icing of the aircraft may be necessary. Ice or frozen contaminants such as snow that form on the aircraft, the control surfaces in particular must be removed prior to take-off. Failure to do this may result in fatal consequences.

De-icing on the ground is usually carried out by trained personnel using specialised vehicles that spray the aircraft with a de-icing fluid such as Propylene or Ethylene Glycol. Some airports have a “drive through or remote pad facility” hangar facility where de-icing can be performed. Forced air is also a technique that is also used normally to remove large deposits of contamination for the aircraft wings and fuselage.

There are several formulations of de-icing fluid, falling into two basic categories: heated glycol diluted with water for de-icing and snow/frost removal, and unheated, undiluted glycol that has been thickened, applied to retard the future development of ice or to prevent falling snow or sleet from accumulating.

In some cases both types of fluid are applied. The heated glycol/water mixture to remove contaminants will be applied first, followed by the unheated thickened fluid to keep ice from reforming before the aircraft takes off. This is called “a two-step procedure”.

AHM 630, Article 13–De/Anti-Icing of Aircraft provides guidelines for safe Anti/De-icing operations.

**IATA De-Icing/Anti-Icing Quality Control Pool (DAQCP)**

The De-Icing/Anti-Icing Quality Control Pool (known as DAQCP) currently consists of about 50 member airlines and provides de-icing/anti-icing services and post de-icing/anti-icing checks during the winter season at about 600 companies at more than 160 airports.

The main goal of the DAQCP is to ensure that safety guidelines, quality control recommendations and standards of the de-icing/antiicing procedures at all airports are followed.

The quality control is based on the Association of European Airlines (AEA) Recommendations for de-icing/anti-icing of aircraft on the ground and EASA Ops 1. The Pool has developed its own set of procedures and checklists for conducting airfield inspections and audits. Checklists are updated yearly after consideration of the latest developments in de-icing/anti-icing techniques and are in line with the AEA Recommendations. Although the primary objective of the DAQCP is to ensure the safety of aircraft operations, participating airlines derive important financial benefits in terms of drastically reduced airport inspection workloads and associated costs.

The DAQCP is well regarded by the handling companies with whom it works to achieve the airlines’ regulators’ requirements. A number of airlines have established an audit pool to share the audit results—thus avoiding multiple audits of the same provider at the same location. This also improves the quality of inspections, as fewer and more effective audits are carried out by accredited
DAQCP inspectors in accordance with stringent evaluation criteria established by the Pool.

The stations are assigned each year by the Pool and are based on the airports served by airline DAQCP members.

The DAQCP audits comprise the following subjects:

- Integrity of sprayed De-icing/Anti-icing Fluids
- Compliance of Procedures and Documentation with acceptable standards
- Training and Qualification of personnel
- De-icing/Anti-icing Facilities
- De-icing/Anti-icing Equipment

**Co-operating with the Station Manager:**

Depending upon the circumstances of the station, the inspector is required to:

- Organise airport permits for apron access in advance if necessary (forward passport copies to the Station Manager);
- Advise the station manager to arrange the inspection with all De-icing/Anti-icing companies at the concerned station. The Station Manager should inform the De-icing/Anti-icing companies that the inspection will be conducted also on behalf of the DAQCP (use the authorisation form if necessary).

Reports include the completed checklists, requests for corrective measures if applicable, laboratory analysis of the fluids, responses received from the handling agent and alert letters in case of safety related findings, which require immediate action.

### 1.5.2.8 Catering

Catering activities involve arranging for catering transportation and loading by means of high-lift vehicles to access the aircraft cabin.

The provision of catering will vary greatly depending on the nature of the operation. Full service long-range airlines will require much greater catering capacity than short-range low cost airlines which can carry sufficient catering for a number of flights or sectors.

The Station Manager may only have limited input in decisions about what is loaded, but the timeliness of catering activities, the amount of meals loaded and the monitoring of all catering standards (such as equipment ordering and storage) are his local responsibility. Additional Catering responsibilities will be discussed in Module 7.

In addition, it is the responsibility of Head Office catering staff to visit the station regularly to ensure that the contractual and performance standards of a catering supplier are met.

### 1.5.2.9 Cleaning and Maintenance

Cleaning services are contracted to ensure that the aircraft is serviced before boarding, that waste is removed, and cabin materials are stored or replaced.

Aircraft cleaning will vary depending on the operation. Low cost short-range flights will often be cleaned by the crew during the turnaround. In these cases, it is only necessary to remove bags of rubbish.
Full service long and medium range flights require a complete clean involving the collection of general rubbish, vacuuming, and exchange of headrest, pillow covers and blankets. Galley and toilet cleaning are also essential.

Cleaning standards are monitored by the Station Manager. This is an area which is immediately obvious to passengers when they board, and can present a good or bad first impression of the airline.

In stations where the airline does not have its own maintenance facilities and engineering department, maintenance is contracted to another airline’s maintenance department or to a handling agent that can provide engineering services.

At smaller stations, the maintenance department is able to repair minor mechanical or electrical problems that are flagged by the captain or noticed during the aircraft’s turnaround. When this is the case, the Station Manager may be required to make sure that a series of small parts or aircraft wheels are made available to the contracted airline or handling agent’s maintenance department. Occasionally some airlines may decide to carry some spares with the aircraft, this is called a flyaway kit.

At larger stations, the airline’s Head Office centrally contracts aircraft maintenance facilities. The Station Manager keeps a record of the maintenance supplier’s contacts and knows who to contact at all times, in accordance with his airline’s operating schedule.

**1.5.2.10 Load Planning**

The planned and then actual (finalized) weight and balance conditions of the aircraft are part of the Load Control process and performed by the Load Planning department. This department can be either based and the Station or in a remote location off site. Load Planners undergo extensive training, which normally requires an annual refresher.

Where the location of Load Planning is remote or off-site it is often referred to as a Centralised facility for example Centralised Load Planning or CLP. In these cases it is essential that all process be based on clear, simple and robust communication.

The process starts with the issuance of the Loading Instruction Report (LIR), a legally required document, which the Loading Supervisor uses to ensure all of the baggage, cargo and mail is loaded in the correct location. Compliance with this document is mandatory.

Upon flight closure all of the load information is finalized, Load planning ensures that the aircraft is within its weight and forward/aft balance limitations before issuing the final load sheet to the Captain. This is also a legally required document, a signed copy of which must remain on the ground for the duration of the flight. Both the Load sheet and LIR require signatures from the Captain and loading Supervisor respectively.

**1.5.2.11 The Station Manager’s Role in Ground Operations**

The scope of services provided by a single contractor varies depending on the agreements. These may include a large variety of services: ramp operations and aircraft servicing, passenger and baggage processing, security, cargo and mail, fuelling, catering, cleaning, ticketing, maintenance, crew transportation and a number of other services.
The Station Manager is responsible for supervising and controlling these operations while ensuring the provision of quality service at the lowest possible cost.

1.5.3 Managerial Aspects

Airlines develop their own internal standards of operations as part of an overarching management system, especially regarding the safety of operations. IATA has developed an international standard of Airline Management, which is called IATA Integrated Airline Management System for Air Transport Operators (IAMS). This international standard draws on world's best practices, to ensure the most effective airline management and at the same time mitigate safety hazards and realize financial benefits from enhanced operational efficiencies.

Major systems covered are:
- Safety Management System (SMS)
- Security Management System (SeMS)
- Quality Management System (QMS)
- Enterprise Risk Management (ERP)
- Supplier Management System (SUMS)
- Environmental Safety Management System (ESMS)

The aspects mentioned below form part of the company’s corporate policies and consequently affect the framework under which the Station Manager is required to perform his duties.

Key Learning Point

Establishing an SMS is the responsibility of corporate management. The SMS outlines a company’s safety policy and culture, with an overall goal to manage safety as an integral part of its business and to make it one of the company’s core values.

1.5.3.1 Company Safety Management System (SMS)

Establishing an SMS is the responsibility of corporate management and often a requirement of the regulator. The SMS outlines a company’s safety policy and culture, with an overall goal to manage safety as an integral part of its business and to make it one of the company’s core values.

An SMS is based on proposed ICAO Annex 6, 11, and 14 standards and recommended practices and the IATA Operational Safety Audit (IOSA) Corporate Organisation and Management Systems (ORG) Standards and Recommended Practices. Through IOSA ORG (based on ISO 9001), SMS already has elements of a Quality Management segment in place.

Each airline must implement the system that works best in their specific situation—there is no “one-size-fits-all” system.

Module 4—Airside Safety will provide you with more detailed knowledge regarding the provisions and implementation of an SMS.

In addition, guidelines for a Safety Management System can be found in AHM 610.
1.5.3.2 Operational Safety

The Operator should have a structured programme in place to observe and record operational safety performance from normal line operations. The purpose of this programme is to generate diagnostic indicators of organisational strengths and weaknesses in all sectors of the carrier's operations. Normally this would include an incident/accident reporting system, the analysis of which helps to track potential weaknesses and aid continuous improvement activity.

Key Learning Point

Enterprise Risk Management (ERM), or integrated risk management, is a systematic assessment and analysis of all risks in an organisation.

1.5.3.3 Risk Management

Enterprise Risk Management (ERM), or integrated risk management, is a systematic assessment and analysis of all risks in an organisation. The objective of ERM is to make consistent decisions across a company. It means aligning a company's strategy, processes, people, technology and knowledge to meet the company's appetite for risk. It also means linking all of a company's risks in a cross-functional or lateral manner to maximise the ability to manage those risks.

ERM is not magical. It is all about common sense. It is about asking: “what if this happens” instead of “if only we had thought about that!”

ERM will help move an organisation from Stage 1 to Stage 3 as follows:

1. Crisis Management (responding only—the most costly stage)
2. Proactive Management (identifying, anticipating and planning ahead)
3. Strategic Management (anticipating, predicting and preventing)

Similar to the SMS, there is no “one-size-fits-all” ERM approach, but there are common concepts that can be applied across the airline industry. There are benefits to be gained from sharing similar techniques on managing risk in the aviation field. Among those benefits are:

- Reduction in damages to people and property
- Reduction in insurance premiums
- Reduction in overall operating cost
- Protection of the company's bottom line
- Safeguard the company's reputation and brand

A few things are certain, however:

- No one airline ERM approach is the same as another, nor should it be.
- If a significant risk is foreseeable but it is not reported, it is a severe managerial error.
- There should be no surprise at any time.
1.5.3.4 Contracts
The contracts that should be prepared or have been prepared for the provision of the service to Service Providers, include, but are not limited to:

- Service Ground Handling Agreements (SGHA)
- Service Level Agreements (SLA)
- Catering
- Line Maintenance
- Fuelling
- Cleaning

1.5.3.5 Human Resources (HR) and Policies
An Operator may have an HR Manual containing the policies and procedures to govern all aspects related to its human capital.

1.5.3.6 GSE and Control of GSE
Depending on whether GSE is owned, leased or belongs to third party, several policies exist. GSE policies regarding its specifications, operation and maintenance can be found in the AHM chapters 900 through 997.

1.5.4 Unit Summary
In this unit, you learned the key elements that comprise ground operations, including both operational and managerial aspects. You were provided with a brief overview of several components of each aspect to give you an idea of the huge role the Station Manager plays in overseeing and managing his station.

Study Check 1.5
1. Place a check in the True or False box beside the following statements.

<table>
<thead>
<tr>
<th>Statement</th>
<th>TRUE</th>
<th>FALSE</th>
</tr>
</thead>
<tbody>
<tr>
<td>There is decreasing use of third party handling companies to handle ground operations in today’s airline industry.</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Establishing an SMS is one of the key roles of the Station Manager.</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>The objective of ERM is to support the SMS in its goal to make safety an established component of the company’s culture.</td>
<td>☐</td>
<td>☐</td>
</tr>
</tbody>
</table>
2. What is the definition of “ground handling” at an airport?
   (a) The maintenance of landside facilities and security checkpoints.
   (b) The execution of health and safety programming for all airline staff.
   (c) The tasks necessary to de-escalate emergency situations and threat in the airport terminal.
   (d) The activities required to service a parked aircraft on arrival and get it ready for departure.

3. What is the primary purpose of the AHM 630?
   (a) To provide in-person consulting services to IATA members on passenger and baggage handling.
   (b) To offer companies with industry best practices guidance materials on aircraft handling operations.
   (c) To transition ground handling procedures to ground service providers.
   (d) To ensure opportunities for professional development and networking on cargo warehouse handling procedures.

4. What are the two main elements of passenger handling?
   (a) Ramp handling and cargo handling
   (b) Airside and landside handling
   (c) Check-in and boarding procedures
   (d) Catering and cleaning procedures

5. Who is responsible for the creation of a Safety Management System (SMS)?
   (a) Corporate Management
   (b) Station Managers
   (c) Ground Operations Crews
   (d) Handling Agents

6. What is the purpose of a ULD?
   (a) To provide up-to-date forecasting on station safety issues
   (b) To automate ground handling operations
   (c) To secure and ease the load and unload operations of baggage and cargo
   (d) To de-ice aircraft with fluids such as Propylene or Ethylene Glycol
1.6 The Basics of Budgets and Cost Control

- Describe the purpose, function and types of budgets
- Explain, and provide examples of, standard and variable costs
- List methods used by airlines to generate revenue

1.6.0 Unit Overview

This unit will introduce you to the basics of budget and cost control systems used at a station. Airport revenue is also examined in this unit.

1.6.1 Types of Budgets

Station Managers are responsible for the completion of annual budgets. A budget is an itemised forecast of an airline’s income and expenses expected for a defined fiscal year.

The fiscal year may differ from company to company. A fiscal year is a 12-month period over which the airline budgets its spending. An airline’s fiscal year may either begin in January and end in December, or it may begin in April and end in March. Most of the times, not using the actual calendar year gives many companies an advantage, allowing them to close their books at a time which is most convenient for them.

**Key Learning Point**

A budget is an itemised forecast of an airline’s income and expenses expected for a defined fiscal year.

There are three types of budgets:

- Centralised
- Decentralised
- Combination of both

This means that there exist several expense components that are budgeted and accounted for either centrally at the airline’s headquarters (centralised), or at the airline’s local station and/or country management (decentralised). The types of expenses that fall under the three categories are defined by each individual company, as its procurement department will be regulating these expenses.

As an example, the de-icing fluid may be either purchased centrally from the airline’s head office, or each individual station may be required to purchase this product locally depending on its needs.

**Key Learning Point**

Determining fixed and variable costs is an important factor when establishing a Station’s budget.

Depending on the airline’s setup at an airport and the extent of ground handling services that are outsourced (*), expense forecasting differs from one airline to the other. These expenses are considered variable costs (see table below).

Fixed costs are costs whose forecasting does not fluctuate significantly.
Examples of Standard and Variable Costs

<table>
<thead>
<tr>
<th>Fixed Costs</th>
<th>Variable Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office rents</td>
<td>Handling charges which depend on:</td>
</tr>
<tr>
<td>Ticket Counters, Lounges, Gates</td>
<td>Frequency of flights</td>
</tr>
<tr>
<td>Check-in counter charges</td>
<td>GSE rental</td>
</tr>
<tr>
<td>Telecommunication costs</td>
<td>Size of aircraft</td>
</tr>
<tr>
<td>Airport &amp; Security Charges</td>
<td>Staff Costs</td>
</tr>
<tr>
<td>Office equipment</td>
<td>Landing fees</td>
</tr>
<tr>
<td>Training</td>
<td></td>
</tr>
<tr>
<td>Off-airport baggage delivery</td>
<td></td>
</tr>
</tbody>
</table>

The airline head office will supply full details on what costs are to be budgeted for. Cost control is a significant part of the Station Manager’s overall responsibilities, and he is expected to review each budget item to ensure that the airline is obtaining value for money from the various service providers, including the Airport Authority. Before determining the budget, it is recommended to verify costs with vendors, as any increase in their fees will affect the budget. Once the budget is submitted, it is reviewed and approved by senior management.

(*) Note: In all cases of service subcontracting, especially in the event that a GSP subcontracts with external service providers at the station, the provisions of the ISAGO SRPs regarding Subcontracting Control should be respected. These can be found at the ISAGO Standards Manual, Section ORM-S 3.6 Outsourcing Quality Control or ORM-H/S Outsourcing Quality Control Program.

1.6.2 Ancillary Revenue

Airport operations also allow for an opportunity to increase airline revenue, generally now known as Ancillary Revenue. In some locations, for some airlines ancillary revenue can contribute a significant amount to the bottom line, sometimes in the region of 20%-30% of their total revenues (and growing).

Whilst the Low Cost Carriers (LCC) are generally leading the way the rest of the industry, the remainder of the industry are following suit. Although much of the ancillary revenue is or has been collected from customers at the airport just prior to departure, many airlines are now developing their online systems to take payments upstream or prior to coming to the airport.

Common examples on ancillary revenues charge to passengers are:

- Baggage/Excess Baggage charges
- Class upgrade
- Airline lounge access
- Priority boarding
- Advance seat assignment
- Ticket change fees
- Pet charges
Airlines can also generate additional “non-customer” revenues from activities like third party handling or sub letting lounge access to other airlines.

The opportunity to provide third party services must always be economical. Any charges should cover any additional costs for labour and other resources and a profit margin to the airline provider. The Station Manager must always agree with the level of charges with Head office and ensure appropriate contracts are drawn up.

1.6.3 Unit Summary

In this unit, you learned the purpose, function and types of budgets. You reviewed examples of standard and variable costs, and you learned how airlines can generate revenue through ticket sales and other charges.

Study Check 1.6

1. Place a check in the True or False box beside the following statements.

<table>
<thead>
<tr>
<th>STATEMENT</th>
<th>TRUE</th>
<th>FALSE</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Station Manager is responsible for the completion of each annual budget.</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>An airline’s fiscal year may either begin in January and end in December, or it may begin in March and end in February.</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Regardless of an airline’s setup at an airport and the extent of ground handling services that are outsourced, expense forecasting remains the same for all airlines.</td>
<td>☐</td>
<td>☐</td>
</tr>
</tbody>
</table>

Please circle the appropriate answer.

2. What is the definition of a “budget” (as related to the aviation industry)?

   (a) A business plan that highlights a five year financial commitment by the airline.
   (b) A strategic planning document that highlights the mission, goals and financial plan of an organization over the long-term.
   (c) A tally of all of the employees’ salaries and hours that is collected to ensure that payroll can be performed each month.
   (d) An itemised forecast of the airline’s income and expense expected for a defined fiscal year.
3. Which of the following statements is TRUE about a “centralised budget” in the aviation industry?
(a) It includes variable costs like office rentals.
(b) It includes fixed costs like landing fees.
(c) It is an expense component that is accounted for at the headquarters of the airline.
(d) It is an expense component that is accounted for at the airline’s local station.

4. What is an example of a “fixed cost”?
(a) GSE rentals
(b) Staff costs
(c) Handling charges
(d) Office equipment

5. Which of the following activities directly lead to revenues for an airline?
(a) Pet fees
(b) Office supplies
(c) Fuel costs
(d) Security charges
Apply Your Learning (Plan, Organize, Lead, Control)

This activity will give you an opportunity to reflect on the four basic management skills describe in Unit 1.2 and find ways to relate them to specific job responsibilities of the Station Manager.

**Step 1:** Read through the Station Manager’s duties listed below.

- **Duty 1:** Ensure staff numbers are sufficient to fulfill tasks
- **Duty 2:** Partner with other leaders in the station to deliver consistent messaging
- **Duty 3:** Communicate proposed changes and facility-related issues to the appropriate departments.

**Step 2:** For each of the duties determine what steps you would need to take in the planning, organizing, leading and control phases of management. Identify at least one specific tasks that you could do (in total you should have 12 tasks when you are finished). For example, for duty 1 when planning you may need to consider if there are any times of year that staff absentee rates increase (ex: cold & flu season) and what measures you could take to counteract this.
Module Summary

Module One of this programme explored the role and responsibilities of a Station Manager. In this module, you learned that there is very little that happens in a station that does not involve the Station Manager in some way. He is, ultimately, responsible for every aspect of a station’s services and functions.

With the important role of the Station Manager in mind at all times, this module took you through the operational and managerial aspects of a station’s ground operations, as they relate to an airline, and the financial (budget, cost control and audit procedures) related to airline operations.
Further Reading
AHM 630, AHM 631
IATA Integrated Airline Management System Toolkit, IATA Online Store
ISAGO Standards Manual, IATA AHM I-GOM
De-Icing/Anti-Icing Quality Control Pool http://www.daqcp.info/

Suggested Further Training
IATA Station Ground Handling Management course, (information at: www.iata.org/training/courses/Pages/station-ground-handling-talp02.aspx)
Answer Key

Study Check 1.1
1. True, True
2. b
3. d
4. c
5. d
6. a

Study Check 1.2
1. False, True
2. a
3. c
4. b
5. a

Study Check 1.3
1. True, False
2. c
3. b

Study Check 1.4
1. False, True
2. a
3. d
4. b

Study Check 1.5
1. False, False, False
2. d
3. b
4. c
5. a
6. c

Study Check 1.6
1. True, False, False
2. d
3. c
4. d
5. a
Module 2: Airline and Airport Security
Module Learning Objectives

- Describe the key issues of airline and airport security in a global world
- Identify the major stakeholders of airline/airport security, nationally and globally, and describe their function and purpose
- Discuss the role and responsibilities of local airline personnel, including the Station Manager, in ensuring the security of airlines and airports
- List the type of security and screening measures implemented at airports
- Define and describe the security training needs of airport employees

Module Introduction

This module on airline and airport security will provide you with an overview of the need for aviation security today, and the activities, roles and responsibilities of those organisations and personnel mandated to ensure the safety and security of our passengers, personnel and crew, aircraft, baggage and cargo along with airport facilities.

International, national and corporate security standards impact the role of the Station Manager in safeguarding security against acts of unlawful interference. Therefore, you will learn which aspects of these standards affect the Station Manager’s operational and managerial role in security.

Nevertheless, national civil aviation security programmes should be consulted when establishing the company’s security programme at the station.

Finally, you will gain knowledge of the types of security and screening measures implemented at airports around the world, and you will be able to identify and describe the different training needs of airport staff.
2.1 The Need for Aviation Security

- Identify the types of threats that face the airline industry
- Define what is meant by aviation security
- Describe the importance of properly assessing and measuring threats to the aviation industry
- List the important international, national and local groups who cooperate on security issues.

2.1.0 Unit Overview

This unit will provide you with a global view of airline security, and the types of threats faced by airlines, their aircraft, and cargo and passengers.

You will learn about the importance of applying appropriate and relevant security measures, and the need to properly assess the level and nature of a security threat.

Key Learning Point

Threats to security can arise in a number of different ways and from a variety of sources. As a result, airline and airport security measures must extend throughout the entire range of operations.

2.1.1 Threats to Security

The need for comprehensive and reliable security measures is becoming increasingly important in the world of aviation. Threats to security can arise in a number of different ways and from a variety of sources. As a result, airline and airport security measures must extend throughout the entire range of operations. Relatively minor, yet common, security problems include pilferage and theft. Such offences are often carried out by pickpockets within the airport terminal, and sometimes (but much more rarely) by dishonest airport staff.

At the other end of the scale there are much larger security problems and emergencies, such as terrorist attacks and bomb threats. Thankfully, these occur much less often than the more minor security offences. However, numerous airports and aircraft all over the world have been victims of bombings, hijackings and other acts of serious violence. It is an unfortunate, yet undeniable, fact that in the minds of terrorists and other violent criminals, airports and aircraft seem to represent prestigious targets which will earn them a great deal of publicity.

The extreme increase seen in the level of aviation security during the last twenty to thirty years has proven to be worthwhile. Strict security measures have prevented the success of attempted interference with international airline operations. The cost, both financially and in terms of the disruption experienced by passengers, has been quite high. There could be little doubt, however, that potential loss of life has been prevented.

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Pilferage refers to theft in small quantities. In the context of passenger baggage, pilferage refers to the theft of some items from a passenger's checked suitcase/bag (as opposed to all of his belongings, and/or his suitcase/bag, etc.).
**Key Learning Point**

Aviation security is a combination of measures of the human and material resources put in place to safeguard civil aviation against acts of unlawful interference.

Reference to a dictionary discloses many definitions of secure and security, such as "untroubled by danger", "safe against attack", "certain not to fail or to give way", or "something that guards or guarantees".

In aviation, security embraces the safety of equipment, capital investment and revenue (i.e., the paying passenger). Therefore, aviation security is a combination of measures of the human and material resources put in place to safeguard civil aviation against acts of unlawful interference.

To ensure that civil aviation is "untroubled by danger" and "safe against attack", we must apply the necessary security measures to offset the "dangers" and the "attacks" that threaten aviation. It follows that the first point to stress in our approach to security is that the security measures must be appropriate to the threat. What is more, the measures must be effective and must be seen to be effective.

**Key Learning Point**

Our approach to security is that security measures:

- must be appropriate to the threat
- they must be effective
- they must be seen to be effective.

These threats vary from time to time, from country to country and from airline to airline. It is important therefore, that the threat is correctly assessed, both in level and in scope, and reviewed regularly if appropriate counter-measures are to be taken.

If a threat is assessed as being higher than it really is, then more countermeasures than are necessary will be called for. This would result in airports, airlines and passengers facing additional restrictions to their freedom of movement.

If a threat is assessed as being lower than it really is, the counter-measures are likely to be inadequate and airports or airlines will be vulnerable to acts of terrorism.

Only when the threat is clearly understood in level, nature and scope can relevant counter-measures be considered.

To ensure that counter-measures are appropriate, a study must be made of the techniques used by perpetrators to mount attacks.

While reactive counter-measures are useful in preventing copycat incidents by reducing the risk, co-operation between airlines and regulators should exist to identify emerging threats and devise counter-measures.

The selected counter-measures must be analysed to make sure they are effective and can be seen to be so.
Did You Know?

A bomb on-board Pan Am flight 103 over Lockerbie, Scotland in 1988 killed 270 people. In response, laws were implemented requiring more rigorous screening of portable computers and radios. It also led to the requirement that only bags accompanied by a passenger being allowed entry on a plane.

Past events affecting airline security operations have revealed the following:

- The need for proactive measures and training
- That crew are an intrinsic part of the security web
- The value of profiling
- That the threat is global
- Security is only as good as its weakest link
- Security cannot stop at the airport perimeter
- Technology currently deployed does not negate all threats
- Domestic security measures need to match international security measures

2.1.2 The Need for a Multi-Layered Security Approach

Throughout this module we will look at a number of international, national and local level authorities and groups that play important roles in aviation security. Figure 2.1.2 highlights these multiple groups, although be aware that the context will dictate how some of them are divided and the relationships between them.
2.1.2.1 **International & National Level**

It is important to note that security is a complex management function and one that requires many different authorities and groups. At the international and national levels, there will be a number of suggested and compulsory measures regarding security that a Station Manager will need to be knowledgeable about. Many countries have developed an Aviation Nations Security Programme (ANSP) through their Civil Aviation Authority.

2.1.2.2 **Airport Level**

At the more local level, it is impossible to hand down the responsibility of security to one single group. The airlines operating at the airport, the airport authorities, the police, customs and immigration officials all have their own security areas and duties. The precise division of the security function often differs from country to country, and from airport to airport.

Regardless of the security structure within an airport, the most important concern is that all groups work together to deal with the problem which they all share - crime. Each group is, of course, required to meet the standards of an airport security programme which must meet the standards of the ANSP.

In order to ensure that these security standards are met, everyone must agree to pool resources and share information. The security roles of the different groups within an airport must always be very clearly defined. Channels of communication and liaison between the groups must be firmly established. Each group must be seen to possess the necessary resources and skills to establish, and then to maintain, the required standard of security.
Key Learning Point

Regardless of the security structure within an airport, the most important concern is that all groups work together to deal with the problem which they all share - crime. Each group is, of course, required to meet the standards of an airport security programme which must meet the standards of the ANSP.

2.1.2.3 Airline Level

At the airline level, different handling agent arrangements will have an impact on the Station Manager’s role and responsibilities in security and the airline security procedures he must follow. When acting as a handling agent for another airline the Station Manager will follow the customer airline’s procedures. In some cases some security services can be outsourced to specialised aviation security companies. Whether or not aspects of security are outsourced communication between groups and authorities is essential. Lastly, as is the case at the National and Airport level, each individual airline will also have an airline security programme and Airline Security Manager. The airline Security Programme must be in accordance with the country’s ANSP and the airport security programme. The Airline Security Manager works hand-in-hand with the Station Manager to address all areas of security affecting the airline at the station.

2.1.3 Unit Summary

This unit has introduced you to the overall impact of security threats to the aviation industry, and the need to be aware of this type of danger. You learned how important it is to correctly assess and measure the level and nature of a threat, and what can happen if this is not done appropriately. You also learned about groups related to security at the international, national, and local levels.

Study Check 2.1

1. Place a check in the True or False box beside the following statements.

<table>
<thead>
<tr>
<th>Statement</th>
<th>True</th>
<th>False</th>
</tr>
</thead>
<tbody>
<tr>
<td>Minor security problems include pilferage and theft.</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>The cost of applying strict security measures, both financially and in terms of the disruption experienced by passengers, has been quite low.</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Domestic security measures need to match international security measures.</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>The airlines operating at the airport, the airport authorities, the police, customs and immigration officials all have their own security areas and duties.</td>
<td>☐</td>
<td>☐</td>
</tr>
</tbody>
</table>
Please circle the appropriate answers.

2. What two main measures are used to safeguard civil aviation against unlawful interference?
   (a) High and low reaction plans
   (b) Profiling and analysis strategies
   (c) Technological and educational tools
   (d) Human and material resources

3. Which of the following statements is TRUE about aviation security?
   (a) Pilferage is our greatest threat to security in the 21st century.
   (b) Security threats can arise from a variety of sources.
   (c) Threats to security are consistent from airport to airport.
   (d) Security threats to airports have lessened over the last three decades.

4. Recently, at the Airline Operators Committee meeting, several station managers at other airlines have indicated that they have heightened security measures related to the use of liquids on their flights and have asked cabin crew to do more detailed checks throughout the course of the flight. These measures have in turn led to a series of complaints from passengers and several highly publicized altercations between Airline staff being posted on-line. What actions should you take at your station based on this information?
   (a) Move to implement similar measures as you can never be too secure and passengers will adapt.
   (b) Continue to follow your agreed upon threat rating with corporate headquarters.
   (c) Re-evaluate the current data you have on liquid use, discuss the issue with corporate management and determine if you should change the level of the threat.
   (d) Delegate this task to inflight crew, and allow them to make the appropriate judgment call based on their daily operations.

5. Which of the following statements is TRUE with regards to security at an airport?
   (a) An important concern for security standards is that multiple groups pool resources and share information.
   (b) The handling agent must follow the safety programme of his parent airline.
   (c) Security is managed solely by the police, and they should be deferred to in all major incidents.
   (d) Security responsibilities should be shared by two groups, the police and the customs and immigration services so as to ensure that they can pool resources and share information.
2.2 The Role of the Station Manager in Security

- Describe the Station Manager’s role as related to the security and safety of the airline and the station
- List and describe the Station Manager’s security-related managerial responsibilities
- List and describe the Station Manager’s security-related operational responsibilities
- Apply the four basic management skills when managing the offloading of expensive cargo at a station.

2.2.0 Unit Overview
Throughout this programme of study, you will be reminded consistently of the importance of the Station Manager and his role in overseeing the general operations of a station. However, nowhere is his role more important than in the area of security. This unit will emphasise the importance of his position, and explain how he is integral to the ongoing supervision and control of all ground operations, and, therefore, the security and safety of the station.

Key Learning Point
A general rule is that when a Station Manager’s airline is acting as handling agent for another airline, the customer airline’s security procedures should be followed.

2.2.1 The Station Manager and Security
When conducting his duties at the station, the Station Manager must ensure that operations are being managed in accordance with the security requirements of the relevant international, national and local authorities, as well as, his own airline’s security programme.

As was discussed in the first module some stations will outsource ground handling to handling companies or in some cases to airports and airlines acting as handling agents. In the case of outsourcing in security, another option is to use a specialised aviation security company. In recent years, a growing number of stations are using outsourcing options.

Regardless of the arrangement, one of the Station Managers most important roles is to ensure security of his customer airline’s passengers, as well as, airline personnel, facilities and assets. A general rule is that when a Station Manager’s airline is acting as handling agent for another airline, the customer airline’s security procedures should be followed.

2.2.2 Security-Related Managerial Responsibilities
The Station Manager is responsible for ensuring that procedures are in place for the following aspects:

2.2.2.1 Security Control
The station should have a security programme that ensures security controls are implemented in accordance with:
• The standards of the corporate security programme, as explained earlier in this programme;
• The security programmes of the customer airline(s) served at the station;
• If applicable, the requirements of the national civil aviation security programme.

2.2.2.2 Security of Operations
Ground operations should be conducted only in facilities or areas where adequate security controls are in place. Security controls must be implemented by an authority (e.g. airport authority), the handling agent, or any other entity (e.g. a security company) seen as competent by the airline or the handling agent.

The Station Manager is obligated to ensure that personnel performing ground handling functions in a station’s airside have procedures in place to address unauthorised persons accessing a sterile area and to request verification of identity from such unauthorised persons. Station Managers must be knowledgeable about the various security controls applied within the station and have procedures in place to ensure staff remain vigilant in maintaining them (See Unit 2.11 for more details).

2.2.2.3 Security Equipment
Appropriate equipment should be used for security screening or the implementation of other security controls at the station. Security procedures should comply with the standards of the airline’s corporate security programme and the applicable regulations for the testing of such equipment on a periodic basis. Station Managers must ensure that any security equipment utilized by his personnel is functioning properly and is well-calibrated.

2.2.2.4 Security Threat Management
Addressing security threats is an important part of a Station Manager’s responsibilities. He must perform an assessment of associated risks and develop appropriate response measures when engaged in the process of security threat management. Additionally, Station Managers must be aware of the appropriate security measures to implement in response to threats directed at the airline and threat levels issued by relevant state aviation security authorities.

2.2.2.5 Contingency Planning
A station contingency plan should be developed by the Station Manager in accordance with the airline’s corporate security programme. This Plan should address the necessary response to aviation security incidents. Contingency Plans provide details on how to respond to incidents such as bomb threats, civil disturbances and crowd control, air piracy, actual or attempted hijacking, and suspicious/unidentified items. A common item contained within an airline’s Contingency Plan is a call checklist for use when bomb threats are received via phone.

2.2.2.6 Investigation and Notification
In the event that an incident of unlawful interference occurs against the airline at the station, the Station Manager will follow his airline’s protocol and procedures to notify the relevant civil aviation security authorities. Investigation of incidents of unlawful interference are, in most cases, investigated by the national regulatory agency. That being said, the Station Manager will usually
have procedures within the airline's Security Programme to follow on collecting information concerning any incidents and should carry those procedures out. While gathering the facts for internal purposes, the Station Manager should be mindful to comply with authorities and never impede the agency in completing their investigation.

2.2.2.7 Security Auditing and Training

It is also worth mentioning that both internal and external auditors may audit the station for its security performance and adherence to airline and or state (both domestic and foreign) security provisions. Therefore, the Station Manager should make sure that these procedures are strictly followed and that the staff employed (either from the airline or outsourced) have completed the respective training, depending on the security tasks they undertake. Records of staff security training must be maintained and made available to the auditors.

Key Learning Point

The Station Manager is responsible for maintaining high standards of security at the airline level, as his company will be ultimately transporting both the screened passengers and their baggage.

2.2.3 Security-Related Operational Responsibilities

In terms of his operational responsibilities the Station Manager must maintain a high standard of security at the airline level, as his company will be transporting both the “screened” passengers and their baggage. The traveling public is apprised of many types of passengers with varying levels of security needs. The following list includes all of the passenger types that the Station Manager is responsible for in his role:

- departing passenger
- interline passenger
- arriving passenger
- transfer passenger
- transit passenger
- code share passenger

Key Learning Point

The operational responsibilities of a Station Manager concern a number of security measures put in place to screen:

1. Passengers and their baggage,
2. The cargo to the loaded on to an aircraft, as well as any security measures for guarding and searching a parked aircraft, if applicable.

Additionally, whether the passenger is considered a “domestic” or “international” bound passenger may also determine additional types of security measures that may need to be applied to the passenger, baggage, cargo and the aircraft itself.

The remainder of this section will highlight important standards as describe by ICAO with regards to ground operations and dealing with the safety of
passengers. ICAO’s Annex 17 is an important document that is quoted here. For details on the history of this document and ICAO’s role in security please consult Unit 2.3.

With regards to transporting passengers, a Station Manager’s operational responsibilities are shaped by three important airport processes:

- Passenger and baggage screening
- Cargo Screening and loading onto aircraft
- Guarding and searching parked aircraft (interiors and exteriors)

### 2.2.3.1 Passenger and Baggage Screening

There are two main areas of passenger and baggage screening. The first includes check-in and the second pre-boarding.

#### 2.2.3.1.1 Passenger and Baggage Check-In Security Measures

During the passenger check-in and baggage acceptance process, airline personnel will ensure that three important steps are completed:

1. Positive Passenger Identification (PPI) to check each passenger’s travel documents
2. Security Questions are asked to the passenger related to check-in baggage
   - “Is this your bag?”
   - “Did you pack it yourself?”
   - “Has it been in your possession since you packed it?”
   - “Are you carrying anything for anybody else?”
   - “Do you have electrical goods in your bags?”
3. Positive Passenger Bag Match (PPBM) procedures are conducted to ensure that only accompanied bags travel on the aircraft. Unaccompanied bags such as “Rush” bags may travel but subject to additional restrictions, procedures and documentation.

### Key Learning Point

Passenger and Baggage security controls concentrate in two areas within the passenger handling function:

(a) Check-in
(b) Before Boarding

#### 2.2.3.1.2 Pre-Boarding Security Procedures

Passengers are normally positively identified both at check-in and at the boarding gate by producing their passport or identification card. This prevents fraud and ensures that only the customer named on the ticket actually travels.

Airline boarding staff should be vigilant at all time but especially during the boarding stage. This is often the last opportunity to pro-actively identify as potential issues with customers prior to the aircraft departing. Staff would generally look out for passengers they suspect to be under the influence of alcohol, prescription or illegal drugs or appearing to be experiencing acute
psychological issues which could result in some level of unlawful interference or the potential to endanger the aircraft, crew and/or customers.

Normally, the hold baggage security control and subsequent screening is performed at the airport level, as required by the country’s ANSP. As mentioned earlier, the ANSP is drafted based on international security requirements, to which ICAO country members have agreed.

ICAO “before boarding” requirements stipulate that:

**Hold Baggage Security Control**

“Each Contracting State shall establish measures to ensure that originating hold baggage is screened prior to being loaded onto an aircraft engaged in commercial air transport operations departing from a security restricted area”

ICAO Annex 17, Standard 4.5.1

**Hold Baggage Security Protection**

“Each Contracting State shall ensure that all hold baggage to be carried on a commercial aircraft is protected from unauthorized interference from the point it is screened or accepted into the care of the carrier, whichever is earlier, until departure of the aircraft on which it is to be carried. If the integrity of hold baggage is jeopardized, the hold baggage shall be re-screened before being placed on board an aircraft”.

ICAO Annex 17, Standard 4.5.2

Therefore, airline personnel must follow security procedures to ensure bag-gage security is maintained during all phases including storage, when transiting baggage handling systems and make-up/transfer areas, when being conveyed to the aircraft and when loading onto the aircraft.

Additionally, another important ICAO “before boarding” standard addresses the requirement to ensure baggage is not transported if the passenger is not onboard the aircraft. This reconciliation procedure must be completed prior to releasing the aircraft for departure. Some exceptions to this requirement allow for unaccompanied baggage that have been subjected to additional security screening measures. The ICAO standard stipulates:

**Passenger & Hold Baggage Reconciliation or Screening**

“Each Contracting State shall ensure that commercial air transport operators do not transport the baggage of passengers who are not on board the aircraft unless that baggage is identified as unaccompanied and subjected to appropriate screening”

ICAO Annex 17, Standard 4.5.3

Station Managers must be knowledgeable of his airline’s procedures and the systems in respect of baggage reconciliation. Baggage Reconciliation Systems (BRS) can be manual, semi automated or fully automated in functionality but all with the same purpose; to track, manage and reconcile accepted baggage from the check-in process up until it is loaded on the aircraft.

The main benefit of BRS is:

- The ability to be able to identify bags that may not be (or become) accompanied (at initial acceptance or if the passenger subsequently offloads)
- To quickly identify the location of a bag either within the airport systems, a ULD or in a specific location onboard the aircraft
- Creation of an audit trail for each bag
Key Learning Point

According to ICAO, countries must ensure security controls are applied to cargo and mail prior to being loaded onto an aircraft.

2.2.3.2 Cargo and Aircraft Security

While passenger and baggage security is one part of the Station Manager’s security-related Operational duties, he must also be concerned with the security of cargo and of the aircraft itself. Like baggage screening, cargo must also undergo stringent security screening and controls must be applied at the station to ensure that cargo, once screened, remains secure.

ICAO Annex 17 states:

<table>
<thead>
<tr>
<th>Cargo Security</th>
</tr>
</thead>
<tbody>
<tr>
<td>“Each Contracting State shall ensure that appropriate security controls, including screening where practicable, are applied to cargo and mail, prior to their being loaded onto an aircraft engaged in passenger commercial air transport operations”</td>
</tr>
<tr>
<td>“Each Contracting State shall ensure that cargo and mail to be carried on a passenger commercial aircraft are protected from unauthorized interference from the point screening or other security controls are applied until departure of the aircraft”</td>
</tr>
</tbody>
</table>

ICAO Annex 17, Standard 4.6.1 and 4.6

The specific security measures that are necessary for cargo screening must be conducted with extreme care. Because security processes are different from country to country, the Station Manager and airline Cargo Manager (if any) are required to ensure their staff follow documented procedures found within the airline’s Security Program and that the procedures are in conjunction with the country’s ANSP. The development of a local security plan will assist the Station Manager in documenting security processes that apply for his specific location.

Another security-related operational responsibility that a Station Manager must oversee is the security of the airline’s aircraft. Operational security procedures must be implemented at the station to ensure the security of the aircraft itself. Aircraft that are left unattended or that remain at the station for extended periods of time (overnight) can present a security risk which can be mitigated by performing aircraft checks, cabin and cargo bin searches and applying security sealing procedures as appropriate.

As a Station Manager, you and your staff must be knowledgeable of the appropriate measures to apply to secure your airline’s aircraft.

Key Learning Point

ICAO requirements stipulate that the determination of whether an aircraft security check or a search is necessary, shall be based upon a security risk assessment carried out by the relevant national authorities.
Aircraft Security

“Each Contracting State shall ensure that aircraft security checks of originating aircraft engaged in commercial air transport movements are performed or an aircraft security search is carried out. The determination of whether it is an aircraft security check or a search that is appropriate shall be based upon a security risk assessment carried out by the relevant national authorities”

ICAO Annex 17, Standard 4.3.1

Station Managers must retain records of the security measures implemented within his station in regards to Passenger & Baggage Reconciliation, Cargo Screening and Aircraft Security.

One last area of security-related operational duties a Station Manager must be concerned with is the security of the airline and its assets at the station. Station Managers should develop a culture of security awareness within his personnel, where the personnel are actively engaged in identifying potential risks to the security of airline property. An example of security awareness that staff can exhibit would be to log out of computers when not in use and to securely lock unattended drawers and doors. Thus preventing theft and unauthorized access to company intra-net or reservation booking software.

While his role in the security of the station may seem insurmountable to a Station Manager at times, keep in mind that he can call upon his airline’s Security Manager to assist with the development of the station’s security plans. Additionally, the airline Security Manager is an invaluable resource to provide interpretation of sensitive security information, including regulatory and airport security requirements.

2.2.4 Unit Summary

In this unit, you once again learned how important the Station Manager's role is to the station, and in this case, to security. You learned how important it is for all operations to be conducted in accordance with the security requirements of the relevant authorities and the airline's security programme, and how, ultimately, it is the Station Manager who is responsible for this.

Most important, you learned how security is managed and processed at an airline station, and how operational security covers essentially all aspects of airline operations.

Apply Your Learning

In this unit you will be given the opportunity to apply the four basic management skills to a case study regarding the security of cargo on an international flight.

Step 1: Read the case study below.

Transporting expensive cargo can be very challenging. On Flight ABCD a large shipment of emeralds was traveling from Asia to the Middle East. A second shipment of rubies was also traveling from North America to the Middle East. The two shipments together weighed more than 25 Kg. The two shipments were meant to be consolidated in Country B.

In cases with expensive cargo on flights, it is standard procedure that the receiving team at the airport, including the airport security, the ground handling agency, representatives of the Metals and Minerals Trading Corporation, and sometimes the airport custodian will greet
the plane as it lands and supervise the offloading of valuables. This makes sense as it ensures that the cargo remains protected from theft. In this case the team was late. Upon arriving they noticed something was wrong. The rubies had been stolen.

**Step 2:** Imagine you are a Station Manager at the station where this event occurred.

**Step 3:** How would you plan any new processes for future shipments of this kind?

**Step 4:** How could you organise your staff, equipment, and facilities to follow these processes?

**Step 5:** What steps could you take to lead your staff in this area?

**Step 6:** What process controls could you implement to ensure that future jewel heists cannot occur?

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**Study Check 2.2**

1. Place a check in the True or False box beside the following statements.

   - Most station operations should be conducted in accordance with the security requirements of the relevant authorities and the airline’s security programme.  
     - TRUE [ ] FALSE [ ]

   - In the case where the Station Manager’s airline is acting as handling agent for another airline, the customer airline’s security procedures should be followed. 
     - TRUE [ ] FALSE [ ]

   - Both internal and external auditors may audit the station for its security performance, quality and adherence to airline and/or state (both domestic and foreign) security provisions. 
     - TRUE [ ] FALSE [ ]

   - The Station Manager is responsible for security measures applied to the departing passenger, the interline passenger, the arriving passenger, the transfer passenger, the transit passenger and the code share passenger. 
     - TRUE [ ] FALSE [ ]

Please circle the appropriate answer.

2. You are training your front-line staff at the baggage counter to do adequate screening of passengers and their baggage. You decide to observe some of the employees as they interact with customers to make sure they are following the three major steps in ‘Check-in Passenger and Baggage Handling’. Which of following procedures should you see them doing?
   (a) Passenger Pilferage Investigation (PPI)  
   (b) Positive Pilferage Baggage Check (PPBC)  
   (c) Positive Passenger Luggage Check (PPLC)  
   (d) Positive Passenger Identification (PPI)
3. Which of the following statements is TRUE with regards to the ICAO Annex 17 standard 4.6.1 on cargo security?

(a) Contracting States will ensure that security controls are applied after cargo and mail is loaded on aircraft.

(b) Contracting States will ensure that security controls are applied before cargo and mail is loaded on aircraft.

(c) Contracting States will ensure that security controls are applied while cargo and mail is loaded on aircraft.

(d) Contracting States will contract out security controls to ensure safe loading of cargo.

4. Complete the sentence: “Each Contracting State shall ensure that aircraft security checks of originating aircraft engaged in commercial air transport movements are performed or an aircraft security search is carried out. The determination of whether an aircraft security check or a search is appropriate shall be based upon a __________, carried out by the relevant national authorities.”

ICAO Annex 17, Standard 4.1.3

(a) random spot check

(b) monthly check

(c) security risk assessment

(d) safety emergency plan
2.3 The Role of ICAO's in Security

- Describe ICAO, and the aim of international aviation security
- Define the purpose of Annex 17
- List and describe the contents of ICAO’s recommended contingency plan for airlines

2.3.0 Unit Overview

This unit will provide you with a close review of the role of ICAO with respect to international aviation security. You will learn how Annex 17 and the ICAO Security Manual complement each other, and describe each of their functions. Finally, you will learn the provisions of contingency plans recommended by ICAO to all countries, and airlines, with respect to security awareness.

2.3.1 ICAO (International Civil Aviation Organisation)

ICAO, an agency of the United Nations, was formed in 1947 following an international civil aviation conference held in Chicago, which became known as the Chicago Convention. The aim of the conference was to provide international civil aviation with the means of developing in a safe and well-regulated fashion. This would, ideally, help to promote cooperation between nations.

Key Learning Point

ICAO, an agency of the United Nations, was formed in 1947 following an international civil aviation conference held in Chicago, which became known as the Chicago Convention.

Today, ICAO consists of:

- an Assembly comprised of all Member States of ICAO
- a Council composed of 36 Member States elected by the Assembly
- a Secretariat, lead by the Secretary General, which oversees the following bureaus:
  - Air Navigation Bureau
  - Air Transport Bureau
  - Legal Affairs and External Relations Bureau
  - Technical Co-operation Bureau
  - Bureau of Administration and Services

It has become a very large international organisation since its formation in 1947, with membership spanning the entire globe. ICAO’s initiatives require cooperation between states and aviation stakeholders at the global and regional levels. ICAO aims to establish global security standards and to promote an on-going commitment to global security across the world of aviation.
2.3.2 The Aim of International Aviation Security

Below is a summary of the objective of international aviation security, as outlined by ICAO:

The safety of passengers, crew, ground personnel and the general public should be the primary objective of each country in all matters related to safeguarding against acts of unlawful interference with international civil aviation.

The realisation of this objective should be carried out through a combination of measures and the **marshalling** of various human and material resources on an international, national and airport level.

The implementation of a security policy should be based upon the definition of security programmes on each of these levels, for both administrations and operations in the area of air transport.

The security policy objectives are to:

- Prevent acts of unlawful interference
- Respond to attacks to minimise loss of life, injuries and damage to property
- Co-operate with other States to collect, asses and disseminate intelligence information

**Key Learning Point**

The requirements of Annex 17 are the basis for the industry security measures and procedures necessary to protect civil aviation against unlawful interference.

2.3.3 Security Guidance Material for Member Countries

A set of recommended international security standards and procedures was adopted by ICAO’s Council in March 1974. The document was published as Annex 17 to the Chicago Convention under the title “Standards and Recommended Practices—Security—Safeguarding Civil Aviation against Acts of Unlawful Interference”.

Today, it is simply referred to as ‘Annex 17.’ Unfortunately, ICAO does not have the power to make the adoption and enforcement of Annex 17 compulsory, nor does it have the power to monitor its implementation in member countries.

It is stressed that the requirements of Annex 17 are the basis for the industry security measures and procedures necessary to protect civil aviation against unlawful interference. This annex is amended from time to time by ICAO.

The latest amendment of Annex 17—the thirteenth since its inception—became applicable on 15 July 2013, following formal consultation with Member States with regard to recently updated provisions.

Although it is not compulsory for any airline to apply Annex 17 in its operations, it is still a widely used international aviation security programme.

Annex 17 is necessarily broad-based so that it will be accepted by the maximum number of countries. All members of ICAO are encouraged to implement the measures contained in Annex 17 in order to maximise the effectiveness of their aviation security.
Annex 17 outlines a number of recommendations for any ICAO member state who chooses to adopt it. In summary, those countries are advised to:

- Adopt appropriate enabling legislation and publish mandatory regulations which authorise the country to assume responsibility for aviation security and planning.
- Establish close cooperation between the many different organisations concerned with the successful implementation of the civil aviation security programme.
- Clearly state responsibility for each segment of the programme at the national level and in each aviation facility so that it is readily understood by all concerned.
- Provide advice to the civil aviation industry regarding the level of security measures.
- Evaluate intelligence information and develop threat assessments.
- Ensure the provision of adequate resources and the proper training of personnel at all airports.
- Supervise programme implementation.
- Provide an immediate and adequate response to all threats and occurrences.
- Consistently review and evaluate programme effectiveness.
- Cooperate with other countries in the development and exchange of information relating to security.
- Ensure preparation of reports on occurrences and related information for transmission to ICAO.
- Require that adequate security features be incorporated in the design of all new airports and the expansion of any existing facilities.

**Key Learning Point**

The relationship between Annex 17 and the ICAO Aviation Security Manual is simple and clear—where Annex 17 describes what needs to be done, the ICAO Aviation Security Manual describes how it is to be done.

**2.3.4 The ICAO Aviation Security Manual**


The relationship between Annex 17 and the ICAO Aviation Security Manual is simple and clear—where Annex 17 describes what needs to be done, the ICAO Aviation Security Manual describes how it is to be done. The ICAO Aviation Security Manual also provides guidance on multiple areas related to security. In it one can find guidance on the following topics: cargo supply chain security, human factors in security, on-stop security arrangements, and counter measures to cyber threats.

Additionally, IATA has also developed the IATA Aviation Security Manual, in conjunction with ICAO, specifically for airline personnel. It contains general information for governments and civil aviation authorities, on airports and
airlines aviation security and other airline security responsibilities. The manual provides guidance for all air carriers, as well as other stakeholders, to help integrate the Security Management System (SeMS) principles into daily operations. Extensive guidance material has been included and assists airlines and other stakeholders in developing or upgrading their security programs.

Key Learning Point

ICAO recommends that each member country should devise security instructions, emergency instructions and contingency plans for its own airports.

2.3.5 Aviation National Security Programme (ANSP) and ANSP Contingency Plans

ICAO recommends that each member country should devise security instructions, emergency instructions and contingency plans for its own airports. These instructions and plans must outline the actions which will be taken with regard to the following areas:

• The screening of passenger baggage, cargo and mail
• Unlawful seizure or sabotage of aircraft and airside video installations.
• Threats of above mentioned acts
• Armed attacks conducted inside airport boundaries
• Armed attacks conducted from outside the perimeter fence on aircraft, airside installations or personnel inside airport boundaries.

In order to guarantee the best results and the most effective security measures, ICAO recommends that each country should outline their contingency plans in an easily understood manual. As a result, every airport in the country will have:

• An orderly and efficient transition from normal to emergency operations
• A well-defined command structure with clear chains of command
• Proper delegation of airport emergency authority
• Clear assignment of emergency responsibilities
• Authorisation to key personnel for action in the event of security emergencies
• Coordination of efforts between security agencies
• Safe continuation of aircraft operations
• Provision for additional security personnel

Did You Know?

_Airside_ refers to the movement part of an airport, adjacent terrain and buildings or portions thereof, and access to which is controlled.

_Landside_ refers to non-aircraft operational areas and other areas, such as the passenger terminal, to which the general public have access.

_Sterile_ is the area of the airport accessible only to workers who have “unescorted” access to the secure areas of an airport, such as ramps and tarmac. This area is also known as the Security Identification Display Areas (SIDA) and requires the display of airport badges to access.
ICAO suggests that every contingency plan should be a coordinated programme involving each individual airport and the wider community in which it is located. Those authorities and groups which form the wider community include:

- Government authorities
- Police authorities
- Airport administration
- Air traffic services
- Aircraft operators
- The military
- Medical services
- Rescue and fire fighting services
- Hospitals
- The media. (The airport must have some influence with the media, as it is necessary to ensure that they do not publish or report information which might prejudice or have an adverse effect on planned action.)

2.3.6 Unit Summary

In this unit, you learned about the role ICAO plays with respect to the goals and aims of international aviation security. You learned about the purpose of Annex 17, and the relationship between it and the ICAO Security Manual. Finally, you learned about the contents of ICAO’s recommended contingency plan for airports and countries around the world.

Study Check 2.3

1. Place a check in the True or False box beside the following statements.

   One of the benefits of having a contingency plan means that there will be coordination of efforts between security agencies. [ ] True [ ] False

   ICAO suggests that every contingency plan should be a coordinated programme involving each individual airport and the wider community in which it is located. [ ] True [ ] False

   Please circle the appropriate answers.

2. What is ICAO’s main role in international aviation security?

   (a) To audit and enforce security issues at all airlines, airports, and stations internationally.

   (b) To promote cooperation among members and to develop recommended security standards and regulations for member states.

   (c) To oversee all historical data related to aviation and to analyze that data for Station Managers.

   (d) To coordinate the security stations on site at all international airports.
3. What is the name of the set of recommended international security standards and procedures adopted by ICAO’s Council in March 1974.
   (a) Annex 10
   (b) Annex 17
   (c) ICAO’s Security Guide
   (d) ICAO’s Security Manual

   (a) Annex 17 lists the member countries and the security manual list their responsibilities.
   (b) The security manual lists the member countries and Annex 17 lists their responsibilities.
   (c) Annex 17 describes what needs to be done, and the security manual describes how it is to be done.
   (d) The security manual describes what needs to be done and Annex 17 describes how it is to be done.

5. According to ICAO, what is the main objective of INTERNATIONAL aviation security?
   (a) Ensuring the safety of passengers, crew, ground personnel and the general public through the marshalling of various human and material resources at the international, national, and airport level.
   (b) Preventing liability charges placed on airport facilities through careful audits and safety checks at all levels of service.
   (c) Coordinating the participation of all airport stakeholders in the reduction of incidents of international aviation incidents.
   (d) Providing opportunities for information sharing between agencies to reduce poor communication.
2.4 IATA’s Role in Security

- Describe the role IATA plays in the field of international aviation security.
- Review aviation security data about your region.

2.4.0 Unit Overview

The International Air Transport Association (IATA), like ICAO, plays a key role in the field of international aviation security and facilitation. It maintains a close working relationship with ICAO, regional airlines, and other international organisations such as the World Customs Organization.

In this unit, you will learn exactly how IATA’s Security Department supports airlines, leads on aviation security projects and creates initiatives to help make the aviation world more secure.

2.4.1 The IATA Security and Facilitation Department

IATA’s Security and Facilitation Department provides yet another layer of security within the aviation industry. This department focuses on two key functions—Security and Facilitation.

Key Learning Point

Facilitation is defined as practices and procedures dealing with customs, immigration and such other matters concerned with the safety, regularity and efficiency of air travel.

2.4.1.1 Facilitation

ICAO defines facilitation as “practices and procedures dealing with customs, immigration and such other matters concerned with the safety, regularity and efficiency of air navigation”. This includes many airport procedures such as dealing with persons of reduced mobility and provision of data to Governments for customs and immigration purposes.

2.4.1.2 Security

Security according to ICAO is “the safeguarding of air transport against acts of unlawful interference”. This includes not only screening of passengers at a security checkpoint, but also protection of an aircraft, in-flight security, cabin baggage screening and all the processes needed to support cargo security.

The IATA Security and Facilitation Department work in a number of different ways to support the industry:

- Working with ICAO and Member States—through advocacy to influence how the standards and recommended practices are developed
- Working with Industry—to understand the common issues and be able to represent the airlines with national regulators or with ICAO
- Working with Governments—to advise on airline practices and advocate for better and more efficient measures
- Completing projects to design and develop new and innovative processes
• Developing a Security Manual—to provide guidance to airlines in developing their security procedures
• Providing support and advice on security and facilitation matters
• Communicating globally—to advise airlines on changing regulation or issues that may affect their operation

The main areas of focus are:
• Shaping the regulatory framework—to influence Governments to make better and more efficient regulation
• Risk based security—to ensure that all measures are appropriate to the security risk
• Relationship management—to successfully advocate for airlines' positions
• Cost and efficiency—advocating for cost effective processes and removal of duplicative measures
• Innovation and technology—projects to propose and develop new solutions

IATA's security department is, therefore, an important source of aviation security information and guidance. Its services and expertise are of great value to the global civil aviation industry.

2.4.2  Unit Summary
In this unit, you learned about the important role that IATA plays in the field of international aviation security. You learned how this organisation maintains a close working relationship with ICAO, world governments, international organisations, and regional airlines. Finally, IATA's influence in the development of security and facilitation policy was discussed.

Apply Your Learning
As you learned earlier in the Module, security threats can vary from airline to airline and country to country and can come from a variety of sources. As a Station Manager you must be well-informed and up-to-date about security threats in your region. Both the IATA and ICAO offer information related to security on their websites. In this activity you will review content from several sources.

Step 1: Visit IATA's website.
Step 2: Place your country's name into the search box.
Step 3: Scan the available articles related to your country and select several related to security in your region.
Step 4: What information did you find out? Did anything surprise you?
Step 5: Next, Visit ICAO's website.
Step 6: Again, place your country's name into the search box.
Step 7: Look through the relevant articles that provide information on your country and security.
Step 8: Was the information similar or different from to the information on IATA’s website?
Step 9: Analyze the data from both websites and list 5-10 important facts about security in your country.
Study Check 2.4

1. **Place a check in the True or False box beside the following statements.**

   - [ ] IATA’s security department is a secondary source of aviation security information and guidance in the field of international aviation security.
   - [ ] The IATA security department is responsible for the development of overall security policies for acceptance and promotion by top management.

2. **Circle the appropriate answer.**

   a. It is the global authority on all aviation security and solely develops international standards.
   b. It maintains a small role in aviation security and foregos much of the standards and recommendations of security to ICAO.
   c. It plays a central role and maintains close working relationships with ICAO, governments, industry and local organization in shaping the regulatory framework of aviation security.
   d. It works closely with industry to inform international practice in the development of aviation committees.

3. Which of the following areas falls within IATA’s Security and Facilitation Department’s main area of focus?

   a. Innovation and technology
   b. Border Control
   c. ULD maintenance
   d. Fraud Prevention

4. How is “security” defined by IATA’s Security and Facilitation Department?

   a. The safeguarding of air transport against acts of unlawful interference.
   b. The safeguarding of air, ground, and rail transport against acts of unlawful interference.
   c. The right of passengers to feel safe on all flights.
   d. The right of airport employees to feel safe at work.
2.5 The Role of the Civil Aviation Authority in Security

- Describe the purpose, function and goals of the Aviation National Security Programme
- Research your regional Civil Aviation Authority and ANSP and compare it with that of another country.

2.5.0 Unit Overview
This unit introduces you to the purpose and function of the Aviation National Security Programme (ANSP), and its aims and goals to safeguard civil aviation operation against acts of unlawful interference.

2.5.1 Aviation National Security Programme (ANSP)
According to ICAO Annex 17, Standard 3.1.1

“Each Contracting State shall establish a national civil aviation security programme.”

ICAO Annex 17 then proceeds to spell out the objective of the national civil security program in 3.1.2:

“Each Contracting State shall ensure that the objective of their national civil aviation security programme shall be to safeguard international civil aviation operations against acts of unlawful interference, through regulations, practices and procedures which take account of the safety, regularity and efficiency of flights.”

Key Learning Point
The ANSP is based on, and supported by, national legislation and authority.

The ANSP is based on, and supported by, national legislation and authority. It provides national policy directives rather than specific operational details, and clearly defines key responsibilities assigned to each entity.

The ANSP includes legislative and mandatory regulations that authorise the State to assume responsibility for civil aviation security policy and planning, and is used in the implementation of civil aviation security programmes and the enforcement of regulations.

The plan also establishes close cooperation between the many different organisations concerned with civil aviation security, such as:

- The Civil Aviation Authority
- The Airport Administration
- Domestic and Foreign Airlines
- Law Enforcement (police authority)
- Immigration
- Customs
- Intelligence Services
In addition, the ANSP provides for the exchange and dissemination of threat-intelligence information and cooperation between States. Its implementation ensures that resources and training standards are in place for personnel, and that there will be an appropriate response to threats and occurrences.

2.5.2 Unit Summary

In this unit, you learned the purpose, function and goals of the Aviation National Security Programme (ANSP).

Apply Your Learning

As a Station Manager it is important to have a strong knowledge of your Civil Aviation Authority and your ANSP, both so you can cooperate with officials and comply with important security regulations. In this activity you will learn about your own Civil Aviation Authority and compare it with one on a different continent. A Station Manager will regularly interact with officials from other airlines and should be familiar with Civil Aviation Authorities in other countries.

Step 1: Search on-line for details about your Civil Aviation Authority.

Step 2: Explore the Civil Aviation Authority of a country on a different continent.

Step 3: How are they the same?

Step 4: How are they different?

Step 5: Were you able to find details about both countries’ Aviation National Security Programmes?

Study Check 2.5

1. Place a check in the True or False box beside the following statements.

   The ANSP provides for the exchange and dissemination of threat-intelligence information and cooperation between States. □ □

   The ANSP provides specific operational details as opposed to national policy directives. □ □
2. Which of the following is a main objective of the Aviation National Security Programme (ANSP)?
   (a) To improve communication between member states and to encourage opportunities for learning about security.
   (b) To establish the responsibility of the State of the security of civil aviation and its facilities under the international legal instruments on the subject of aviation security.
   (c) To encourage governments to develop their own regulations, practices, and procedures that safeguard against acts of unlawful interference.
   (d) To ensure the rights of passengers and crew are met in security legislation.

3. What is the ANSP based on and supported by?
   (a) Airport Policy
   (b) Regional Legislation
   (c) National Legislation
   (d) International Legislation

4. A Station Manager at a new station is in the planning stages of developing a strategy to combat security threats at the station. He has done extensive research on the Civil Aviation Authority in his area and is up-to-date on all aspects of his country’s ANSP. What is the next step?
   (a) Delegate roles and responsibilities to each major group which cooperate to prevent security threats at the Airport & Station.
   (b) Begin implementing all of the operational security measures outlined by the ANSP at the station.
   (c) Outsource the security functions of the station to a domestic organization that specializes in aviation security.
   (d) Contact ICAO for more information on how to prevent threats.
   (e) Outsource the security.
2.6 The Airport's Role in Security

- Describe the purpose and function of an airport security programme
- List the measures that are taken by airports to safeguard airport security
- Define the role of the Airport Security Committee

2.6.0 Unit Overview

In this unit, you will learn about airport security programmes, and the role of the airport in creating and establishing an environment of security. You will learn what types of measures are implemented to ensure the safety and security of airline passengers, crew, and cargo, and you learn what role the Airport Security Committee plays with respect to these activities.

2.6.1 Airport Security Programmes

In order to ensure the efficient implementation of the ANSP, it is necessary to establish a specific airport security programme for every airport.

This necessity is very clearly outlined in Annex 17. It is not enough for a state to have a national security programme if it does not also design programmes which are tailored to the particular needs of each of its airports.

Specifics on how the airport will utilize Security Control are spelled out within the Airport Security Program. Security Controls are the means by which the introduction of weapons, explosives or other dangerous devices, articles or substances which may be used to commit an act of unlawful interference may be prevented. Security Controls to safeguard airport security include:

- pass system for individuals
- permit system for vehicles
- screening and searching procedures
- background checks on personnel
- patrols: landside, airside, off-airport
- lighting of facilities, perimeter fencing and natural barriers
- security warning signs and postings

Key Learning Point

The Airport Security Programme is produced and developed for each airport by an airport security representative and is subordinate to the national civil aviation security programme.

2.6.1.1 The Establishment of the Airport Security Programme

ICAO Annex 17, Standard 3.2.1 states that:

“Each Contracting State shall require each airport serving civil aviation to establish, implement and maintain a written airport security programme appropriate to meet the requirements of the national civil aviation security programme.”
The objective is to meet the requirements described in the ANSP and to ensure that aviation security measures and responsibilities are clearly defined and understood by those who need to implement them.

**Key Learning Point**

Those working in the field of aviation security generally agree that the most important unit required for coordinating security measures at an airport is the Airport Security Committee.

The Airport Security Programme is produced and developed for each airport by an airport security representative and is subordinate to the national civil aviation security programme. It must be approved by the appropriate authority for civil aviation security and reviewed and updated regularly (at least once a year).

### 2.6.1.2 The Establishment of Airport Security Committees

On the subject of airport security committees Annex 17 3.2.3 recommends that:

> “Each contracting State shall arrange for the establishment of airport security committees to advise on the development and coordination of security measures and procedures at each airport serving international civil aviation”.

Those working in the field of aviation security generally agree that the most important unit required for coordinating security measures at an airport is the Airport Security Committee. An important function of this committee is to facilitate regular meetings of those concerned with the various aspects of the security programme, particularly airline operators.

The role of the Airport Security Committee is to coordinate and implement the requirements contained in the airport security programme and to provide a forum for the discussion of security matters that affect the airport.

The committee provides a means of communication between the appropriate authority for security, the national civil aviation security committee and other related entities with implementation of aviation security at airports.

**Key Learning Point**

The role of the Airport Security Committee is to coordinate and implement the requirements contained in the airport security programme and to provide a forum for the discussion of security matters that affect the airport.

The members of the committee can come from the following groups: airport managers and airport security representatives, domestic and foreign airline representatives, freight forwarder representatives, law enforcement and immigration, customs, firefighting and rescue services, medical services and civil aviation field representatives.

### 2.6.2 Unit Summary

At the end of this unit, you should be able to describe the purpose and function of an airport security programme, and list the measures that are taken by airports to safeguard airport security.
In addition, in this unit you learned how critical the role of the Airport Security Committee is in coordinating and implementing the requirements contained in the airport security programme.

**Study Check 2.6**

1. **Place a check in the True or False box beside the following statements.**

<table>
<thead>
<tr>
<th>TRUE</th>
<th>FALSE</th>
</tr>
</thead>
<tbody>
<tr>
<td>In order to ensure the efficient implementation of the ANSP, it is important to establish a specific airport security programme for as many airports as possible throughout the country.</td>
<td>☐</td>
</tr>
<tr>
<td>The national civil aviation security programme is subordinate to the Airport Security Programme.</td>
<td>☐</td>
</tr>
<tr>
<td>The members of the Airport Security Committee can come from many groups, including individual passengers who are members of a frequent flyer programme.</td>
<td>☐</td>
</tr>
</tbody>
</table>

   **Please circle the appropriate answer.**

2. Which of the following descriptions best characterizes the Annex 17 recommendation on the establishment of Airport Security Committees?
   (a) The Airport Security Committee is subordinate to the National Security Committee.
   (b) The Airport Security Committee outrules the National Security Committee.
   (c) The Station Security Committee outrules the Airport Security Committee and the National Security Committee.
   (d) The Airport Security Committee and the National Security Committee have the same degree of authority.

3. Country X has a national security programme. They have a number of airports throughout their territories. Some of these airports have created specific airport security programs with tailored measures and others have adopted standardised measures. Having read this module what advice would you give to the various airports about complying with the stipulations of Annex 17?
   (a) The scenario described complies fully with Annex 17 and therefore the airports have no further work to do.
   (b) The scenario described is not in compliance with Annex 17 and therefore the airports will likely be fined.
   (c) The airports that have specific and tailored security programmes should move to more standardised programmes and network more with other airports officials.
   (d) The airports that have standardized programmes should move to more specific programmes that include tailored measures such as airport relevant pass systems for individuals.
2.7 Passenger and Baggage Screening

- Describe the purpose and function of airport screening
- List the various screening methods and equipment used on passengers and baggage

2.7.0 Unit Overview

This unit will introduce you to the importance of passenger and baggage screening, their purpose, and some of the issues and concerns surrounding them.

You will also be introduced to the strategies used to ensure effective screening is taking place, and the types of equipment used at airports to screen passengers, baggage, cargo and vehicles.

Key Learning Point

The main purpose of screening is to establish if it is safe to admit a given person, package, or item of baggage into the airside and/or on board an aircraft.

2.7.1 The Purpose of Screening

Screening procedures are not restricted to searching for weapons, explosives and other prohibited items (although this is an important element of such procedures). Rather, the main purpose of screening is to establish if it is safe to admit a given person, package, or item of baggage into the airside and/or on board an aircraft.

“Airside” refers to parts of the airport where access is controlled and where aspects of arrival and departures of an aircraft take place.
Airside areas, such as the ramp, aprons, tarmac require additional controls for non-escorted access. This area is generally referred to as the “sterile” area. Airport identification badges must be displayed while working in these areas.

ICAO Annex 17, Objective 4.1 states:

“Each Contracting State shall establish measures to prevent weapons, explosives or any other dangerous devices, articles or substances, which may be used to commit an act of unlawful interference, the carriage or bearing of which is not authorised, from being introduced, by any means whatsoever, on board an aircraft engaged in international civil aviation”

Key Learning Point

The main goal of any aviation security programme is to prevent the contamination of the airside with criminals, terrorists and dangerous items.

2.7.2 The Effective Use of Screening Resources

The main goal of any aviation security programme is to prevent the contamination of the airside with criminals, terrorists and dangerous items.

In order to achieve this goal it is necessary to screen passengers, baggage, cargo and vehicles before allowing them onto the airside. The main problem caused by the implementation of screening procedures is the disruption of the rate of passenger flow through the terminal.

Did You Know?

A country’s aviation security enforcement agency, within one week, prevented security incidents involving:

- 7 passengers, who were arrested due to suspicious behaviour or fraudulent travel documents
- 23 firearms, found at checkpoints
- 2 artfully concealed prohibited items, that were found at checkpoints
- 27 checkpoint closures, evacuations or sterile area breaches

Screening slows down the methods used to move passengers through the airport, and also increases costs. This may seem a small price to pay for the protection of human life, but there are limits to the extent to which the passenger-carrying capacity of civil aviation can be reduced. As a result, screening procedures are rarely, if ever, as extensive, thorough and time-consuming as security managers would like them to be.

Screening procedures must be effective, but they must also operate within the constraints imposed by airlines and authorities who can influence the way in which airports are operated.

As far as passenger and cabin baggage screening is concerned, special security procedures should be developed and put into place for:

- Passenger with special needs
- Prohibited items
- Staff and crew
- Diplomatic pouches–government couriers
- Officials and diplomats
• Important delegations
• Deportees and detainees
• Impaired or ill passengers

The implementation of special security measures does not mean that the security performed is lessened. It means that additional measures and care is taken with regards to how the measures are applied.

**Did You Know?**

In the USA, the Transportation Security Administration (TSA) opens approximately 16% of checked baggage resulting in over 85 millions bags a year screened for prohibited items.

**Types of Hold Baggage Subject to Screening**

All baggage to be loaded on aircraft undergoes several security procedures. This baggage includes:

• Checked-in baggage
• Equipment and crew baggage
• Passenger-baggage reconciliation prior to passenger boarding
• Unaccompanied–mishandled baggage
• Baggage at reclaim areas (when applicable)
2.7.3 Types of Screening Equipment

There are several types of screening equipment and/or devices available. Their capabilities vary enormously and certain countries have legislation or dedicated government departments that specify the type of screening measure that should be used.

The following are currently available:
- Multi-view and 3D X-Ray Machines
- Computed tomography systems
- Millimeter wave scanner (whole-body imaging device)
- Quadruple resonance
- Explosive particle detection technology
- Explosive vapor detection technology
- Canine teams
- physical/hand search

Figure 2.7.3—Screening Devices
X-ray Systems and Millimeter Wave Imaging

Explosive Detection Equipment—Explosive Vapor and Trace Detectors

Detectors for cargo containers & pallets, mobile detection equipment
2.7.4 Unit Summary

In this unit, you learned about the purpose of screening, and the effective use of screening resources. You should now also be able to list the various screening equipment used on passengers and baggage.

Study Check 2.7

1. Place a check in the True or False box beside the following statements.

<table>
<thead>
<tr>
<th>Statement</th>
<th>TRUE</th>
<th>FALSE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Screening slows down the methods used to move passengers through the airport, and also increases costs.</td>
<td>☐</td>
<td>☑</td>
</tr>
<tr>
<td>Screening procedures must be effective, but they must also operate within the constraints imposed by airlines and authorities who can influence the way in which airports are run.</td>
<td>☐</td>
<td>☑</td>
</tr>
<tr>
<td>Equipment and crew baggage are exempt from airport screening measures.</td>
<td>☐</td>
<td>☑</td>
</tr>
<tr>
<td>Screening procedures are rarely, if ever, as extensive, thorough and time-consuming as security managers would like them to be.</td>
<td>☐</td>
<td>☑</td>
</tr>
</tbody>
</table>

Please circle the appropriate answer.

2. What is the main purpose of airport screening?

(a) Searching for weapons, explosives, and other prohibited items.
(b) Communicating threats to the national level to ensure they are dealt with in time.
(c) Establishing if it is safe to admit a given person, package or item of baggage into the airside.
(d) Removing deportees, detainees and terrorists from the airport limits.

3. Which of the following is an example of a piece of screening equipment?

(a) Millimeter tomography systems
(b) Computed wave scanner technology
(c) Explosive vapour resonance
(d) Explosive particle detection technology
2.8 The Airline's Role in Security and the Airline Security Manager

- Define and describe the airline’s role in establishing appropriate security measures
- List and define the purpose and objectives of an airline security programme
- Describe the role and function of the Airline Security Manager

2.8.0 Unit Overview

This unit will provide you with details of the airline’s role in establishing and maintaining security at the airport. You will learn what an airline’s security programme must include, and who is responsible, within the airline, for the development and publication of this corporate security policy.

2.8.1 The Establishment of an Airline Security Programme

On the subject of airline security programmes, Annex 17 Chapter 3.3 states that:

“Each Contracting State shall ensure that commercial air transport operators providing service from that State have established, implemented and maintained a written operator security programme that meets the requirements of the national civil aviation security programme of that State.”

In addition:
- Airlines are subject to the law of the State of Registration and of all States into which they operate;
- Some States, into which the airline operates, require additional security measures to ICAO Annex 17 Standards and Recommended Practices.

In any case above, national/civil regulatory agencies have the authority to audit an airline's station to verify that their country’s additional security requirements are respected, and to impose sanctions in cases of non-compliance.

As a Station Manager, you should be acutely aware of the policies and procedures within your airline’s Security Programme and have an understanding of how they coordinate with the Airport Security Programme.

2.8.2 The Objectives of the Airline Security Programme

Each airline (Operator) is required to have a formal Security Programme that incorporates:
- The requirements of the civil aviation security programme of the State of the Operator
- Applicable requirements of other states where operations are conducted
- The security standards of the Operator
In addition, the airline Security Programme provides written instruction to the Station Manager on the correct procedures to:

- Protect customers, personnel and assets from any act of unlawful interference
- Comply with regulatory requirements
- Provide direction to staff and contractors on how to achieve security measures required by the airline

The airline's Security Programme stems from the executive branch of the airline. The Chief Executive Officer or equivalent must ensure that security policies, programmes, and procedures are drafted and incorporated into the operations at the airline. The airline's Security Manager is responsible to take part in the development of such a programme and to oversee the implementation directly at the airline. The Airline Security Programme must clearly define company security policy and standards, and its security measures must be based on the assessment of a real or perceived threat.

It describes the policy and objectives, the means to achieve these objectives and the structure of the security organisation. It also defines the security responsibilities of the organisation and of other company staff, handling agents and contractors.

When establishing a station specific airline security programme, the Security Manager works in conjunction with the Station Manager to take into account the security provisions implemented by:

- the national civil aviation security programme
- the national aviation security committee
- the written airport security programme
- the airport security committee
- the written (airline) operator security programme

The airline Security Manager is normally located at the airline's head office and oversees the implementation and development of his airline's Security Programme at the airports the carrier is serving. His knowledge of and expertise in the field of security makes him an invaluable resource to the Station Manager.

The following is a list of the Airline Security Manager's initial duties:

- Checking that the airline’s written security programme is up-to-date and has been fully approved by its Chief Executive Officer.
- Developing or modifying the airline’s security programme in order to correct any inadequacies he may have identified.
- Carrying out a comprehensive survey of the airline's facilities, equipment and activities.

Once he has carried out his initial tasks, the airline’s Security Manager is expected to fulfill the following duties:

- Conducting regular security evaluations and inspections (audits).
- Maintaining effective liaison with the airport authorities (in particular the airport security manager and the airport security committee), the local chief of police, customs and immigration officials.
- Ensuring the adequate training of all screening personnel.
- Ensuring that passenger and baggage security screening is thoroughly and efficiently carried out.
• Supervising and maintaining security contractors’ standard of performance.
• Initiating special security measures during any period of increased risk.
• Ensuring that aircraft cleaning and catering companies thoroughly check the background of potential employees.
• Ensuring that the airline maintains an effective threat or occurrence response capability.
• Ensuring that all staff are aware of security regulations, instructions and standards.

It is only with the full coordination and cooperation between the airline’s Security Manager and Station Manager that these general duties can be accomplished at the station level.

2.8.3 Unit Summary

In this unit, you learned the roles and responsibility of the airline with respect to security, and the purpose, function and objectives of its own security programme and the role and duties of an Airline Security Manager.

Study Check 2.8

1. Place a check in the True or False box beside the following statements.

   Airlines are subject to the law of the State of Registration and of all States into which they operate. [ ] TRUE [ ] FALSE
   State authorities do not have the authority to audit an airline’s station to verify that their additional security requirements are respected, or to impose sanctions in cases of non-conformity. [ ] TRUE [ ] FALSE
   The Airline Security Manager oversees the implementation and development of his airline’s security programme at the airports the carrier is serving. [ ] TRUE [ ] FALSE

   Please circle the appropriate answer.

2. Who must describe and publish the Airline Security Programme?
   (a) The Station Manager
   (b) The Airline Security Manager
   (c) The Government
   (d) The Airline’s Chief Executive
3. Complete the Sentence: The Airline Security Programme must include the policy and objectives, the means to achieve these objectives and the __________ of the security organisation.
   (a) Function
   (b) Structure
   (c) Name
   (d) Type

4. What is the MAIN role of an airline in security?
   (a) to develop an Airline Security Programme in compliance with its national Civil Aviation Security Programme
   (b) to follow the Airline Security Programme created and mandated by the Civil Aviation Security Programme
   (c) to develop an Airline Security Programme in compliance with its civil authority and to follow the standards of the States in which it operates
   (d) to follow the Airline Security Programme of the states in which it operates.
2.9 Security Management Systems (SeMS) for Air Operators–The Aspects of the Airline Security Programme

Unit Learning Objectives

- Describe the purpose and function of a Security Management System

2.9.0 Unit Overview

This unit will introduce you to Security Management Systems (SeMS) and their importance in helping build effective aviation security programmes. The SeMS is one of the supporting Management Systems within the Integrated Airline Management System and applies to carriers that implement such an integrated management system.

You will learn the key points of a security management system, and its areas of focus with respect to implementing security processes.

Key Learning Point

The ultimate goal of the Security Management System (SeMS) is to serve as a guideline for member airlines in helping them build effective aviation security measures.

2.9.1 Why Security Management Systems (SeMS)?

 SEC 1.1.1 The Operator shall have a security management system (SeMS) that includes, as a minimum, the following key elements:

(i) Senior management and corporate commitment;
(ii) Resource management;
(iii) Threat assessment and risk management;
(iv) Management of emergencies and incidence (resilience);
(v) Quality control and quality assurance;
(vi) Aviation Security Program.

Extract From IOSA Standards Manual (7th Edition, Effective 1 September 2013)

Since the events of 11 September 2001 there has been considerable attention placed on airport security around the world. This along with other historical examples of terrorism on and to aircraft has led to the creation of the Security Management System (SeMS).

The ultimate goal of the Security Management System (SeMS) is to serve as a guideline for member airlines in helping them build effective aviation security measures. The current belief is that a more standardised structure will provide better and more uniform security standards throughout the airline industry.

Finally, implementing a Security Management System, as well as an effective and focused threat assessment, should contribute to making security practices proactive, instead of relying on more traditional reactive procedures.
Aviation Training Program

Key Learning Point

Implementing a Security Management System, as well as an effective and focused threat assessment, should contribute to making security practices proactive, instead of relying on more traditional reactive procedures.

IATA’s Integrated Management System Toolkit contains key management systems impacting safety within an airline. Important guidelines are provided to implement management systems for each operational function, including security. It provides clear examples on defining corporate policies and accountabilities, as well as guidance material for developing their airline’s SeMS. National and regional legislation, and air carrier security programmes (ACSP) supersede the suggested structure of this document. By integrating security awareness throughout the organisation, and verifying compliance through quality assurance, SeMS can be a significant force in achieving the highest possible level of regulatory compliance. Specific security practices, training and audit functions should all be built so as to ensure compliance with applicable national aviation security programmes.

The ultimate goal of a Security Management System is to serve as a guideline for IATA’s member airlines in helping them build effective aviation security measures. A standardised structure, such as SeMS, provides better and more uniform security standards throughout the industry as a whole.

An effective SeMS should incorporate the following methods and procedures:

- Senior management and corporate commitment:
  - Appointment of a Head of Security
  - Creation of a Security department
  - Clear description of authorities, responsibilities and delegation of duties
  - Promotion of a security culture within the organisation

- Resource management:
  - Staff selection process (security background checks)
  - Performing staff performance assessments
  - Providing security awareness training to all personnel
  - Providing security specific training to personnel performing security functions
  - Performing regular evaluation of security personnel

- Threat assessment and risk management:
  - Assessment of threats
  - Management and mitigation of risks
  - Performing incident and accident investigations

- Management of emergencies and incidents:
  - Emergency preparedness and response
  - Crisis and contingency management plans
  - Security incident management
• Quality control and assurance
  ○ Completing effective day to day security operation observations
  ○ Performing security audits and implementing corrective actions mechanisms
  ○ Oversight of external service providers

A SEMS must be a company-wide system. Established at the corporate level, the SEMS should then be handled by individual departments. Flight Operations, In-flight, Baggage Services, Passenger Services, Airport Services, Telephone Sales and all other departments whose activities contribute to Security need to develop their own procedures under the umbrella of the SEMS.

The security processes that are specific to the station and must be implemented are described in the airline’s Security Program in the following areas:

• Passenger and hold baggage reconciliation
• Security of aircraft
• Security of airline catering, stores and supplies
• Security of aircraft cleaning operations
• Security of cargo, courier, express parcels and mail
• Recruitment of staff (background checks)
• Security training of staff
• Contingency Planning
• Incident reporting
• Supervision and performance monitoring
• Local airport procedures

As a Station Manager, it is your responsibility to be knowledgeable of and implement the correct procedures described within your airline’s Security Programme.

2.9.2 Unit Summary

At the conclusion of this unit, you should be able to describe the purpose and function of a Security Management System, and identify its areas of focus with respect to implementing security processes.
Study Check 2.9

1. Place a check in the True or False box beside the following statements.

   The SeMS forms part of the IATA Integrated Management System.
   By integrating security awareness throughout the organisation, and verifying compliance through quality assurance, SeMS can be a significant force in achieving the highest possible level of regulatory compliance.

   Circle the appropriate answer.

2. What does SeMS stand for?
   (a) Security Management Systems
   (b) Security Manoeuvring Systems
   (c) Safety Management Systems
   (d) Security Management Standards

3. What is the main goal of the SeMS?
   (a) To serve as a guideline for member airlines in helping them build effective aviation security measures
   (b) To act as an automated forecasting tool for identifying and locating security threats
   (c) To map and rank the airports with the greatest number of security threats.
   (d) To oversee all safety and quality control issues related to passenger consumption of food and beverages.
2.10 Security Training

- Describe how security training for airport personnel is conducted
- Define the types of training made available to airport personnel

2.10.0 Unit Overview

This unit will identify the levels of security training needed for station personnel. You will learn the importance of providing security training to everyone involved in airport and airline operations, and you will learn the difference between the specialised and general security instruction provided to staff.

2.10.1 The Importance of Training

It is through training that security awareness is developed. Airport personnel must be instructed in their own specific areas of responsibility to lessen the chance that unlawful acts of interference will occur or succeed within the airport environment.

Key Learning Point

Airport personnel must be instructed in their own specific areas of responsibility to lessen the chance that unlawful acts of interference will occur or succeed within the airport environment.

Security training is provided to everyone involved in airport and airline operations, including:
- Airport management and staff
- Airport police personnel
- Airline ground staff
- Airline flight and cabin crew
- Cargo agents and shippers
- Postal staff
- General aviation personnel
- Protocol and handling agencies
- Customs
- Airport concessionaires

2.10.2 Different Training Needs

Although all staff must receive security training, they will not all receive the same type of training.

Specialised Instruction

New security managers and those who are considered to be aviation security specialists will receive detailed instruction in all aspects of the airport's security policy and procedures. These members of staff will usually attend highly specialised security training courses.
Such courses are offered by various aviation industry organisations such as ICAO, IATA and national authorities responsible for aviation security. Generally speaking, instructors on these courses are trained security advisors with many years of experience in the field. Full-time security staff will also take part in regular refresher courses designed to keep them informed of recent technological advancements, planned or proposed changes in airport security policy and procedures, etc.

Any personnel who utilize X-Ray or screening equipment must be given special instructions.

**General Instruction**

For the majority of airport personnel, not directly involved in security matters, security training will usually be more basic than that provided to security officials. Because of the large numbers involved, this type of general security instruction is often given by means of video, e-learning or classroom lectures.

**Key Learning Point**

The importance of a high standard of security training for all airport staff cannot be overemphasised. One of the most important goals which the Station Manager can achieve is to create a truly security-conscious culture among his employees.

Such presentations tend to be relatively short and concise, drawing attention to the most important aspects of staff security responsibility. Questions which will be addressed in the General Instruction Security course include, for example:

- Why is there a need for security?
- What can go wrong?
- How can I, as an individual member of staff working in the airport, make a valuable contribution to the general security effort?
- What precisely must I do in the event of particular security situations?

Upon completion of the General Security Instruction course a written examination is often administered. These exams test the level of information which staff have retained, and assess the success of the course itself.

The importance of a high standard of security training for all airport staff cannot be overemphasised. One of the most important goals which the Station Manager can achieve is to create a truly security-conscious culture among his employees. All personnel have a responsibility to maintain a high level of vigilance as they perform their duties and to ensure that a general sense of security awareness prevails. Only with competent, well-trained staff will acts of unlawful interference be prevented, and the dangers of complacency avoided.

**2.10.3 Unit Summary**

At the end of this brief unit on airport security, you should be able to describe how security training for airport personnel is conducted, and to define the types of training made available to airport personnel.
Study Check 2.10

1. Place a check in the True or False box beside the following statements.

All staff receive the same type of security training in order to work at the station.  
[ ] TRUE  [ ] FALSE

One of the most important goals which the Station Manager can achieve is to create a truly security-conscious culture among his employees.  
[ ] TRUE  [ ] FALSE

Circle the appropriate response.

2. Which of the following statements is TRUE about security training?

(a) The training is standardized and the majority of employees require it.
(b) The training is standardized and it is compulsory for all staff.
(c) The training is tailored to each major employee group and the majority of employees require it.
(d) The training is tailored to each major employee group and is compulsory for each group.

3. Which of the following topics should be covered in a training course for employees with limited involvement in security matters?

(a) Information to create a general sense of security-consciousness at the station.
(b) Very detailed, step-by-step instructions for plausible security events at the station.
(c) The history and details of Annex 17.
(d) The history and details of the ANSP.
2.11 Airline and Airport Security Challenges

- Describe the various security challenges that an airline and airport must consider to ensure a safe and secure environment.

2.11.0 Unit Overview

This unit will provide you with an outline of the different types of security challenges an airline/airport can face. You will attain an understanding of the areas and situations where security can present special problems.

Key Learning Point

Most incidents that resulted in a disaster for civil aviation started on the ground. It is, therefore, a matter for the aviation community to identify risks and manage threats before they become airborne. Here are some areas, as a Station Manager, that you should remain aware of:

2.11.1 Managing Potential Risks – Off Airport Responsibilities

Most incidents that result in a disaster for civil aviation start on the ground. It is, therefore, a matter for the aviation community to identify risks and manage threats before they become airborne. Here are some areas, as a Station Manager, that you should remain aware of:

Off-airport ULDs

Freight forwarders, consolidators and couriers may build at their warehouses, ULDs that the airlines lend them under a specific off-airport ULD programme. The off-airport built ULD is then transported to the airport for acceptance and carriage by the airline. Although safety and security conditions apply to this procedure, the Station Manager and the Cargo Department should always verify that the relevant safety and security requirements have been applied.

Crew Members’ Baggage

The integrity of crew members’ baggage is their responsibility. They must be aware of the dangers of unprotected baggage at sign-on points, at hotels and during crew transport. The issues associated with these potential risks must be part of their security instructions.

Keeping the Airside “Sterile”

As shown in Figure 2.11.1, the airside should be kept “sterile” by implementing security controls on all personnel and vehicles entering into the airside areas. Security control access points and other security measures may be implemented at the airport to allow for personnel transiting to/from the sterile area undergo appropriate screening.

Catering

Most catering unit are located off-airport. Although these locations are subject to stringent security procedures, the most vulnerable part of the process is the transportation between the catering unit and the aircraft.
Catering trucks are normally secured with numbered seals, which are documented and re-checked for interference to ensure that they are intact prior to loading on to the aircraft.

**Did You Know?**

Three fisherman rafting in the Hudson River in the USA washed up on the shore at John F. Kennedy International Airport in New York. Looking for help, the men wandered the runways at JFK for more than an hour. No one noticed them or even questioned them, until they found a police and asked for help.

Within the development of an airport’s security controls, consideration is given to the facilities and the appropriate type of security access control to allow transit of badged personnel to/from:

- Buildings/locations that straddle the perimeter fence
- Airport/airline administrative buildings
- Passenger terminal buildings
- Cargo/mail terminals
- Catering facilities
- Engineering facilities
- Fuel farms
- Emergency services facilities
- Law enforcement offices
- Customs offices
- Immigration offices
- General aviation facilities
- Employee parking

Figure 2.11.1 shows the types of Security Access Controls that are utilized to minimize security breaches. They layout of an airport will have its own unique configuration but general measures and practices will be consistent across many of the world’s aviation facilities.
2.11.2 Unit Summary

At the end of this unit, you will have attained an understanding of the security considerations faced by airports and airlines, and the responsibilities of various airline/airport stakeholders in observing a high level of security awareness.

Study Check 2.11

1. Place a check in the True or False box beside the following statements.

<table>
<thead>
<tr>
<th>Statement</th>
<th>TRUE</th>
<th>FALSE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Most incidents that result in a disaster for civil aviation start in the air.</td>
<td></td>
<td>☐</td>
</tr>
<tr>
<td>Caterers, fuel suppliers, engineering sites and employee/visitor parking lots require additional security attention/screening.</td>
<td>☐</td>
<td></td>
</tr>
</tbody>
</table>

Please circle the appropriate answer.

2. The integrity of crew member's baggage is whose responsibility?
   (a) The Station Manager
   (b) The pilot
   (c) Baggage Handling
   (d) The crew members themselves
Module Summary
This module on airline and airport security provided you with a close look at the need for aviation security. You learned about ICAO’s and the Civil Aviation Authority’s pivotal roles in assisting with the provision and implementation of security at our countries’ airports, and you also learned about the security roles of various other key stakeholders (IATA, the airlines, the Station Manager, etc.).

You were introduced to the fundamentals of airport security screening, airport security training, and the security challenges airlines, and airports, face in today’s changing world.
Recommended Reading
www.iata.org/ps/publications/secman.htm
www.icao.int/Security/SFP/Pages/Annex17.aspx
www.secure-skies.org/
http://security-today.com/articles/list/airport-security.aspx

Suggested Further Training
IATA Airline and Airport Security Training, (information at www.iata.org/training-security)
Answer Key

Study Check 2.1
1. True, False, True, True
2. d
3. b
4. c
5. a

Study Check 2.2
1. False, True, True, True
2. d
3. b
4. c

Study Check 2.3
1. True, True
2. b
3. b
4. c
5. a

Study Check 2.4
1. False, True
2. c
3. a
4. a

Study Check 2.5
1. True, False
2. b
3. c
4. a

Study Check 2.6
1. False, False
2. a
3. d

Study Check 2.7
1. True, True, False, True
2. c
3. d

Study Check 2.8
1. True, False, True
2. d
3. b
4. c

Study Check 2.9
1. True, True
2. a
3. a

Study Check 2.10
1. False, True
2. c
3. a

Study Check 2.11
1. False, True
2. d
Module 3: Fraud Prevention
• Define the Station Manager's role in fraud prevention
• Identify and describe the types of fraud that can occur in the airline industry
• Describe methods and practices that can be used to detect and minimise fraud
• Devise measures to prevent fraud at an airline station

Module Introduction

Fraud costs airlines millions of dollars each year. Additionally, incidents of fraud can have a negative impact on an airline's corporate image and on customer confidence in using an airline's services.

Station Managers are responsible for supervision and control of ground handing at the airport. This includes ensuring that the airline's fraud policies are enforced at the station. In the end, the Station Manager must work to reduce loses.

Changes in ticketing over the last decade have had a major impact on the aviation industry. As of 1 June, 2008 all IATA member airlines moved to electronic tickets, significantly reducing costs in the industry for this service. Today, it is standard practice that the majority of the world's airlines use electronic tickets (ETs). ETs have many benefits for passengers, including being more convenient to transport, easier to make changes to, and harder to lose. In terms of fraud, electronic tickets present unique challenges, particularly with the validation of credit card numbers, and emerging phishing and Internet fraud schemes. Station Managers should be clear on these changes and adapt to this growing trend.

In this module you will learn to identify common types of fraud in the airline industry, as well as, measures to counteract fraud.
3.1 Defining Fraud & The Station Manager's Role in Fraud Prevention

- Define the act of fraud.
- Describe the Station Manager's Role in fraud prevention.
- Describe an example of fraud.
- Research a recent incident of fraud in your region.

3.1.0 Unit Overview
Detecting fraud is of paramount importance, as fraud costs airlines valuable revenues and negatively impacts confidence in the airline. This unit will define fraud, as well as, describe the Station Manager's role in fraud prevention at his station.

3.1.1 Defining Fraud
For the purpose of this training programme, fraud has been defined as:

“Any action which deprives a carrier of the revenue to which it is entitled, undertaken without the carrier’s knowledge or consent.”

At the station level there are a number of ways in which fraudsters can target the airline:

- abuse of frequent flyer programmes
- purchasing products, services and tickets with stolen credit cards
- neglecting tariff rules
- theft of baggage
- Phishing and internet scams

An important consideration is also who commits fraud. Multiple stakeholders within the airline may commit fraud, from passengers to employees. For this reason it is important that airlines develop measures that prevent fraud by individuals and groups external and internal to the organisation.

3.1.2 The Station Manager's Role
It is the Station Manager's responsibility to ensure that the airline policies against fraud are applied, and that all personnel are trained on how to prevent and detect fraud. Additionally, a Station Manager is responsible to monitor transactions and activities at his station that are susceptible to fraud.

The corporate level of an airline will agree upon fraud policies and a Code of Ethics. These will be subsequently passed down to the Station Manager to enforce. The Code of Ethics is a very important document as it defines for employees how they should ethically behave on the job and what measures should be taken to reduce fraud. The Station must clearly articulate this document to each of his staff members and actively monitor employee performance in this area. Disciplinary action must be taken whenever the Code of Ethics is disregarded.
As technologies change and fraudsters adapt to these changes, many airlines have implemented fraud prevention systems to track and manage fraudulent activities. The Station Manager must be aware of these tools, if available, and how to best utilize them within the station when preventing fraud.

Lastly, the Station Manager must also be up to date on the various types of fraud and local scams which may impact his station and his airline's revenue.

**Did You Know?**

The cost of fraud is hard to fully calculate, because in addition to revenues, fraud hurts the airline's reputation and relationships with suppliers and customers.

### 3.1.3 An Example of Fraud

**Internet Fraud**

As the use of the Internet increases around the world, numerous types of online fraud are occurring. Websites like Craigslist offer people ways to buy and sell items on-line. This form of commerce has been the target of criminals in recent years. Although most airlines have policies about buying and selling their tickets on-line, this practice still takes place and some may have easily targeted policies on trading reward travel miles. Thieves purchasing tickets with stolen credit cards are then able to sell electronic tickets and or reward travel miles to unsuspecting passenger who think they are getting a bargain price. It is not until the passenger attempts to check-in that they realise that their ticket is invalid due to flagging by the credit card holder and or airline.

Examples of fraud such as this can have a big impact on the image of an airline and can cost the airline money to credit card fraud claims form credit card companies. Station Managers should make sure they have a clear monitoring and reporting system for this type of fraud and alert the police authorities when necessary. Internet Fraud will be discussed in greater detail in the final unit of this module.

### 3.1.4 Unit Summary

This unit introduced you to the concept of airline fraud, and briefly discussed the Station Manager's role in detecting and minimising fraud.
Study Check 3.1

1. Place a check in the True or False box beside the following statements.

   It is the Station Manager's responsibility to ensure that the airline policies against fraud are applied.  □   □
   Although most airlines have policies about buying and selling their tickets on-line, this practice still takes place and some may have easily targeted policies on trading reward travel miles.  □   □

   Please circle the appropriate answer.

2. Complete the definition as it applies to the airline: Fraud is any action which deprives a _______ of the _______ ________ to which it is entitled, undertaken with the _______ ________ of its knowledge or consent.
   (a) passenger, respect
   (b) station manager, revenue
   (c) carrier, revenue
   (d) carrier, respect

3. What is the station manager’s main responsibility when it comes to fraud?
   (a) bringing criminals to justice
   (b) hiring staff to prevent fraud
   (c) training staff on how to protect themselves
   (d) training staff on the airline’s fraud policies
3.2 Frequent Flyer Fraud

- List and describe the types of frequent flyer fraud
- Describe methods to reduce the occurrence of frequent flyer fraud

3.2.0 Unit Overview

In this unit, you will learn of the variety of fraud that occurs within an airline’s Frequent Flyer Programme, and you will identify methods to counteract this type of fraud.

Key Learning Point

The basic concept of the Frequent Flyer Programme is to reward passengers for brand loyalty by giving them credit for accrued mileage travelled on a carrier, or a combination of carriers.

3.2.1 Frequent Flyer Fraud

The basic concept of a Frequent Flyer Programme is to reward passengers for brand loyalty by giving them credit for accrued mileage travelled on a carrier, or a combination of carriers. Carriers have their own programmes, which are governed by their own specific rules and regulations. However, it can be generally assumed that they are basically similar in that:

- any member of the public, resident in the country where the programme is offered, may join;
- credits earned on mileage flown by qualified members will entitle them to receive certificates or vouchers which will be exchanged for a free airline ticket or an upgraded boarding pass.

In addition, many programmes allow the qualified member to assign benefits to someone else. There are always restrictions that forbid the sale of these tickets or coupons (they almost certainly also exclude “barter”) and some may limit use to close relatives. However, this facility does lead to abuse.

Among abuses detected and described by carriers marketing Frequent Flyer Programmes are:

- Broker sales
- Fraudulent accrual of Frequent Flyer mileage such as a fictitious accounts, multiple re-use of coupons, credit accrued on tickets subsequently refunded; or double dipping (accruing points for the same flights on several different alliance carriers).
- Use of free tickets from a country where the programme is not authorised; offers may be limited on certain directional routes owing to government or marketing policies.
3.2.1.1 Broker Sales

Brokers (or intermediaries) advertise for unused Frequent Flyer certificates and buy them at reduced prices. Then they sell them either to unscrupulous travel agents or passengers looking for cheap fares. These grey market transactions cost airlines lost revenue and create discrimination amongst passengers and within the industry. Once purchased, brokers are then able to sell the certificate or ticket to anyone. The brokers, on a routine basis, will advise the purchasers that they should not tell the airlines the origin of the ticket, and frequently will provide personal details of the FFP member. They may even suggest that the passenger make direct contact with the original recipient himself to ensure they get their story right.

3.2.1.2 Fraudulent Accrual of Frequent Flyer Mileage

• Fictitious FFP Account

A major problem where these programmes are implemented is that certain individuals linked to travel agencies (or internal airline staff) access airlines’ reservation systems and search the passenger lists of long-haul flights. These individuals, having already opened up numerous Frequent Flyer accounts in various common names such as “Nguyen”, “Smith”, “Garcia” or “Chang” (some having different initials), will then screen the names on the passenger lists to find a match. If that passenger record does not already indicate a FFP, they will call that airline’s reservation office to give a Frequent Flyer account number to attach to the passenger’s record.

• Multiple Re-use of Coupons

Recognising that an FFP member may send a photocopy of his passenger coupon or boarding pass after flight, some people simply alter their passenger coupon and keep re-using it, thus accumulating more credit from the same ticket. Some airlines have a capacity to verify if passengers have flown; others do not. This type of fraud is possible with electronic documents, as fraudsters can use computer software to doctor documents.

• Mileage Credit Accrued on Revenue Tickets Subsequently Refunded

This type of fraud involves buying tickets and getting the mileage credit accrued to an FFP account specifically opened for the purpose of defrauding the airline. Subsequently, after getting the mileage credit (which frequently occurs at check-in), the passenger does not fly and obtains a refund … but keeps the mileage. In some known cases, the passenger actually flew but used a substitute coupon at the gate and still sought a refund on the valid coupon.

3.2.1.3 Use of Free Tickets from a Country where the Programme is not Authorised

Purchasers of certificates or vouchers against which a ticket has been issued for transportation commencing in one country may attempt to reroute outside the limits of the programme.

3.2.2 Dealing with FFP Fraud

Some airlines’ policy is to take action against the brokering of Frequent Flyer tickets. Any passenger known to be travelling on a brokered ticket will be subject to ticket confiscation or invalidation and the purchase of a new ticket in order to travel. Similarly, these airlines do not condone resale by travel agents and others; they will consider appropriate actions against any entities or individuals engaged in such activities.
Key Learning Point

One method to counter abuse is to identify in the PNR all passengers booked for travel on Frequent Flyer tickets and profile points that could help identifying fraudsters.

Practical Advice

One method to counter abuse is to identify in the Passenger Name Record (PNR) all passengers booked for travel on Frequent Flyer tickets. A PNR is the technical term in the aviation industry for a reservation. This information can be used to develop profile points to help in identifying fraudsters.

These points can include:

- Persons checking-in and not travelling;
- Passengers with no known address or contact;
- Journey or itinerary with no link to the FFP member's home or business city;
- Monitoring activities of “known” brokers or travel agents may allow the identification of fictitious accounts.

Identification of Frequent Flyer fraudsters will assist your airline's Fraud Prevention Representative in setting up the appropriate measures to curb their activities.

In addition, you should only make any refund of a ticket entailing mileage credit after it has been reconciled with programme records. Regardless, you should ask and wait for instructions from your head office to cope with any of the situations described above.

3.2.3 Unit Summary

In this unit, you learned about the Frequent Flyer Programme, and ways this programme can be abused by fraudsters. You learned how to identify different examples of this fraud, and you also learned ways to counter act this crime.
Study Check 3.2

1. Place a check in the True or False box beside the following statements.

<table>
<thead>
<tr>
<th>Statement</th>
<th>TRUE</th>
<th>FALSE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fraudulent accrual of Frequent Flyer miles can occur through the multiple re-use of coupons.</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Identification of Frequent Flyer fraudsters will assist your Fraud Prevention Representative in setting up the appropriate measures to curb their activities.</td>
<td>☐</td>
<td>☐</td>
</tr>
</tbody>
</table>

Circle the appropriate answer.

2. An intermediary advertises for unused Frequent Flyer certificates and buys them for a reduced price. The intermediary then sells them unscrupulously to a travel agent who is looking for cheap fares to sell to clients. What type of fraud is this?
   (a) A broker sale
   (b) A fraudulent accrual of Frequent Flyer mileage
   (c) A multiple re-use of coupons
   (d) Mileage credit accrued on revenue tickets

3. Which of the following profile points can be used to develop a profile to identify a fraudster?
   (a) Persons check-in and not travelling
   (b) Persons traveling to several airports in a day
   (c) Persons traveling in large parties
   (d) Persons who look suspicious

4. What Frequent Flyer rule do fraudsters take advantage of when committing frequent flyer fraud?
   (a) Allowing brokers to assign benefits to travel agents
   (b) Allowing qualified members to assign benefits to someone else
   (c) Any member of a travel agency can join the program
   (d) Any member of the airline can join the program
### 3.3 Credit Card Fraud

- Identify the various types of credit card fraud that can occur within the airline industry
- Describe ways to counteract credit card fraud

#### 3.3.0 Unit Overview

As consumers, we are all careful with how we use our credit cards. In this unit, you will learn how the airline industry also tries to be careful in deterring credit card fraud, and you will learn how different types of credit card fraud can result in the illegal purchase of airline tickets.

#### Key Learning Point

Airlines that wish to accept credit cards for their sales transactions must enter into an agreement with a credit card company and abide by their conditions.

#### 3.3.1 Agreements with Credit Card Companies

Airlines that wish to accept credit cards for their sales transactions must enter into an agreement with a credit card company and abide by their conditions. In general such an agreement requires the airlines to comply with the following:

**General conditions**

- The credit card is provided prior to the expiration date;
- Each transaction is subject to an authorisation request sent to the card issuer via either a point of sale terminal (reading the card’s magnetic stripe or the chip), a call center or through an automated interface (for Web sales).
Key Learning Point
Today, large numbers of tickets are ordered on-line, and some still through airline call centres.

For face-to-face transactions when the customer is present at the point of sale
Ensure that:
- The credit card does not appear altered and bears the signature of the person whose name is embossed on its face.
- The card can be read with a point of sale terminal by swiping the magnetic stripe or reading the chip, or the data can be manually keyed in by the employee.
- Or a manual imprint can be made on a charge form which is then signed by the cardholder with the same signature as on the back of the card.
- Airline employees obtain the necessary authorisation from the credit card companies and exercise reasonable care to verify the authenticity of the signature on the charge form.
- An ID is requested to verify it matches the card details and signature.

Non-face-to-face transactions
Today, large numbers of tickets are ordered on-line, and some still through airline call centres. Very few are by the conventional method of coming in person at the point of sale to present the card used for payment, something especially unattractive for fraudsters. Non-face-to-face transactions are known as Cardholder Not Present or CNP transactions.

No verifications that are possible for a face-to-face transaction can be made in a telephone or internet sale, which makes them by nature riskier in terms of fraud.

The meaning of a card authorisation
The fact that a transaction is authorised, and an authorisation code is provided, does not guarantee payment—it simply means that at the time of the authorisation:
- the card number exists and has not been reported lost or stolen
- there are sufficient funds available.

Authorisation does not confirm or guarantee that the genuine cardholder provided the details supplied to the merchant.

Authorisation does not guarantee payment for Cardholder Not Present (CNP) transactions.

Key Learning Point
When the requirements laid out in the card acceptance merchant agreement are neglected, the airlines and agents are exposed to a liability for the resulting card fraud. This results in a charge back by the card issuer.
3.3.2 The Risks for Airline and Agents

The actual credit cardholder will often not know of the fraudulent usage until he/she receives the bill the following month. This gives the perpetrator plenty of time to either use the ticket or “launder” it by exchanging it through different airlines, then refunding it for cash or by selling the ticket at a lower cost.

When the requirements laid out in the card acceptance merchant agreement are neglected, the airlines and agents are exposed to a liability for the resulting card fraud. This results in a charge back by the card issuer.

There is also a possibility that a cardholder may dishonestly try to refuse payment due to lack of a signature or proof that the card was presented for an imprint or magnetic stripe reading. Purchases based on these types of discrepancies may result in an ultimate charge back to the airlines concerned. Again, strict adherence to the merchant agreement requirements is the best protection.

Did You Know?

The cost implications of a major breach and fraud occurring can result in organisations carrying the cost of remediation, the investigation required by the payment card companies as well as fines from acquiring banks.

While non-face-to-face sales are riskier, changing this mode of doing business would cause greater loss of revenue. Airlines consider it the cost of doing business, and try hard to mitigate the risk, as many customers prefer purchasing tickets on-line.

3.3.3 Practical Suggestions to Combat Credit Card Fraud

General Conditions

The compulsory authorisation request must contain all the information that can be gathered. This means that for face-to-face sales the use of a chip or magnetic stripe terminal is preferred over simply keying in the card details or a phone authorisation.

For non face-to-face transactions:

Authorisation requests must contain the following items:

- the card number
- the expiration date (and valid start date for some cards)
- the financial amount of the sale
- the card security code, 3 digits featured on the back of MasterCard and Visa cards and most other cards, 4 digits featured on the front of American Express cards. (The Security code is unique to each card and helps the card issuer to spot fraudulent usage of the card: when the cardholder cannot provide the genuine information it is likely that misuse of the card is taking place).
- The Address Verification System code for transactions taking place in the United States, Canada and the United Kingdom. AVS is a second security verification which is supported by the International Card Schemes to confirm the cardholder’s billing address with the issuer.
For Electronic Tickets Purchased On-line or Through the Reservation Centre

Did You Know?

When passengers use cards to pay there is both an exchange of funds and an exchange of information that unscrupulous employees can take advantage of. The Payment Card Industry Data Security Standard can be implemented and used to protect customers from this type of fraud.

As stated previously, merely obtaining an authorisation does not provide complete protection in the case of CNP transactions. A merchant should also record and analyse problems encountered with past card transactions (chargeback and reported fraud) in order to:

- Build security checks and customised filters into its sales process
- Identify unusual or high risk sales patterns that may lead to a manual review of the transaction
- Prioritise transactions that are flagged for manual review, based on ticket value, ‘time to fly’ and high risk countries

Some of the controls against fraudulent card usage an airline may choose to implement are:

- AP (Advance Purchase period). Do not accept any bookings without presentation of the credit card in under three days of travel. However, this method should be balanced against the fact that you risk losing high value last minute sales.
- Do not accept third party bookings unless the customers are known.
- Check out any transaction that has a bad combination of elements found in past fraudulent transactions.
- Keep a database of all passengers who have flown on credit card fraud, along with the email addresses. If possible have a system that you can run a report off when new bookings are made (blacklist).

For Cards Presented at the Counter:

- Signature on the card and verification of signature on the charge form is of utmost importance.
- Obtain an authorisation code from the credit card company for prescribed limits, and if not entered electronically, make sure it is entered manually on the charge form.
- Check validity of the card and obtain a card imprint if not using a chip or magnetic stripe terminal.
- Make sure all the data is accurately recorded on the charge form.
- Remember that getting an authorisation code via the reservations system DOES NOT guarantee payment but merely that the card has not been reported compromised and funds are available.
Did You Know?

Ancillary fees are common practice in the industry. Some estimates suggest that ancillary revenues are four times higher today compared to 2007 estimates, as a result of this growing trend.

Ancillary Revenue:

• In the airline industry, ancillary revenue is revenue obtained from non-ticket sources, such as baggage fees, duty free and on-board food purchases. This source of revenue has become an important financial component for airlines.

• At the airport, excess baggage fees, airline lounge access passes, upgrade fees and early boarding benefits may be some of the ancillary revenue collected by airline staff. Additionally, the Station Manager may be responsible for duty free programs offered on-board the aircraft.

• The broad appeal of adding ancillary revenue to an airline's bottom line has increased the amount of fraudulent risk in the form of fee pilfering committed by personnel. While most passengers use credit cards as their form of payment, a cash transaction presents a temptation to unethical employees. Station Managers should have counter-measures in the form of polices and procedures to discourage employees from skimming revenue.

• Purchases made onboard, such as duty free, food, beverages and entertainment can be at risk for fraudulent card use. Many airlines have adopted the use of electronic point-of-sale handheld devices for crew members to process onboard sales. Additionally, to expand the fraud prevention program in the realm of employee revenue pilfering many airlines have resorted to a policy of “cashless” forms of payment only for onboard purchases.

Unusual or High Risk Sale Patterns

When dealing with credit cards, here are some situations that should alert a Station Manager and his staff to the possibility of fraudulent purchase:

• Too easy sale, with a customer disinterested in the price or details of the ticket
• Short “booking to flying” timeframe
• One-way trip
• High value ticket (first class or business class)
• Orders of many different tickets by the same customer
• Urgent departure for long haul destination
• Request for urgent or premium seat irrespective of cost
• High risk countries and routes, generating a higher level of fraud than average
• Sale excessively high in comparison with usual ticket orders
• Third party sales, when the cardholder books the trip of another person and does not fly although others do. Third party sales are a legitimate business but present a challenge on their own. Be aware for cases when the traveller's family name differs from the cardholder's name
• Customer purchasing an airline ticket from a Travel Agent outside his country of residence
• Change in the passenger name after the original booking is made
• Customer offers one card number after the other when the first authorisation request is denied
• Customer attempting to use more than one card in order to split the value of the sale
• Payment using several cards
• Early booking with changes close to departure

Nonetheless, fraud patterns evolve constantly. The only way to keep track is to constantly analyse fraud reports and charge backs in order to update the airline monitoring tools. To reduce financial losses, many airlines employ Fraud Prevention personnel who work with monitoring programs to track fraud at the airline. These personnel can also make use of an Address Verification System to verify the accuracy of customer information and the Payment Card Industry Data Security Standard to secure the collected information from fraudulent usage after the transaction is complete.

Verifications at Check-in or Boarding
As mentioned above, careful airlines will build a central monitoring of their card sales, reviewing suspicious transactions. In case of doubt they may instruct their staff to check the card or the ID at the time of check-in or boarding. Checking the card will not be possible for a third party sale as the cardholder is not travelling.

3.3.4 Unit Summary
There are many ways that a credit card may be used fraudulently within the airline industry. In this unit, you learned how to identify these fraudulent uses, and apply methods to prevent them from recurring.
Study Check 3.3

1. Place a check in the True or False box beside the following statements.

   For face-to-face transactions when the customer is present at the point of sale, it is important that a credit card does not appear altered and that it bears the signature of the person whose name is embossed on its face.

   [ ] TRUE [ ] FALSE

   Coming in person at the point of sale to present the credit card used for payment is something especially attractive for fraudsters.

   [ ] TRUE [ ] FALSE

   The fact that a transaction is authorised, and an authorisation code is provided, does not guarantee payment.

   [ ] TRUE [ ] FALSE

   Please circle the appropriate answer.

2. For face-to-face transactions when the customer is present at the point of the sale, the personnel processing the order should:

   (a) Ask the customer to insert their card into a chip reader when available
   (b) Call a supervisor if the credit card appears old
   (c) Assist the customer in manually keying in the code
   (d)Waive off the credit authorisation for VIPs

3. What is an example of a unusual or high risk sales pattern?

   (a) Multiple economy class tickets
   (b) A two-way trip to another continent
   (c) Urgent requests for premium seats
   (d) Urgent request for economy seats

4. Complete the sentence: When the requirements laid out in the card acceptance merchant agreement are neglected, the airlines and agents are exposed to a/an ________ for the resulting card fraud.

   (a) risk assessment
   (b) audit
   (c) liability
   (d) error message
3.4 Tariff Fraud

- Describe tariff abuse
- Identify methods of detecting and reducing tariff abuse

3.4.0 Unit Overview

There are many ways passengers can misrepresent themselves to travel on tickets at fares to which they are not entitled. In this unit, you will learn to identify several of these tricks, and you will be able to explain methods to help prevent their occurrence.

Key Learning Point

Tariff abuse is the application of incorrect fare levels, by intent and/or error. This concerns values submitted as payment in any/all of the fare, total fare, and equivalent amount paid boxes.

3.4.1 Violation of Tariff Rules & Misrepresentation (Tariff Abuse)

Airlines are deprived of millions of dollars each year by misrepresentation when passengers travel on tickets at fares to which they are not entitled.

3.4.1.1 Tariff Abuse

Application of incorrect fare levels, by intent and/or error. This concerns values submitted as payment in any/all of the fare, total fare, and equivalent amount paid boxes.

It succeeds because of carrier inability to recognise the shortfall, at either the point of acceptance of coupons for carriage or at the point of accountability.

3.4.1.2 Tariff/Ticketing Rule Abuse

A prime failure to comply with deadlines in respect of the reservations/payment/ticketing requirement. There is absolutely no doubt that in many instances the airlines are not receiving revenue at the appropriate time. The ability to check for this requires comparison between PNR data and ticketing data.

There are also cases of failure to comply with minimum/maximum stay and stopover requirements. Checking this requires airline staff to make comparison of booked data, ticketed data, flown data, and fare data.
3.4.1.3 Tariff Applicability Abuse

The waiving or overriding of “applicability of fare” rules represent another tariff abuse that airline staff must be aware of. These include waiving special offers, seasonality restrictions and the improper application of fare rules. Any deviation from tariff rules applied by staff must be approved within the guidelines of airline policies. Deviations that are made (outside of airline policy guidelines that are allowed to airline personnel) represent fraudulent transactions.

Tariff Applicability abuse may occur under the following circumstances:

- Booking code violations - Unauthorised changes to booking codes;
- Pseudo bookings - CRS Practice to drive a ticket with a lower fare than the PNR;
- Minimum stay - The minimum/maximum stay periods are not complied with;
- Breach of fare construction rules - Deliberate errors in the fare calculation;
- Deliberate Underfaring
- Deliberately selling discounted fares without complying with fare rules
- IT Fares - Sold to passengers without tour or land arrangements at destination or anywhere on itinerary;
- Youth Fares - granted to passengers who exceed the age limit;
- Child Fares - 50% reduction given to children older than 12 years;
- Student Fares - granted to young passengers when no Youth Fares are available from the point of origin;
- Group Fares - providing fictitious names for reservations purposes, indicating an alleged group; this results in “No-show” passengers;
- Merchant Seamen/Marine - Issuing false credentials to justify purchase of such a discounted fare
- Labour Fares - forged or improper supporting documents.

Station staff should be trained on how to spot tariff and ticketing discrepancies and have a process for reporting fraudulent tickets within the airline. Additionally, the Station Manager must ensure staff have been thoroughly briefed on internal policies and comply with these policies when permitting waivers to tariff rules under special circumstances.

3.4.2 Unit Summary

In this unit, you learned the many ways passengers can misrepresent themselves to secure travel opportunities on tickets at fares for which they are not entitled. You learned to identify several of these tricks, and you learned how their occurrence can be minimised.
Apply Your Learning

Fraudsters are regularly coming up with new ways to steal from passengers and airlines. In this activity you will research a recent incident of fraud in your region.

Step 1: Perform an Internet search for aviation fraud in your region.

Step 2: In the case you found, who was responsible for the fraud? An airline employee? An unscrupulous travel agent? A criminal posing as an innocent passenger?

Step 3: Based on the case you found what measures could a Station Manager take to prevent future incidents like this occurring at his station?

Step 4: You may also wish to research some best practices for dealing with this type of fraud.

Study Check 3.4

1. Place a check in the True or False box beside the following statements.

   In general, tariff abuse is the application of incorrect fare levels, by intent and/or error.  
   Tariff applicability abuse is the failure to comply with deadlines in respect of the reservations/ payment/ticketing requirements.

   TRUE   FALSE
   □       □
   □       □

   Circle the Appropriate Answer.

2. Complete the sentence: Deviations that are made (outside of airline policy guidelines that are allowed by airline personnel) represent ____________.

   (a) Fraudulent transactions
   (b) Pseudo bookings
   (c) Deliberate underfarring
   (d) Forged documents

3. Which measure will be the most effective means for the station manager to reduce tariff abuse at his station?

   (a) Minimize credit card payments for products and services at the station
   (b) Oversee staff training on ticket fraud regulations, compliance, and reporting
   (c) Reduce promotions related to youth travel rates, seasonal offers, and discounted tickets
   (d) Regularly rotate booking code on seasonal flights
4. Why does tariff abuse succeed?
   (a) Because of passenger inability to recognise the shortfall, at either the point of acceptance or a point of accountability
   (b) Because of carrier inability to recognise the shortfall, at either the point of acceptance or a point of accountability
   (c) Because the industry is easily targeted by criminals
   (d) Because the industry has implemented new technologies
3.5 Baggage Fraud

- Identify two types of baggage fraud
- Describe the cause of pilferage
- Describe measures to deter and prevent baggage fraud
- Create a plan to communicate to passengers the three main steps they can take to prevent pilferage of their baggage

3.5.0 Unit Overview

This unit will help you identify the types of fraud that can occur with respect to baggage, such as pilferage and fraudulent claims. You will learn how to recognise these events, and you will learn how to reduce and/or prevent their occurrence.

3.5.1 What is Baggage Fraud?

The detection and resolution of fraudulent claims alleging the loss of checked baggage saves carriers money and tends to deter other questionable and false claims. Past experience shows that the majority of fraudulent claims originate from relatively few stations. The fraud may be related to pilferage or simply to the alleged loss/theft of hold baggage.
Key Learning Point
Passenger baggage pilferage refers to the theft of some items from a passenger’s checked suitcase or bag, as opposed to all of his belongings.

3.5.1.1 Pilferage
Passenger baggage pilferage refers to the theft of some items from a passenger’s checked suitcase or bag, as opposed to all of his belongings. For this reason pilferage is not always noticed immediately by the passenger. As is the case when a passenger’s complete bag is stolen, reporting procedures and processes cost the airline a great deal of money. In some case passengers do not notice pilferage until they begin unpacking at final destinations/home, which contributes to difficulty in reporting and tracing the theft.

The most likely causes of pilferage claims are as follows:

- The passenger’s bag was overpacked, causing the bag to burst open during the flight, whereupon some of the contents fell out into the hold of the aircraft. If the passenger has discovered that items are missing while still in the terminal, and if the aircraft is still at the station, it is possible to check the hold in order to locate and return the items to the passenger.

- The item was never in the bag because the passenger is being untruthful (falsifying information) and did not, in fact, bring it with him.

- Some of the contents of the passenger’s baggage were actually pilfered by an airline or airport employee at some point during the journey.

- Occasionally the passengers bags is stolen from the baggage carousel - whilst this is not that common, it often occurs where the carousel is not located in a secure area, somewhere where the general public may have access for example in a domestic arrivals area.

3.5.1.2 Baggage Allegedly Checked In
In this type of baggage theft, a passenger checks-in a bag or a briefcase and a baggage tag is issued. Whilst the airline check-in agent is busy the passenger takes the bag back and carries as hand baggage (removing the tag). However, the piece of luggage and its weight (where applicable) are entered on the flight coupon. Upon arrival the passenger claims that it is missing.

Key Learning Point
Station Managers should implement training, staff management, monitoring, controlling, analysis and reporting measures to reduce baggage fraud.

3.5.1.3 Damaged Baggage
A passenger presents a bag for checks in which is already damaged but the check-in agent fails to notice it. This is a relatively common occurrence. The bag is labeled in the normal way and accepted. On arrival the passenger claims that the airline damaged the bag and makes a claim. In some cases new replacement suitcases are immediately provided which significantly short cuts the claim process for the passenger. This also frequently occurs with baby buggies and pushchairs.
3.5.2 Preventing Baggage Fraud

There are a number of steps airlines can take to reduce baggage fraud. Station Managers can use training and staff management to ensure proper compliance with regulations. Station Managers will also be responsible to ensure that their staff are regularly monitoring baggage as it is checked in, passed through baggage handling and then to baggage claim areas. Lastly, regular analysis and reporting must take place. The following section will describe these measures in greater detail.

3.5.2.1 Training & Staff Management Measures

While conducting the employee selection process the airline should greatly emphasise the fact that employees must work and behave in an honest and trustworthy way. Additionally, all staff members must be made fully aware of the fact that pilfering items from passengers’ baggage may result in instant dismissal.

3.5.2.2 Monitoring & Control Measures

The Station Manager must ensure that day-to-day baggage handling procedures are constantly monitored and reviewed in order to eliminate opportunities for theft. General measures such as identifying sensitive areas and installing proper lighting and surveillance systems can deter baggage fraud. The Station Manager should also oversee the following steps:

- **At check-in:**
  - Protect baggage tags from access by the public
  - Ensure that each piece accepted has the owner’s identification
  - Remove old tags
  - Accept checked baggage only upon presentation of a passenger ticket.
  - Use Limited Release tags for fragile items, bags that are already damaged and those that are over packed to limit the liability for the airline.

- **At baggage handling areas:**
  - Supervise and control access
  - Lock baggage held outside of normal operating hours
  - Use BRS data to actively track and follow up any “not seen” bags - these could be bags that have been labelled but taken as hand baggage.

- **At baggage claim areas:**
  - Control conditions where passengers enter baggage claim areas
  - Implement spot checking of tags and claim stubs in areas with high rates of fraud
  - Supervise and promptly document unclaimed bags.
3.5.2.3 Analysis and Reporting Measures

Most airlines use WorldTracer® to report baggage related irregularities (missing, damage, pilfered). Analysis of this data can often identify adverse trends as well as track overall performance.

Some airlines focus heavily on their overall baggage performance partially to better understand where issues are arising enabling them to take appropriate preventative action. Focus on this area will, in the long term, reduce opportunity for fraud and ultimately reduce cost for the airlines.

Regardless of the reason for the irregularity (missing, damaged, pilfered), a passenger will want to report the incident so that he can submit a claim for compensation. In the case of pilferage a station’s staff must follow this procedure:

1. A Property Irregularity Report (PIR) must be completed by a baggage services employee. Even if he suspects that the passenger is lying, or inflating the value of the pilfered items, the baggage services employee must include accurate details of the alleged missing items.

2. A message should be sent to all the carriers who participate in the baggage carriage process at the stations along the passenger’s itinerary (not just the carrier(s) with which the passenger is flying). This message should be sent under the heading ‘ALLEGED PILFERAGE’ and should be addressed to the various airport baggage services offices.

3. On receipt of this message each baggage services office must immediately tell the carrier’s station manager or the person with responsibility for these matters. Local investigations will then be conducted. Each individual carrier’s action will be coordinated in the LBC or AOC or similar groups.

4. A central record of pilfered bag reports must be maintained so that any station wishing to make inquiries has quick and easy access to those reports. For instance, a station may wish to check whether or not a passenger submits claims for pilfered baggage on an unusually regular or frequent basis - this would, of course, be cause for suspicion.

5. The police must be notified where appropriate.

It is important to note, improper claim prevention in respect of pilfered baggage will be dealt with more effectively if a damage report has been accurately completed by the receiving station and forwarded to the baggage claim department.

Key Learning Point

Passengers should be advised to use baggage security devices such as government issues locks, to remove high value items and to avoid overpacking baggage.
3.5.2.4 Advising Passengers

Passengers too can play a part in trying to prevent pilferage of their own baggage. They should be advised to:

- Use a well-made suitcase which has government baggage security approved locks.
- Avoid packing items of high value inside the bag, such as expensive jewellery, computers, etc.
- Ensure luggage is not overpacked

3.5.3 Unit Summary

In this unit, you learned about two kinds of baggage fraud: pilferage and fraudulent check-in claims. You also learned about the causes of pilferage and were provided with measures a Station Managers can implement to prevent fraud at his station.

Apply Your Learning

Incidents of fraud can impact customer satisfaction and confidence in an airline. For this reason it is important that the Station Manager does everything he can to reduce fraud and to inform passengers of measures they can take to prevent theft when at a station. In this activity you will create a plan to communicate to customers the three main steps they can take to prevent pilferage of their bags: refrain from overpacking, use a government issued lock, and to remove high value items from checked-baggage.

Step 1: Go Online and see if you can find signs, posters, or information for customers on theft in airports.

Step 2: Decide what method you will use to reach passengers. You may, for example want to train your staff on how to communicate this information effectively to passengers. Another option might be to have signs visible in high risk areas.
Study Check 3.5

1. Place a check in the True or False box beside the following statements.

   Improper claim prevention in respect of pilfered baggage will be dealt with more effectively if a damage report has been accurately completed by the receiving station and forwarded to the baggage claim department.  
   Past experience shows that the majority of fraudulent claims originate from relatively few stations.  
   Pilferage involves the theft of passenger’s bag and all of its contents.

   TRUE    FALSE
   □       □
   □       □
   □       □

2. Which of the following points is a MAIN cause of pilferage?
   (a) Under-packed baggage
   (b) Over-packed baggage
   (c) Brightly coloured, small baggage
   (d) Mid-sized, black baggage

3. On his last trip with your airline, a passenger had a negative experience with pilferage. Several expensive items were removed from his bag. On this trip he asks the personnel at the check-in counter what measures he can take to reduce pilferage. What should the personnel tell him?
   (a) Pilferage prevention is the duty of the airline alone.
   (b) Pilferage is a very rare event and he should not worry, the likelihood of this happening to a passenger twice is very small.
   (c) He should make sure his bag is not over packed, contains minimal valuable and has a government lock.
   (d) He should make sure his bag is a bright colour, is very full, and has a government lock.

4. What is the FIRST step in reporting pilferage?
   (a) A PIR must be filled out
   (b) A PIN must be filled out
   (c) The police should be called
   (d) A message should be sent to the carriers who participated in the passenger’s itinerary
3.6 Internet/Phishing Fraud

- Recognize and describe phishing and Internet fraud
- Describe methods to prevent Internet fraud
- Apply the four basic management skills when creating a plan to prevent fraud at a station.

3.6.0 Unit Overview
The increase of electronic ticketing in the aviation industry has led to more persistent issues with Internet fraudsters. Of major concern for airlines today, are the growing rates of on-line identify theft, mining of airline Internet data and "phishing" schemes. This unit will explore this type of fraud, and provide information on how to reduce Internet fraud and phishing at an airline station.

3.6.1 Internet Fraud Today
Today, airlines are using the Internet to help drive commerce, like never before. Booking tickets and making reservations on-line has becoming increasingly easy for customers. Access to aggregate discount airfare sites allow passengers the opportunity to easily compare flight prices between airlines on a broad range of devices that access online content. As a result, conventional ticket purchasing methods such as ticket counters and call centres are being used less and less.

This trend has led to issues with Internet fraud. Although electronic tickets are convenient for passengers, they pose unique challenges for airlines.
3.6.1.1 Phishing

Phishing occurs when a criminal pretends to work for an organisation and tricks a victim into providing them with personal information. The criminal then uses this information against the will of the victim in a variety of ways to either purchase products and services or to engage in illegal activities.

Below are several examples of frauds that may be orchestrated against airlines, airline employees, and or airline customers.

Phishing Emails

Fraudsters have been known to target airline passengers by sending phishing emails identifying themselves as airline employees. In these cases the criminals may request information from the passenger or hack their computers using malware. Malware describes software that is created by criminals to steal information or to cause problems to victims’ computers.

Phishing Websites

In this form of phishing, criminals create fake websites that resemble the websites of airlines. Airline passengers may be lured into accessing these sites when searching for the real site. When they enter the fake site and click on links and buttons they may be tricked into downloading malware.

Phishing as Third Party Sponsors

Phishing fraudsters sometimes pose as third party sponsors and with the aid of false documents and personal information fool airport employees into issuing tickets on-line. In these cases the victims of this type of fraud often will not notice right away. Airlines are the merchants for these transactions and according to IATA rules, merchants are liable for victim losses due to this crime. This type of fraud, therefore, could cost airlines significant amounts of money.

3.6.1.2 Other Types of Internet Fraud

Fake ET Itineraries

There have been several cases reported recently of fake electronic itineraries being sold to unsuspecting customers. When the passengers have tried to check in, they have found that there is no booking for them. New or inexperienced staff could check them in thinking that there is a system error, or if the customer is aggressive and causes disruption then they are also given boarding cards to sort out the problem later.

Issue and then Void an ET

Fraudulent travel agents have issued an ET, and then voided it straight away. They sell the ET to the passenger, but when the passenger tries to check in they find there is no booking for them and their ticket is void.
Electronic Ticket Theft
This happens when a fraudster knows the flight details of another passenger, and turns up to the airport for an earlier flight. This can only happen on a domestic flight, and the ticket is fully endorsable. The fraudster flies out earlier, and then the genuine passenger arrives and finds his ticket has already been used. He produces his identification, and is allowed to fly. It is thought that in some cases the passenger and the fraudster are working together to perpetrate this scam.

How to Prevent Such Frauds
• Never allow a passenger to check-in whose name and identity is different than the one held in the check-in system even for domestic flights.
• Never give a boarding pass out if the passenger’s name and electronic ticket cannot be found in the check-in system even though the passenger may give you an itinerary receipt. Refer the passenger to the ticket office for verification first.
• Never give a boarding pass to a passenger holding an electronic ticket without making sure that the electronic ticket number is in the check-in record and is recorded on the boarding pass.
• Be particularly vigilant where ticket numbers are presented in the check-in system with the use of an SSR TKNM indicating that the ticket number has been entered manually. This may indicate that a ticket has been obtained fraudulently and is worthy of further scrutiny. Valid electronic ticket numbers when synchronised with the booking are represented with an SSR TKNE indicating an electronic ticket is present in the reservations record.

Check the booking source. Much of the fraudulent activity is being generated by non-IATA agencies. Whilst many of these bookings are genuine and coming from legitimate businesses, there has been an increase in the number of fraudulent bookings coming from these sources. These sources do not have a genuine IATA accredited number and often times the ticket number is entered manually using the SSR TKNM method in the PNR indicating a manually entered ticket number. Many of the routes where this practice is prevalent originate in Western Africa for Transatlantic travel.

3.6.2 Unit Summary
While the convenience of the Internet to purchase tickets makes life easier for many, the downside is that the increased use of internet to make flight reservations and purchase tickets corresponds with an increase in occurrences of internet fraud.

In this unit, you were shown how fraudsters use the Internet to commit electronic fraud. You then learned how this type of fraud can be detected and minimised.
Apply Your Learning

Each year fraud costs the aviation industry billions of dollars in revenues. Knowing how to identify fraudulent activities is essential. Additionally, knowing how to respond to and prevent these types of fraud is also necessary for a Station Manager. In this activity you will learn to apply the four basic management skills when developing a plan to prevent fraud.

Step 1: Read through the two scenarios below.

Scenario 1:
Recently, several airport employees were arrested. The trouble began when a passenger was told that his baggage was overweight at 25 kg and asked to pay a cash fee directly to the airline staff at the counter. Before arriving at the airport the passenger had weighed his baggage and found that it weighed 20 kg. The passenger alerted the airport management, who weighed the baggage at another scale only to find that it was in fact 20 kg.

Scenario 2:
An airline passenger opens his email account. He has an email that appears to be addressed from British Airlines. As he is flying with the airline next month, he decides to click on the email. To his surprise the email is not from British Airlines and in fact contains a virus that infects his computer. In addition to causing damage to his personal computer, the hackers also steal important personal data from him. The airline passenger calls the airline and complains.

Step 2: Identify what type of fraud is being depicted in each scenario.

Step 3: What could a Station Manager do to prevent this type of fraud and or ensure that it does not damage the reputation of his airline?

Step 4: Present your ideas with 3–4 steps related to the four basic management skills process.
Study Check 3.6

1. Place a check in the True or False box beside the following statements.

<table>
<thead>
<tr>
<th>TRUE</th>
<th>FALSE</th>
</tr>
</thead>
<tbody>
<tr>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>☐</td>
<td>☐</td>
</tr>
</tbody>
</table>

   Staff should allow a passenger to check-in whose name and identity is different than the one held in the check-in system.

   Staff should particularly vigilant where ticket numbers are presented in the check-in system with the use of an SSR TKNM indicating that the ticket number has been entered manually.

Please Circle the Correct Answer.

2. What is “phishing”?
   (a) When a legitimate company poses as an on-line account holder.
   (b) When an on-line account holder poses as a legitimate company.
   (c) When an airline employee poses as a customer.
   (d) When a customer poses as an airline employee.

3. A fraudster sends an email to an airline customer pretending to be an airline employee. When the customer clicks on the email it places malware on the customer’s computer. What kind of fraud is this?
   (a) Phishing emails
   (b) Phishing websites
   (c) Voiding an ET Fraud
   (d) Fake ET Itinerary Fraud
Module Summary

The objective of this module was to provide learners with basic awareness regarding the types of fraud that may be encountered in today's airline industry.

In this module, you were introduced to five types of fraud:

1. Frequent Flyer Fraud
2. Credit Card Fraud
3. Tariff Fraud
4. Baggage Fraud
5. Internet/Phishing Fraud

At the conclusion of this module, you will have learned how to identify and describe the types of fraud that can occur in the airline industry, and to describe methods and practices that can be used to detect and minimise fraud when occupying the role of a Station Manager.
Further Reading
http://www.pcicomplianceguide.org/
http://www.iata.org/whatwedo/workgroups/Pages/fraud-prevention.aspx
http://www.cifas.org.uk/
Answer Key

Study Check 3.1
1. True, True
2. c
3. d

Study Check 3.2
1. True, True
2. a
3. a
4. b

Study Check 3.3
1. True, False, True
2. a
3. c
4. c

Study Check 3.4
1. True, False
2. a
3. b
4. b

Study Check 3.5
1. True, True, False
2. b
3. c
4. a

Study Check 3.6
1. False, True
2. b
3. a
Module 4:
Airside Safety
Module Learning Objectives

- Describe the Station Manager’s and airline’s responsibilities in ensuring airside safety
- Describe IATA’s role in aviation safety
- Describe the purpose and components of Safety Management Systems and Risk Management Systems
- Describe specific threats to safety and appropriate measures to mitigate risk
- List ways to respond to emergencies
- Describe how to report aircraft damage

Module Introduction

A crucial aspect of the airline industry overall relates to safety issues, and ground handling services are no exception. An understanding of safety is an important part of your studies, as you will be required to implement corporate procedures that aim to mitigate safety risks.

In this module we will discuss the existing threats to airside safety and the responsibility of different parties in ensuring safety.

One of the most important challenges for senior airline management is to develop a comprehensive system, which—among others—will effectively coordinate the functions of Safety and Risk. These two components possess multiple cross-functional activities through the airline’s structure, policies and procedures. Such policies and procedures are spell-out in the company manuals, designed to support front-line operations. The fundamentals of the company’s standards and procedures are outlined in materials such as (but not limited to):

- The IATA Operational Safety Audit (IOSA) Standards and Recommended Practices
- The IATA Safety Audit for Ground Operations (ISAGO) Standards and Recommended Practices
- The ICAO SMS Framework
- The IATA Integrated Airline Management System
- AHM 610–Guidelines for a Safety Management System
- AHM 621–Risk Management System for Ground Operations
- The IATA Ground Operations Manual (IGOM)
The module will also provide you with an introduction on how to respond to emergencies, as well as an overview of reporting aircraft damage.
4.1 Safety Management

• Describe the function and components of a Safety Management System
• Identify the purpose, and define the elements, of a Risk Management System
• List the main types of safety audits at a station
• Describe the purpose and processes of safety reporting, meetings, and training
• Assess the safety culture of a station based on the results of a safety audit and devise ways to improve the safety culture

4.1.0 Unit Overview

This unit will go into detail to explain the importance of safety at a station, and the need to manage and improve safety on an ongoing basis.

Aviation is remarkable for the giant technological leaps it has made over 100 years. This progress would not have been possible without parallel achievements in the control and reduction of aviation’s safety hazards. Given the many ways that aviation can result in injury or harm, those involved with aviation have been pre-occupied with preventing accidents since the earliest days of flying. The frequency and severity of aviation occurrences have declined significantly through the disciplined application of safety management.

Although major air disasters are rare events, less catastrophic accidents and a whole range of incidents occur more frequently. These lesser safety events can be indications of underlying safety problems. Ignoring these underlying safety hazards could result in an increase in the number of more serious accidents.

Accidents and incidents are costly to airlines and ground service providers. Even though purchasing “insurance” may allow the airline to recoup the initial losses, the actual costs in hidden losses are great.

Some examples of hidden costs are:

• Time lost from work by injured personnel
• Economic loss to the injured personnel
• Cost of lost efficiencies due to missing team member
• Cost of recruitment and training of new personnel in the event the injured personnel is unable to return to duties
• Cost of damage to tools, equipment and facilities
• Costs for delayed crew accommodations
• Costs for delayed passenger accommodations

In addition, there are less tangible costs such as the loss of confidence of the travelling public. An understanding of the total costs of an accident is fundamental to understanding the economics of safety. The air transportation industry’s future viability may well be based on its ability to sustain the public’s perceived comfort regarding their safety while travelling. The management of safety is therefore absolutely critical for a sustainable aviation business.

This unit will explore all of these aspects of airside safety with you.
4.1.1 Safety Management Systems

As is the case in security, there are multiple groups involved in ensuring the safety of a station. The aviation industry and in many cases, the state, regulate safety and normally a fully functional SMS is the cornerstone of effectively managing safety.

An airline will translate these regulations and requirements into a Corporate Safety Programme. Many of the service providers and authorities that an airline works with will also have their own SMS most of which broadly attempts to achieve a common goal - to provide a structured management approach to control safety risks in operations.

Figure 4.1.1 outlines the relationships of the regulations and programmes described above.

Safety Regulations

![Safety Regulations Diagram]

Where a Safety Management System (SMS) becomes important is when attempting to implement, maintain and ensure total compliance with the Station Safety Programme. Properly and appropriately executed, a SMS can be seen as a valuable tool in mitigating risk at a station and making certain that continuous improvements are seen in the area of safety management.

Key Learning Point

A Safety Management System is an organised approach to managing safety, including the necessary organisational structures, accountabilities, policies and procedures.
According to the ICAO Safety Management Manual (SMM) and AHM 610, a Safety Management System (SMS) is an organised approach to managing safety, including the necessary organisational structures, accountabilities, policies and procedures. This ICAO document is intended to provide guidance on implementing a Safety Management System; however, in the end, each airline must implement the system that works best in their specific situation—there is no “one-size-fits-all” system. A SMS is a business approach to safety. As with any business plan, goals are set, levels of authority are established, and so on. Ultimately, the SMS should become woven into the fabric of the organisation and become an integral part of its culture.

4.1.1.1 The Three Dimensions of a SMS

A SMS shares commonalities with the Security Management System (SeMS) in that it has three dimensions. Both the SMS and SeMS are:

- **Functional**
  
  A fully functioning SMS must consist of policies and procedures relating to safety. Normally these are contained within company manuals, aligned with industry standards, compliant with regulations and normally fully risk assessed. It would normally make provision for local procedures (at a station) as well as corporate.

- **Organisational**
  
  The corporate organization must be designed to support the SMS in every way and also details roles and responsibilities in respect of safety through all levels of the organization. In an airline the Accountable Manager and the Nominated Post Holder (see section 1.1.1) have key accountabilities in respect of safety.

- **Cultural**
  
  A positive, non-punitive culture is essential to a healthy SMS. This can only be demonstrated through behavior, attitude, self-discipline, pro-activeness and leading by example. Most SMS contain a safety policy, which is normally written and signed by the CEO or the President of the airline.

  No organization is perfect but it will grow stronger and safer if the culture is right. We can learn and improve from what has happened and therefore robust reporting and analysis mechanisms are a crucial part of an SMS.

  The positive culture is also known as a “just culture”, in that the organisation understands that errors are accepted as part of human nature, but where gross negligence, willful violations and destructive acts are not tolerated.

**Key Learning Point**

A positive safety culture is generated by an open and honest reporting system where members of the organisation can feel free to report safety issues without the threat of punitive measures being taken.
4.1.1.2 ICAO’s Four Crucial Elements of a SMS

According to the ICAO SMM and AHM 621, in order to have an effective Safety Management System, the following four elements are crucial:

- Safety policy and objectives
- Safety risk management
- Safety assurance
- Safety promotion

Once the airline has developed a safety policy and created objectives for their safety program, they must continue by implementing procedures to identify hazards, assess the risks related to the hazards, then take the appropriate steps to mitigate these risks. Once risks are mitigated, the airline must follow up by monitoring (control) to ensure confidence that the hazard has been properly addressed. Following up with educational training and consistent safety messaging will add the cultural aspect to the SMS programme.

In terms of responsibilities, the corporate headquarters of an airline develops, manages, and drives the SMS; while the Station Manager implements the policies, nurtures the safety culture of the organisation, works with the quality assurance department to monitor safety, and performs corrective actions to fix safety issues. For each of the four crucial elements of an SMS there are important steps to follow. Figure 4.1.1.2 outlines these steps along with the main responsibilities of an airline’s corporate headquarters and the Station Manager.

![Diagram](image-url)

**Figure 4.1.1.2—An Effective SMS as Outlined by ICAO**
As you can see policies alone are not enough to ensure safety at a station. It is important to remember that policies are implemented in a real-world context. Each site has unique features and hazards that must be recognized and assessed by the Station Manager. Measures must be taken to respond to these hazards and to mitigate any risks for both staff and passengers at the station. Additionally, Station Managers along with the Quality Assurance Department will be responsible for monitoring safety measures and conducting audits.

**Key Learning Point**
Risk Management is an essential part of an effective SMS and can be defined as the processes used to identify hazards, to fully assess the inherent risks associated with these hazards, and to fundamentally mitigate these risks.

### 4.1.2 Risk Management Systems

*Risk management* is one element of a safety management system.

‘Risk management’ is an essential part of an effective SMS and can be defined as the processes used to identify hazards, to fully assess the inherent risks associated with these hazards, and to fundamentally mitigate these risks.

In order to fully understand risk management it is important to know what is meant by the term ‘hazard’. A hazard can be either an object or a situation that may cause harm or damage. In the case of an airline station harm could happen to passengers and airport employees and damage could happen to the airline/airport equipment and facilities.

‘Risk’ applies to both the chance of harm or damage happening, as well as, what the eventual consequence would be.

For example, at an airline facility there could be a small flaw in the design of the cargo warehouse that has the potential of either injuring an employee and/or damaging equipment as it passes by. The risk is then the probability of someone breaking a bone, sustaining a concussion, and/or denting equipment as a result of this hazard. For each hazard there may be multiple risks associated with it.

The risks of harm or damage can be evaluated in a formal ‘risk assessment’ process. At this time, management, safety authorities and officials will estimate, evaluate and ultimately make a value judgment about the following areas:

1. The likelihood of harm or damage
2. The extent to which harm or damage may occur

Based on the risk assessment appropriate measures should be put in place to prevent damage and harm, and corrective actions should be taken. For more details on risk management AHM 621 provides further guidance.
4.1.3 Safety Audits

4.1.3.1 Safety Audits by the Quality Assurance Department

Key Learning Point

The auditing function ensures regulatory compliance and conformance to internal processes and procedures.

The Quality Assurance (QA) department is responsible to conduct multiple internal audits at a Station, some of which are a regulatory requirement. The SMS normally defines the audit schedule, one of which is a Safety audit. The organization is normally set up whereby the QA department is independent from the departments or functions that it is auditing. This allows it to conduct its activities in an unbiased and independent manner, effectively becoming the “conscience” of the company.

Being a significant element of the SMS, audits normally measure a combination of corporate and local procedures to measure compliance and effectiveness. Where non-compliance (or findings) is observed they are presented to the process or contract owner, normally the Station Manager at an airport, for resolution within a specific time frame. Occasionally it is identified that the corporate process is the observed issue, normally in these cases the responsible head office corporate department will resolve.

When a regulator undertakes an audit on an airline, it will normally look at the internal audit findings and assess their effectiveness at closing and appropriately resolving the issue at hand.

In theory, if a Station is being run in line and in compliance with all of the respective regulatory, state, corporate and local procedures very little preparation is required and relatively few findings and observations are likely to occur. However, some observations or findings may not be directly under the control of the Station Manager or straightforward to resolve. For example, a finding relating to a Fuel farm may be directed to a Station Manager because it is physically observed at his station but the owner of the process may be a corporate department. Nevertheless the Station Manager will be required to work with internal stakeholders to achieve a satisfactory resolution.

All corrective action should attempt to completely mitigate the associated risk by preventing reoccurrence.

4.1.3.2 Safety Audits by the Station Manager

The Station Manager can also undertake local audits (or self audits) on all of or specific elements of his operation to measure performance and compliance. This is normally part of a Quality Control (QC) process (Quality Assurance is normally only carried out by the QA department). See also section 5.3.1.4. It may be that the Ground Operations have a well-defined and realistic QC process, which includes a level of reporting and data analysis.

Whether its locally or corporately initiated, detailed analysis will normally identify weaker or problem areas. The audit undertaken by the QA department is normally an annual audit and can only be considered as a snapshot in time whereas QC activity undertaken locally can help provide a daily, weekly, monthly etc. view of the Station. Whatever the frequency, QC can complement annual audits and be used as a highly effective tool to mitigate risk.
Key Learning Point

Front-line operational personnel are often in the best position to observe and identify hazards and conditions that have the potential to lead to accidents or serious incidents. However, staff may be apprehensive about reporting due to fear of disciplinary action.

4.1.4 Safety Reporting

4.1.4.1 Safety Reporting Policy

Front-line operational personnel are often in the best position to observe and identify hazards and conditions that have the potential to lead to accidents or serious incidents. However, staff may be apprehensive about reporting due to fear of disciplinary action.

An effective policy will encourage and perhaps even provide incentive for individuals to report hazards and operational deficiencies to management. It also will assure personnel that their candid input is highly desired and is vital to safe and secure operations.

To ensure continuing relevance, the corporate policy should be reviewed for possible update a minimum of every two years.

Safety is an airline’s, and Station Manager’s, most important commitment. To ensure this commitment, it is imperative that there is uninhibited reporting of hazards and occurrences that may compromise the health, safety and property of the airline, its employees and customers. Each employee must accept the responsibility to communicate, through the appropriate means, any information that may affect the integrity of a station’s safety.

To foster this commitment, all stakeholders, including airport authority, ground handlers pledge the following:

- Confidentiality
  
  The identity, or information revealing the identity, of any employee who reports a hazard or occurrence to a Safety Person, will not be disclosed unless agreed to by the employee, or required by law.

- No Discipline
  
  No company disciplinary action, or reprisal, will be taken against any employee who reports a hazard or occurrence that affects safety.

This policy does not apply to unlawful acts, gross negligence or willful infractions.

4.1.4.2 Airside Safety Investigation and Reporting

In accordance with AHM 652–Recommendations for Airside Safety Investigations, the airline should have standard operating procedures (SOPs) for the investigation of airside incidents/accidents to ensure that the investigation is carried out in a logical manner.

Moreover, AHM 653–Human Factors in Airside Safety Investigations, aims to determine the human factor element, which is of key importance to the investigation process.
The reason is simple. Humans play a central role in apron activities. They do a variety of jobs necessary for safe and efficient airside operations. Occasionally however, a worker does not, or is not able to, do his/her job correctly or in the required time. These human failures can result in a number of unwanted consequences, such as personal injury, aircraft damage, equipment damage or flight delays.

**Key Learning Point**

The ultimate purpose of an airside safety investigation is to obtain all relevant information pertaining to the incident/accident, analyse it, and based on the findings, identify the root causes.

The ultimate purpose of an airside safety investigation is to obtain all relevant information pertaining to the incident/accident, analyse it, and based on the findings, identify the root causes. This leads to the implementation of corrective actions through the development of safety recommendations, which will prevent reoccurrence. The results from any investigations are communicated to the customer airline(s) and other entities, as applicable.

Finally, a process is established to ensure that airside incident/accidents reports are retained and submitted in accordance with the requirements of the customer airline(s) and relevant authorities. More information about airside safety investigations and reporting is available in AHM 652, 653, 640 & 650, as well as, the ISAGO Standards Manual - Station Management and Control (auditing standards).

### 4.1.5 Safety Meetings

**Key Learning Point**

The Station Safety Meeting is an informative platform where all personnel attend and active participation is strongly encouraged.

One way a Station Manager may foster a culture of safety within his station is to share topical and operational information with his staff. The Station Safety Meeting is an informative platform where all personnel attend and active participation is strongly encouraged. Information regarding the station's safety performance, follow-up on hazards that have been identified and addressed, and any new safety-related procedures or concerns are crucial topics that should be covered in each meeting. Additionally, topical information may be shared such with employees as information on ergonomics, healthy “best practices” and other safety related items during these meetings. While the best meetings are structured in nature - with an agenda of topics pre-determined - it may be of great benefit to allow employees the additional opportunity to address any safety concerns they have during this meeting. Open communication between management and staff that is addressed with a mutual desire to provide a safe work environment for all is key to the Safety Meeting. Normally other staff, such as those from GSP and Airport Authority are also invited to attend and provide input.

The minutes from the Station’s Safety Meetings should be retained to provide the Station Manager with a record to present during internal Safety Audits. Additionally, a review of Safety Meeting notes may assist the Station Manager when performing an annual review of his station’s overall performance.
Key Learning Point

All personnel of the airline, from the accountable executive, to managers, supervisors down to the front-line employee should complete safety-related training.

4.1.6 Safety Training Requirements

All personnel require safety training. Safety training is conducted to ensure that personnel are competent to perform their duties in a safe manner. Training should be given as part of the employee’s initial on-boarding and then, as recurrent training (as specified by the airline’s internal policy). All personnel of the airline, from the accountable executive, to managers, supervisors down to the front-line employee should complete safety-related training.

Safety-related training will instruct the employee on the safety policy of the airline, what the safety roles within the airline are and where their role fits into the organizational structure. Additional topics teach employees on hazard identification and reporting.

At the supervisory and managerial levels, the training may be expanded to include risk assessment and mitigation procedures, safety assurance as well as training on how to utilize the airline’s safety reporting system.

Some of the additional functional areas in which safety training should be provided to station personnel are:

- Airside Safety
- Driving to the Airside
- Operating GSE
- Accessing aircraft doors
- Operating a passenger boarding bridge
- Coordinating the aircraft turnaround

However, as the scope of airside personnel training is much greater, AHM 611 provides guidelines of factors that should be considered in establishing the responsibilities, proficiency and qualifications of personnel operating at the airside, and defines the requirements for airside training programmes.

4.1.7 Unit Summary

In this unit, you learned the function and components of a Safety Management system and the need for a Risk Management System within it. You also learned that there are several types of audits conducted at a Station. Additionally, you should now be able to also describe the purposes and processes of safety reporting, meetings, and training.
Apply Your Learning

As you learned one of the main roles of the Station Manager in safety is to promote a safety culture at his station. A Station Manager may do this through leading by example, training, and rewarding performance. In this activity you will assess the safety culture of a station based on the results of a Safety Audit and devise ways to improve the safety culture at a station.

Step 1: Read the Safety Audit notes below from the Quality Assurance Department.

- Three ramp employees on the evening shift were observed working without the reflective safety vests.
- While the station has a dedicated bulletin board for safety, the most recent posting was six months old.
- The records that were available on the performance of pre-operational checks on GSE were incomplete and filed haphazardly.
- The station’s safety equipment, particularly, chocks used for both GSE and aircraft gears were worn.
- Station employees interviewed were unable to describe the airline’s policy and procedures on open reporting.
- The “self audits” completed by the Station Manager and his staff did not notice any of these concerns prior to the Quality Assurance Department audit.

Step 2: Identify the problem areas at the station.

Step 3: Propose measures that could be taken to improve performance and to better promote a safety culture in this particular situation.

Study Check 4.1

1. Place a check in the True or False box beside the following statements.

   | TRUE | FALSE |
---|------|-------|
Audit checklists are designed to capture both State regulatory requirements, as well as, conformance to internal processes and procedures. |      |       |
Front-line operational personnel are often in the worst position to observe and identify hazards and conditions that have the potential to lead to accidents or serious incidents. |      |       |
One way a Station Manager may foster a culture of safety within his station is to share topical and operational information with his staff. |      |       |
Training should be given as part of the employee’s initial on-boarding and then, as recurrent training (as specified by the airline’s internal policy). |      |       |
The three dimensions of an SMS are function, operation, and culture. |      |       |
2. Complete the sentence: ____________ applies to both the chance of harm or damage happening, as well as, what the eventual consequence would be.
   (a) Risk Management
   (b) A hazard
   (c) Risk
   (d) Risk Assessment

3. Training and communication safety issues fall under which element in ICAO’s Four Crucial Elements of a SMS?
   (a) Safety Policies and Objectives
   (b) Risk Management
   (c) Safety Assurance
   (d) Safety Promotion

4. For which positions is it necessary to provide safety training on topics such as risk assessment, mitigation procedures and safety assurance?
   (a) Ticket counter staff
   (b) Baggage handling staff
   (c) Human resources staff
   (d) Station supervisory staff

5. What is the main step that a station manager should take when responding to safety deficiencies identified in the auditing process?
   (a) He should take corrective actions to improve the situation.
   (b) He should delegate his corrective actions to the quality assurance team.
   (c) He should perform another audit to confirm the results of the initial audit.
   (d) He should make staffing changes to mitigate risks and prevent harm to employees.
4.2 IATA's Role in Safety

- List the points covered in IATA's Six-Point Safety Programme
- Describe IOSA and ISAGO outlined in IATA's Six-Point Safety Programme
- Define what is meant by an Audit Pool
- Describe the purpose of the IGOM and IATA's Safety Report

4.2.0 Unit Overview

As you learned in the previous unit, auditing, reporting, and continuous improvement are an important part of an airline safety management practices and systems. IATA has developed a number of resources to aid airlines in these and other important areas related to safety management, in order to honor its commitment to being a leader in the global effort to enhance airport safety.

This unit will provided details on:

- IATA's Six Point Safety Programme
- IATA's Operational Safety Audit (IOSA)
- IATA's Safety Audit for Ground Operations (ISAGO)
- IATA's Ground Operations Manual (IGOM)
- IATA's Safety Report

Key Learning Point

IATA's Six-Point Safety Programme involves both a strategic and comprehensive approach to airport safety and it has been designed in an attempt to improve the quality of airport safety internationally.

4.2.1 IATA's Six-Point Safety Programme

IATA's Six-Point Safety Programme involves both a strategic and comprehensive approach to airport safety and it has been designed in an attempt to improve the quality of airport safety internationally. Within IATA's Six-Point Safety Programme are details on SMSs and guidelines on their implementation and maintenance.

The Six points covered in the programme are as follows:

- Safety Management Systems
- Auditing
- Infrastructure Safety
- Safety Data Management and Analysis
- Operations
- Engineering and Maintenance
4.2.1.1 Auditing in IATA’s Six Point Safety Programme

IATA’s Operational Safety Audit (IOSA)
Under the Auditing point of IATA’s Six-Point Safety Programme is IATA’s Operational Safety Audit (IOSA) which is intended to provide airline operators with an overall evaluation of operational management and control systems.

Key Learning Point
IOSA and ISAGO are sister programmes falling under the auditing section of IATA’s Six Point Safety Programme.

IATA’s Safety Audit for Ground Operations (ISAGO)
A sister programme to IOSA, is IATA’s Safety Audit for Ground Operations (ISAGO). This audit programme is designed specifically for the operations that take place at the station and cargo facilities. ISAGO is intended to bring great improvement in safety and efficiency for ground operations. The primary aim of the programme is to reduce aircraft damage and personal injuries in the ground environment while driving down the number of duplicate audits.

ISAGO is a compilation of operational audit standards as found in the IATA Airport Handling Manual (AHM), the IATA Ground Operations Manual (IGOM) and other IATA publications applicable to all GSPs worldwide, coupled with uniform sets of standards tailored to the specific activities of any ground handler. In the programme, audits are conducted at both corporate and station levels of GSPs, mainly using existing airline audit resources managed though an Audit Pool. An Audit Pool involves the sharing of auditing reports across airlines as a means to cut costs and improve safety.

Key Learning Point
An Audit Pool involves the sharing of auditing reports across airlines as a means to cut costs and improve safety.

Given that the Audit Pool reduces costs and provides valuable access to resources and data, GSPs who have demonstrated conformity to ISAGO standards will be the preferred candidate for airlines wishing to outsource their ground operations function(s).

4.2.2 IATA’s Ground Operations Manual (IGOM)
The data collected based on the IOSA and the ISAGO audit pools, provides a unique opportunity to learn from issues from the past. This information is combined with various resources and analysed. The result is a number of valuable statistics on aircraft ground damages, accidents and incidents and other identified areas of concern within the industry. The analysis from these areas helps to provide IATA with the information necessary to introduce new programmes, written guidance manuals and industry working groups that will be beneficial to the aviation industry.
Key Learning Point

IATA’s AHM provides details on what safety procedures to implement and IATA’s new IGOM provides details on how to implement safety procedures.

One of the new resources available to airlines and GSPs is the IATA Ground Operation Manual (IGOM). The IGOM is comprised of standardised ground handling procedures essential to providing safe airline ground operations. The main purpose of the IGOM is to offer a how-to list of standardised procedures that can then be audited through the ISAGO. The IGOM also supports IATA’s AHM. IATA’s AHM provides more information on what needs to be done in terms of safety, rather than providing step-by-step procedures, which the IGOM aims to do.

Did You Know?

The first edition of the IGOM was released in April 2012 after two years of development by the IGOM task force. The task force included a cross-section of airlines, aviation manufacturers and ground service providers.

The IGOM can aid GSPs in moving towards standardised practices that ultimately attempt to harmonize and streamline their procedures. There are many demonstrated benefits in moving towards standardised practices:

- Fewer injuries
- Reduction in aircraft damages
- Increased safety
- Reduction in costs
- Improved turnaround times

In 2015, IGOM is in its 4th edition and there are 85 IATA Member Airlines that have completed IGOM implementation (partial) or have completed their gap analysis for immediate implementation.

Key Learning Point

The main purpose of IATA’s Safety Report is to provide airlines with incident and accident prevention strategies and in turn to enhance safety across the air transport industry.

4.2.3 IATA’s Safety Report

Additional data on safety is available in IATA’s Safety Report. The main purpose of IATA’s Safety Report is to provide airlines with incident and accident prevention strategies and in turn to enhance safety across the air transport industry. 51st edition IATA’s Safety Report highlights a number of important facts:

- From 2010–2014 (5 year statistics) Ground damage which accounted for 12% of the aircraft accidents.
- IATA’s Safety Report can be downloaded from IATA website www.iata.org/publications/Pages/safety_report.aspx
• Issues such as ground vehicles failing to give right of way to moving aircraft, movable stands, carts and other equipment being placed incorrectly continue to affect safety on the ground.

• 25% of all ground damage accidents are related to an aircraft malfunction, of these 71% involved fire or smoke.

• Ground damage events accounted for 7% of all 2014 accidents.

• With a quarter (25%) of ground damage accidents cited ground events, such as errors by ground handling personnel as contributing factors (e.g. improper ground support), communication errors between the flight and the ground crew.

• Ground crew errors, such as incorrect cargo loading, contributed to 7% of cargo aircraft accidents. However, none of these cases resulted in a loss of control of the aircraft.

• Single-man pushback operations have become more common within the industry. A correlation has been noted between this type of operation and cases resulting in damage to aircraft.

• The lack of standardisation can contribute to ground handling errors that result in damage to aircraft.

• Despite the high number of accidents reported, much of the ground damage that occurs in the industry remains unreported.

IATA has developed a Ground Damage Database (GDBD) to collect and analyse ground damage reports received from participating ground service providers and airlines. The information collected allows IATA to perform a global baseline of ground damages and provide identified areas of focus for the ISAGO and IGOM programmes.

4.2.4 Unit Summary

In this unit you learned that IATA offers a number of resources for Airlines and GSPs to manage safety. IATA’s provides a systematic approach to airport safety in its Six Point Programme, where IOSA and ISAGO audits, and audit pools help airlines to standardise and cut auditing costs. Additionally, you learned that IATA collects data and uses this data to produce its IGOM and Safety Report.
Study Check 4.2

1. Place a check in the True or False box beside the following statements.
   
   Safety Management Systems are a point under IATA's Six Point Safety Programme. □ ✔
   IOSA is designed specifically for the operations that take place at the station and cargo facilities. □ ✔
   The IGOM provides a how-to guide for GSPs implementing safety procedures. □ ✔

   Please circle the appropriate answer.

2. What is the definition of an ‘audit pool’?
   
   (a) the sharing of auditing reports across airlines as a means to cut costs and improve safety
   (b) the benchmarking or auditing data to gain a competitive advantage and improve safety
   (c) the collecting of infractions across multiple airlines to use in litigation suits
   (d) the sale of data concerning multiple audits across the world to improve profits

3. Recently, at your station you have been experiencing a number of injuries, damages to aircrafts, and high costs in implementing safety measures including audits. Your GSP conducts its own audits and has its own systems and procedures for doing things. What of the following measures will most likely improve your station's performance?
   
   (a) Try a new GSP
   (b) Review IATA's Safety Report
   (c) Perform an IOSA
   (d) Implement a strategic approach to safety
4.3 Airside Safety Awareness

- Describe the characteristics of safety awareness
- Identify threats to airside safety
- List common causes of ramp accidents
- Define the measures and equipment required to protect your own personal safety
- Employ the four basic management skills when preparing for a safety observation at a station

4.3.0 Unit Overview

This unit will introduce you to the many aspects of safety, and safety awareness, so critical to working at a station. You will explore the relationship of safety programmes with respect to ground operations, airport design, and basic health and safety needs for all station personnel.

Key Learning Point

The Station Manager has a particular responsibility to develop and encourage a culture of safety awareness among his staff. It is important for him to realise the significance of his leadership with regard to safety matters.

4.3.1 Defining Safety Awareness

The dictionary definition of an accident is ‘an event that happens by chance, without any deliberate intention’. Safety cannot be left to chance. It is too important to the reputation of the airline and the station, staff morale, station running costs and, most importantly, to the health and well-being of customers and staff.

It is the responsibility of all employees, both staff and management alike, to ensure that extremely high standards of safety are maintained at all times (i.e. passenger, personnel, aircraft and equipment safety).
The Station Manager has a particular responsibility to develop and encourage a culture of safety awareness among his staff. It is important for him to realise the significance of his leadership with regard to safety matters. It is up to the Station Manager to set the tone; leading by example and attitude with regard to safety. If he is seen to be very relaxed or unconcerned about safety matters, his employees will probably take the same approach. Bad safety habits can develop because, quite simply, they are the easiest option.

**Key Learning Point**

Aircraft operations can be threatened by a number of factors, including pavement conditions, obstacles around the airport or on the runway, damaged ground facilities, presence of debris, nearby wildlife activity, and even ground service activity in the vicinity.

### 4.3.2 Threats to Airside Safety

The airside is the most complex area in the airport. The safety of all persons with respect to aircraft operations is of primary concern. Aircraft operations can be threatened by a number of factors, including:

- People who work around the aircraft who operate the GSE.
- Condition of pavement (tarmac) including runways, taxiways, and aprons, due to the presence of standing water, snow, ice, and rubber deposit.
- Obstacles around the airport, including temporary obstacles caused by construction.
- Although not within the responsibility of the Station Manager, broken or damaged ground facilities, such as approach lights, signs, and faded markings on the runways, taxiways and aprons.
- Presence of debris on the runways, taxiways and aprons.
- Bird or other wildlife activity on and near the airport.
- Ground Service Equipment at the airport which is not operated according to the provisions of AHM 630, or is not in proper working condition, which might cause damage if the operator chooses to use it.

While servicing airplanes between flights, operators of most ground equipment must operate in close proximity to the fuselage and wings. Occasionally the aircraft gets bumped or damaged by ground service equipment, most frequently by the passenger boarding bridge, catering trucks, and loading equipment.

**Key Learning Point**

Specific hazards for employees working airside include movements from aircraft, vehicles and pedestrians, as well as those related to the aircraft engines, protrusions and fuel spills. Other hazards include those related to working at night, at heights, and during adverse weather conditions.

Many airlines report that a significant amount of aircraft damage, in some cases up to 70% is largely found damage - this means that staff are not always reporting damage they have perpetrated. Although there are reasons for this, it is clear that much of it is a cultural issue that needs addressing.

Damage to the aircraft may be in the form of simple scratches in the paint or small dents in the skin. However, because aircraft structures (including the
outer skin) play such a critical role in the safe operation of a flight, all such damage is inspected, measured and possibly tested to ensure that any damage is within safe tolerances.

On most aircraft damage is normally obvious and very noticeable. However, the new generation of aircraft such as the Boeing 787 and Airbus A350 pose different problems in this respect. Due to their composite airframes, any damage sustained may not be obvious, therefore may go unreported. It is essential that staff are aware of this as reporting in these cases will be the prime notification process. This is where the “just culture” principle plays an even more important part.

There are also numerous hazards that may pose a risk to employees working airside. These include the following:

- Vehicle movements, including Ground Service Equipment
- Pedestrian movements (e.g., passengers during boarding/de-planing on the tarmac and normal foot traffic from employees)
- Aircraft movements
- Jet engines
- Propeller engines and helicopters
- Aircraft antennae and other protrusions (e.g., low aircraft wing tips)
- Aircraft fuelling and fuel spills
- Adverse weather and low visibility conditions (e.g., storms, fog, high winds, dust, snow and ice).
- Night operations
- Working at a height (B747 and A380 doors)
- Slips (oils), trips (towbars and drawbars) and falls.

As we learned earlier, being able to recognizing hazards and identify the potential risk or harm is essential to the well being of station personnel.

### 4.3.3 Accidents on the Ramp

As you know from previous units, aircraft handling requires numerous and sometimes complex operational activities. It is concerned with the business of transportation and involves:

- preparing the aircraft for flight
- preparing the load for putting on board an aircraft
- boarding passengers
- loading and unloading

The tasks listed above require employees to exercise their communication skills and physical skills - moving, loading, checking. All of these activities have a level of risk attached to them, and are carried out by humans. In turn, you should note that 85% of all accidents are caused by human error.
4.3.3.1 Common Types of Ramp Accidents

As a Station Manager, you should be aware that the accidents which occur on the ramp can be grouped under four main headings:

1) Accidents to Passengers

Responsibility for passenger care and safety does not end at the check-in desk and restart on the aircraft. Passengers are also vulnerable as they make their way to and from the terminal building, whether they are walking or on motorised transport.

Did You Know?

A large jet-engined aircraft can produce winds of up to 100 mph (160 km/h) up to 200 feet (60 m) behind it at 40% maximum rated power. Jet blast can be a hazard to people or other unsecured objects behind the aircraft, and is capable of flattening buildings and destroying vehicles.

2) Accidents to Personnel

For all ramp personnel, any accident which occurs on the ramp carries with it the risk of personal injury. These injuries can vary from the very slight to the serious, and even fatal. Depending on their severity, injuries can result in a loss of physical mobility, loss of earnings and/or hardship and grief to the injured person’s family. Even relatively slight injuries can cost company time, money and inconvenience. By being safety-conscious, staff protect, not only themselves, but they also help to protect their job and the safety and jobs of their colleagues.

3) Damage to Aircraft

In a modern aircraft, even minor damage may severely affect the safe operation of a flight. In order to ensure the safety of passengers and crew, it is essential that any damage be immediately reported to a supervisor. This applies to any damage, no matter how minor and no matter who caused it.

4) Damage to Ground Equipment and Vehicles

All ramp staff have a responsibility to follow correct driving and operating procedures at all times. In order to ensure that all equipment and vehicles are safe to operate, it is also necessary to report damage and/or faults as soon as they are noticed. This information should be passed on to the supervisor immediately.

Key Learning Point

Habit, Haste, and “the other person” are the main reasons for ramp accidents.

4.3.3.2 Common Causes of Ramp Accidents

The three most common causes of accidents on the ramp are:

1) Habit and Accepted Culture

To get used to danger means to become ‘immune’ to it, i.e. to unconsciously overlook it. Habit results in staff who are indifferent and careless. Ramp equipment staff must always be careful, even if they have never had an accident on the ramp.
2) Haste

Speed is often of the essence when working on the ramp, but hastiness is dangerous. Hasty movement impairs (i.e. negatively affects) concentration and control, placing the ramp driver and his colleagues in danger. Staff must try to work calmly at all times.

3) The Other Person

Even when ramp equipment staff are observing safety rules while carrying out their duties, they must always remember to be aware that other people may not be observing safety rules.

All ramp personnel should remember the following three pieces of advice:

- Don't be the victim of someone else's carelessness.
- Stay alert and stay safe
- Always follow procedure (regardless of whether you agree with it or not)

Key Learning Point

Many airports are in congested areas, where it can be difficult to meet newer safety standards that may call for wider and longer runways.

4.3.4 Airport Design and Safety Responsibility

Airport design and location can have a big impact on airport safety, especially since some airports were originally built for aircraft of certain size and weight. Newer standards for airport design call for wider and longer runways to accommodate larger aircraft. Many airports, however, are in congested areas, where it can be difficult to meet these new standards.

Larger airports may then be constructed further away to accommodate the needs of international and long haul flights using larger aircraft and incorporating the newer safety standards and equipment.

The airport’s responsibility in safety falls under the areas below:

- Field & buildings maintenance
- Surface conditions
- Provision of signage
- Designated walkways
- Aircraft gates
- Vehicle operating procedures
- Control Passenger Access
- Direct passengers on apron
- Park aircraft safely
- Maneuver equipment safely
- Ensure adherence to regulations
4.3.5 Personal Health and Safety at the Airside

Each and every employee bears some responsibility in ensuring their personal health and safety on the job, including the Station Manager. That being said, the Station Manager also has a broader managerial role in station safety and supplying his employees with the training and personal protective equipment (PPE) to know how to properly perform their job tasks. The Station Manager will, therefore, oversee the training of all staff on the tools and equipment they use in the airside environment and monitor his employees compliance to his station’s safety standards.

Below is a list of general topics on Personal Health and Safety that all employees should receive at a station:

- Recognising the consequences of not following the rules.
- Recognising hazards (e.g., smoking on the ramp) and minimising risks.
- Identifying main causes of accidents (e.g., standing on baggage belts or allowing passengers to walk unescorted on the ramp area).
- Identifying possible dangers such as damaged wiring, sharp edges, and wet floors.
- Reporting incidents, injuries, aircraft damage and spillages and fires.
- Using safety procedures when using electronic equipment.
- Lifting and carrying heavy items in a safe manner.

4.3.6 Personal Protective Equipment (PPE) on the Ramp

Personal Protective Equipment (PPE) is an important part of personal health and safety. All personnel, including managers and supervisory staff must wear PPE when going on to the ramp. The Station Manager should promote and monitor these practices. Some positions may require additional PPE to meet safety standards such as face shields or cold weather gear. Below is a description of PPE that all staff on the ramp should wear:

- A high visibility vest, so ramp agents can be seen
- Sturdy footwear with steel or Kevlar toecaps, if possible
- Ear protection to protect hearing which could be damaged by aircraft noise
- Gloves, to protect hands
- Sunglasses (Polaroid sunglasses are invaluable for driving on the ramp). Airfields are large, open spaces and can create difficulties seeing properly in sun, snow, or even after heavy rain when the ramp markings “disappear” under a film of water.
• Knee pads, for when it is necessary for staff to work on their knees for long periods, such as when loading in the holds of aircraft.

Figure 4.3.6—Personal Protective Equipment

Of course the equipment alone is not enough to prevent injury. Below are more detailed instructions on each of these pieces of PPE that should be communicated to station staff both in person and through training:

**Working Uniforms**
- Working uniforms are designed with the employee's safety and comfort in mind, but they also help to protect staff from accidents.
- Always ensure that any loose clothing (e.g. ties and scarves), is kept away from the moving parts of mechanical equipment.
- Beware of ragged and torn overalls; they can be responsible for dragging the wearer into a piece of working equipment.
- Ensure that safety vests are highly visible in all conditions, particularly in low light or poor visibility.

**Working Shoes**
- Ramp Agents should wear safety shoes when at work, to protect their feet from possible injury.
- Working shoes should have no nails or iron plates, as these may cause sparks which could start a fire.

**Hearing Protection**
- The noise level of aircraft engines, APUs (Auxiliary Power Units) and air-start units can cause permanent damage to hearing. This means that when working on the ramp, staff must always wear ear protection (i.e. ear defenders and/or earplugs).

**Hand Protection**
- Ramp Agents should always wear industrial gloves to protect hands from damage when handling cargo or operating handling equipment.
- The wearing of rings and bracelets should be done with caution as they may become caught in a piece of equipment.

**4.3.7 Correct Lifting Technique**
Every year accidents due to incorrect lifting cost airlines revenues and lead to career and life-altering injuries for employees. Incorrect technique can lead to serious muscular skeletal disorders resulting short and longer-term damage, severe pain and time off of work.
Many employers now provide manual handling training, many of which make it a mandatory requirement. Incorrect lifting technique can affect ramp workers, baggage handlers and check-in agents to name a few.

It is the Station Manager’s responsibility to enforce regulations related to correct lifting techniques. Below are some general guidelines that a Station Manager should be aware of when instructing his staff on proper lifting techniques:

### Lifting Guidelines for Personnel

- Access the weight to be lifted by gently pushing it. Attempt to identify the weight by checking baggage tags or cargo manifests. Never attempt to lift heavy items alone.
- If you are pregnant or have a health condition that you feel prevents you from lifting, speak to your supervisor.
- Before you lift, ensure the floor is clear of any rubbish or tripping hazards.
- Do not twist your back. This can happen for example, if you are trying to lift something from a baggage scale while seated at a check-in desk.

**Key Learning Point**

When lifting heavy items it is important to follow proper lifting procedures, including not twisting your back.

### Figure 4.3.7b—Do Not Twist Your Back When Lifting

- When lifting heavy objects, lift together, with a partner, as a team.
- Always use proper manual handling techniques.
• Assess each item for weight and load distribution.
• Plan every lift.
• Bend and lift at the knees.
• Always work at your safe speed.

### 4.3.8 Human Factors in Airside Safety

Previously, we listed the physical hazards that may pose a risk to the safety of aircraft and your personnel working on the ramp. Sometimes, however, people simply make errors, and this is what is referred to as the “human factor” element in safety.

Individuals can make poor decisions in times of great stress. They may disregard the rules, or fail to comply with them for a variety of reasons—mistakes, fatigue, confusion, or inattention, to name a few. These can cause crucial errors in judgement, leading to potential safety problems.

The scientific study of these types of errors is referred to as “human factors” and addresses how people interact with procedures, operating controls, tools and other products. Human factors errors can result from any of the following:

• Motivation and attitude issues (e.g., “That will do” or “It’s not my job”)
• Certain human behaviour traits (e.g., impatience, anger, skipping safety procedures to “save time”)
• Poor communication skills (e.g., using imprecise language)
• Stress
• The effects of drugs and alcohol
• Fatigue
• Time pressures (e.g., turnarounds are always “against the clock”)
• Peer pressures (e.g., the temptation to do as your colleagues do, even when you know or think it is wrong)
• Management pressures (e.g., inexperienced or poor management may try to “cut corners”)

You can do your part in reducing such errors at your station by:

1. Being aware of human factors errors in your own and your staff’s behaviour.
2. Developing “situational awareness”, which is a person’s state of knowledge or mental perception of the situation around him or her.
3. Promoting teamwork in your work groups, so that team members can watch out for each other.

### 4.3.9 Unit Summary

In this unit, you were provided with the information that allows you to describe the characteristics of safety awareness, identify threats to airside safety, and list common causes of ramp accidents. With respect to a subject that is likely to be close to your heart, you also learned what measures and equipment are necessary for you to protect your own personal safety and that of your staff.
Apply Your Learning

A Station Manager regularly conducts operational safety observations throughout his station. This is done to ensure compliance but also to assess the safety culture and general safety awareness around his station's facilities. Without thoroughly applying the four basic management skills in this process, it is likely that the Station Manager will not make the most of these observations. This could in turn lead to major incidents and accidents. In this activity you will employ the four basic management skills to the task of conducting a safety observation on proper lifting techniques.

Step One
(Plan):
What items should be included on a safety observational checklist for proper lifting and how should they be measured?

Step Two
(Organise):
What resources will you need to conduct the safety observational checklist and what communication will need to take place before and after the observation?

Step Three
(Lead):
How can a Station Manager act as a leader in proper lifting compliance and promote a safety culture in this area?

Step Four
(Control):
What controls would you put in place to ensure that the observations were on time and that any hazards identified in the process were followed up on?

Step Five:
Why would record keeping in this instance be important?

Study Check 4.3

1. Place a check in the True or False box beside the following statements.

<table>
<thead>
<tr>
<th>TRUE</th>
<th>FALSE</th>
</tr>
</thead>
<tbody>
<tr>
<td>The three most common causes of accidents on the ramp are habit, haste and lack of knowledge.</td>
<td>[ ]</td>
</tr>
<tr>
<td>Many airports are in congested areas, where it can be difficult to meet newer safety standards that may call for wider and longer runways.</td>
<td>[ ]</td>
</tr>
<tr>
<td>Damage to the outer skin of an aeroplane is considered of minimal importance.</td>
<td>[ ]</td>
</tr>
</tbody>
</table>

2. Individuals can make poor decisions in times of great stress. Which of the following terms best represents this statement?
   (a) The human factor
   (b) The human way
   (c) Staff negligence
   (d) Staff liability

3. In addition to a safety vest, ear protection, safety boots, gloves, and knee pads, what should all employees wear on the ramp?
   (a) A watch
   (b) A radio
   (c) A helmet
   (d) A pair of sunglasses
4. You are attempting to reduce human error at your station. You have identified human factor errors in your staff’s behaviour and your staff have begun to develop a greater sense of situational awareness. What else should you do?

(a) Promote teamwork in your work groups
(b) Promote your progress and hard work
(c) Provide bonuses to staff who avoid human error
(d) Provide days off to staff who avoid human error

5. You have implemented a plan to reduce rates of accidents on the ramp. You have studied accidents involving passengers and personnel. You have also studied damages to aircraft. What else should you study to reduce rates of the most common accidents on the ramp?

(a) Damages to PPEs
(b) Damage to ground equipment and vehicles
(c) Injuries to visitors
(d) Injuries to pets
4.4 Ground Operations Safety

- Describe the safety precautions to be taken with Ground Service Equipment.
- Describe the dangers of driving near aircraft and related precautions.
- Describe specific risks to safety on and around aircraft and related precautions.
- Describe the risks of servicing under adverse weather conditions (high winds, thunderstorms, ice, sand storms) and related precautions.
- Describe safety precautions to take during aircraft refueling.
- Identify the weather conditions in your area that pose the greatest risk and devise ways to ensure that adverse weather condition policies are followed at your station.

4.4.0 Unit Overview

We will begin this unit by reviewing the safety precautions to be taken with Ground Service Equipment. We will then present the basic precautions that can be taken in relation to a variety of other threats to airport ramp safety, including those directly related to arriving aircraft and adverse weather consequences. We will then conclude with the precautions to be taken during aircraft refueling.

As a Station Manager you must ensure that staff who have access to the ramp or work in the airside take the precautions mentioned in this unit.

4.4.1 Safety Inspections for Operating Ground Service Equipment

Before any Ground Service Equipment (GSE) is used, it must be inspected prior to being utilised in ground operations. Station Managers must develop a process to ensure pre-operational checks are completed. This requires assigning the task of performing the checks to either supervision, maintenance or the driver. In any case, the checks must be documented and records maintained.

Pre-movement inspections of GSE validates that the equipment is safe to put into operation. If the GSE is found to be non-operatable or unsafe, it must be reported and tagged out of service following the airline’s procedures.

The Station Manager should ensure that an effective local system is in place that prevents re-entry into service of equipment that has not been adequately repaired.

Foreign Object Damage (FOD) is a serious threat to the safety of personnel, aircraft, equipment or property. The acronym “FOD” can sometimes be confusing as it covers both the damage and the object causing the damage:

- “Foreign Object Debris” is any litter or debris on the ramp that can cause damage to the aircraft, equipment or injury to personnel.
- “Foreign Object Damage” is any damage caused to the aircraft, aircraft engines or components caused by foreign object debris.
- To makes matter more confusing, “foreign object debris” can result in “foreign object damage.”
AHM 635 - Foreign Object Damage (FOD) Prevention Program, can assist the airline in creating a FOD prevention culture by encouraging workers to exercise constant vigilance.

Staff driving a vehicle, should make sure they are trained! They must be familiar with all airside driving regulations, and follow them while they are in charge of ground service equipment.

Key Learning Point

Aircraft have specific danger areas that represent significant threats, particularly around the intake and the exhaust.

4.4.1.1 Pre-Operational GSE Safety Checklist

According to the IGOM Basic Operating Requirements for Ground Service Operators (GSO) it is important to check all GSE involved in aircraft handling at the start of a shift (at least once per day). A “walkaround” should be performed to assess the condition of the GSE.

The use of a checklist during the pre-operational check ensures that the operator assesses all areas of the GSE and that no areas are forgotten or omitted. Items that a Station Manager could incorporate into his station’s pre-operation checklist are:

- Check the vehicle starts and runs properly.
- Remove F.O.D. (Foreign Object Debris), which is any litter or debris on the ramp that could be sucked into an aircraft engine and cause damage. Place in an FOD bin.
- Check lights, indicators, anti-collision beacon.
- Check tire pressure and wear.
- Check window wipers.
- Check rear view mirrors are not damaged and are set so you can see them.
- Check for any damage.
- Check that a suitable and certified fire extinguisher is fitted.
- Check the boom goes up and down.
- Check the conveyor operates forward and backwards properly.
- Check the Hand/Side rails are in position and operative.
- As you pull away, check the brakes are working properly.

Did You Know?

The fact that few serious jet blast incidents and accidents occur during millions of ground operations annually is a tribute to the training and professionalism of air carrier flight and ground crews, and to the continual care they exercise in ground operations.
4.4.2 Safety Precautions When Working Around Aircraft

Special care needs to be taken when operating GSE and boarding bridges during the arrival of aircraft, procedures must be in place to ensure safety for all personnel during this operationally critical time. Again, the procedures in the IGOM, provide clear direction that no GSE or boarding bridges may be moved towards the aircraft until:

- the aircraft has come to a complete stop
- the aircraft engines have been switched off and are spooling down
- the anti-collision lights are switched off
- the wheels are chocked
- communication has been established between Ground/Flight Crew

The observation of this procedure should be included in the safety observations performed and monitored by the Station Manager and his supervisory staff.

Another safety precaution that staff must be made aware of is the danger represented from jet blast. Knowing the danger areas that cone outward from the behind the aircraft’s engines is crucial. For example, the danger area for a B737 extends approximately 300 feet behind the aircraft and spans 250 feet across as shown in the figure below (see figure below). A jet blast can blow people and vehicles away and can be fatal. Also be aware of the high temperatures that exist in the jet blast zone.

![Figure 4.4.2a—Danger Areas of an Arriving Aircraft](image)

**Key Learning Point**

Opening aircraft doors from the outside represents a risk as the escape chute may still be armed.

- Keep well away from propellers and be especially careful in poor light conditions. The danger behind the propeller is known as “prop wash” and is similar to jet blast and will cause injury to anyone standing or cause damage to any vehicle too close. No person must ever walk through the arc of a propeller when the engines are shut down, during ground operations.
• If you have not been trained, do NOT approach a helicopter with its rotors turning on foot or in a vehicle. The main hazard areas are forward and aft of the rotor area.

• Make sure the aircraft wheels are chocked before positioning GSE. (A chock is a portable piece of material, usually made of rubber or metal, that is placed in front of and behind the wheels of an aircraft when parked on the apron to prevent movement.)

• Although this can vary from airline to airline, Safety Cones must be positioned around the aircraft one in front of the starboard (right in the direction of flight) wing tip and one, at the port (left) wing tip and one at the tail of the aircraft and in front of engines.

![Image of an airplane with safety cones positioned around it.]

Figure 4.4.2b—Positioning of Safety Cones

Key Learning Point

Adverse weather conditions such as high winds, low visibility, bright sunlight, ground icing and lightning require special safety precautions.

4.4.3 Adverse Conditions

Ramp operations are conducted during all types of weather conditions. To do so safely, the Station Manager must verify that his station personnel are trained on specific company procedures, as well as the airport’s severe weather plans and regulations.

IGOM 4.5 Adverse Weather Conditions provides guidance that when included in a severe weather operations plan, can minimise the dangers associated with severe weather in the airside workplace.

Did You Know?

Empty ULDs in the United Kingdom have blown over a 20 m high hangar. In the United States, ULDs have been blown several hundred meters in a hurricane. (Some have been lost and never found!)
4.4.3.1 High Winds

Below is a list of general guidelines to follow when there are high winds:

• Secure aircraft with additional chocks, tie downs (especially on smaller aircraft), and if necessary, weighting down the aircraft with ballast.
• Secure any load inside the aircraft, close all aircraft doors and service panels.
• Hook up tow bar and attach tug. Make sure the steering by-pass pins are engaged.
• Move aircraft away from buildings and structures and face into wind.
• Remove all non-essential GSE from around aircraft. Ensure each dolly or baggage trailer is disconnected and held by its own individual brake.
• Remove all empty and loose ULD from around aircraft. Make sure they are secured as much as possible.
• Stop all refueling and aircraft servicing. Clear the ramp of vehicles and people.

4.4.3.2 Low Visibility and Bright Sunlight

Variances in an employees ability to see occurs during times of low visibility and bright sunlight. During these times of the operation, extra precautions should be implemented to heighten the need for safety awareness. Safety precautions may include:

• reduction of ramp speed to that of a crawl during times of low visibility
• utilizing lights beacons and windshield wipers
• exercising caution when driving in bright sunshine, especially when emerging from under buildings and dark areas into the sun
• donning polarized sunglasses to assist with glare from reflective surfaces

4.4.3.3 Ground Icing

Ice can also cause major safety issues. When there are issues with ice.

• Remove snow and ice on aircraft, GSE and tarmac before it has a chance to build up.
• Reduce ramp speed and adopt safe driving precautions.
• Allow extra time for activities on the ramp and allow greater braking distances.

4.4.3.4 Lightning

Many lightning casualties occur in the beginning as the storm approaches, and many after the perceived threat has passed. The threat generally diminishes with time after the last thunder, but may persist for more than 30 minutes. When thunderstorms are overhead, the threat of lightning can exist even when it is sunny, not raining or when clear sky is visible.

Additional safety precautions must be implemented when lightening activity is present. It is imperative that employees:

• Refrain from using a headset connected to an aircraft.
• Avoid using mobile phones, radios etc in open areas or in front of windows.
• Retreat from open areas or spaces under aircrafts and tall trees.
• Stop any action involving the loading or unloading explosives and flammables.
• Remain inside vehicles.
Failure to comply with these guidelines could result in serious injury or death.

Did You Know?
Almost all planes have been hit on the ground, by a worker driving a vehicle or moving a passenger jetway, or by a pilot steering another plane.

4.4.4 Safe Driving on the Ramp
All staff driving a vehicle, including you, or operating ramp equipment must use special care and attention when manoeuvring around aircraft. Otherwise, the likely result is injury to people and damage to aircraft or equipment. Driving on the ramp is, therefore, a very serious operation. Generally most airports now require an airside driving test to be successfully completed prior to issuing an airside driving licence.

Station Manager’s must ensure any members of staff who drive on the ramp have received proper training in the airline’s and airport’s requirements. The ramp safety procedures in the airline’s ground operations manual, or the procedures in IGOM, must be available to employees. While the procedures are numerous, they must be understood and adhered to for a safe ramp environment to exist.

Safe driving practices should be observed during the Station Manager’s ramp safety observations and any infractions addressed immediately. Additionally, these practices will be observed during Quality Assurance audits, IOSA and ISAGO audits and the airport’s own safety inspections.

It is important that all employees who drive on the ramp obtain any required airport permits, drivers licenses and vehicular identification tags. The failure to do so could result in the revocation of driving permissions which would impact the ability to perform operational duties.

Key Learning Point
Aircraft refueling represents a situation where extra care must be taken due to the risk of fire and its consequences.

4.4.5 Aircraft Refueling Safety
Performing any aircraft refueling operation can be very dangerous and special precautions must be in place to accommodate this activity, such as:
• Keep well away from the refueling vehicle and don’t drive near the fuel hose and the bonding cable and the aircraft fuel vents (3 m or 10 feet).
• There is a fire hazard due to fuel vapors, so do not connect or disconnect electrical equipment (such as GPU or FEP) while the aircraft is refueling.
• Keep Personal Electrical Devices (PED’s) for example mobile phones (i.e., cell phones), pagers, and radios away from the refueling vehicle and fuel vents (3 m or 10 feet).
• If there is a fuel spill, shut off the GPU or FEP and all electrical equipment immediately.
Each trailer tank or towed service must remain coupled to their tractors.

The aircraft and the fuelling vehicles must be electrically bonded together throughout the fuelling operation to ensure that no difference in electrical potential exists.

If the bonding cable connecting the fuelling vehicle to the aircraft becomes disconnected during ground operations the fuel operator must be immediately advised.

Access to the hydrant emergency stop button must be visible and clear of obstruction.

A lanyard must be attached to the hydrant pit valve and be readily accessible.

The hydrant pit valve shall be identified by a four winged flag or equivalent and clearly visible to other ground equipment handlers.

Minimise length of hydrant inlet hose to limit the exposure of the hose to damage.

The fuel operator must maintain control of fuelling operations using the hand held deadman device throughout the operation, remaining outside the vehicle cab at all times.

Fuelling vehicles and equipment must have hoses of sufficient length to allow the fuelling platform to be fully lowered whilst the hoses/couplings are connected to the aircraft fuelling manifold.

Extreme care must be taken to position refuelling vehicle and equipment correctly, ensuring that strain is not applied to the fuelling hoses, coupling and manifolds on the aircraft when the platform is lowered.

Vehicles must be designed to ensure that the fuelling hoses cannot become entangled on equipment during movement of the fuelling vehicle’s platform.

Platforms must not be raised or lowered while fuelling operations are taking place.

When raising the lift platform of fuelling vehicle, care must be taken to ensure that it does not touch any part of the aircraft.

The fuel operator should conduct a final walk around the vehicle before leaving the aircraft to ensure all hoses have been disconnected and stowed correctly.

In the event that fuelling must take place with one aircraft engine running:
  – Fuelling shall be performed at the opposite side from running engine
  – Passengers shall not remain onboard the aircraft and
  – No other servicing activities shall be undertaken until fuelling has been completed.

Note: The latest AHM 630 should be consulted for current recommended practices.
**Did You Know?**

While fuelling of an aeroplane is a routine activity, it may nonetheless result in a major catastrophe with passengers on board if adequate care and precautions are not taken by the operator. One of the safety precautions is that the “seat belt ON” signs are kept “OFF”.

**Fueling with Passengers on Board**

When passengers are on-board during the refueling process there are additional safety procedures:

- The crew must be told when refueling is about to commence and when it is completed.
- All passenger exits are to be kept clear. Catering and cleaning activities are to be kept clear of exits.
- The area around the bottom of passenger steps is to be kept clear.
- There must be steps and/or an airbridge on both the forward and the rear passenger doors.

**Fueling with no Crew Onboard**

Occasionally fueling will take place with no crew onboard (prior to their arrival at the aircraft). If the crew are present they will normally man the aircraft doors and adopt specific procedures. However, in cases where they aren’t present personnel such as aircraft cleaners, caterers and engineers may be working inside or around the aircraft during fueling and potentially be at risk.

It is essential that formal procedures and where necessary training is undertaken for these situations to ensure that a safe evacuation can take place if required. Training would normally include operation of aircraft doors and emergency chutes where required.

The Station Manager should ensure that this is sufficiently covered and risk mitigated as much as possible.

**4.4.6 Unit Summary**

In this unit, you were taken through a very carefully outlined process of learning designed to teach you about the importance of safety awareness. Airports have specific danger areas that represent significant threats, especially on and around the ramp. Aircraft also present serious threats, particularly around the intake and the exhaust.

Also in this unit, you learned about the many aspects of safety at the airside which are critical to your staff’s well-being and those around them, but also essential for yourself who may be required to drive a vehicle or supervise ground handling operations on the ramp.
Apply Your Learning

Each region has unique weather challenges. Station Managers should be aware of all of the airline policies and procedures regarding adverse weather conditions, and should have a clear understanding of what particular weather conditions are most likely at their station. An airport in Canada will need to work hard to combat safety issues related to snow, and an airport in Dubai will have to work against sandstorms. In this activity you will identify the weather conditions in your area that pose the greatest risk and devise ways to ensure that adverse weather condition policies are followed at your station.

Step 1: Visit a website that provides you will information on weather conditions in your area. Often such websites will have details on the frequency of weather and historical data on trends.

Step 2: Identify the most imminent risks in the next two weeks.

Step 3: Review the content in this unit. Are there steps that staff at an airline station could take to prevent injury based on this adverse condition?

Step 4: Devise a plan that will promote safety in this area at your station. Be sure to consider the four basic management skills when doing so.

Study Check 4.4

1. Place a check in the True or False box beside the following statements.

<table>
<thead>
<tr>
<th>TRUE</th>
<th>FALSE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opening aircraft doors does not present a risk.</td>
<td>☐</td>
</tr>
<tr>
<td>Aircraft refueling represents a situation where extra care must be taken due to the risk of fire and its consequences.</td>
<td>☐</td>
</tr>
<tr>
<td>Damage to aircraft that is considered slight does not need to be reported.</td>
<td>☐</td>
</tr>
</tbody>
</table>

   Please circle the appropriate answer.

2. In which of the following cases should ramp personnel ensure each dolly or baggage trail is disconnected and held by its own individual brake?

   (a) High Winds
   (b) Low Visibility
   (c) Ground Icing
   (d) Lightning

3. What can be used during pre-operational checks to ensure that the operator assess all areas of the GSE?

   (a) Disciplinary action
   (b) A buddy system
   (c) A Checklist
   (d) PPE
4. Complete the sentence: The danger area behind the propeller is known as _______ and is similar to jet blast and will cause injury to anyone standing or cause damage to any vehicle too close.
   (a) Blast Wash
   (b) Jet Prop
   (c) Prop Wash
   (d) Jet Wash

5. In which special fuelling circumstance should all of the passenger exits be kept clear?
   (a) When there is a sick passenger
   (b) When there is a flight full of passengers
   (c) When passengers are in the process of exiting the plane
   (d) When the crew has worked longer than 8 hours
4.5  Emergency Situations

- Describe types of emergencies that can occur at an airside, and how to prevent, prepare for, and respond effectively, to them

4.5.0  Unit Overview

In this unit, you will be introduced to the elements of emergency preparedness, and you will learn how you and your staff will be effective and responsive in the case of an injury or accident at the airside.

Key Learning Point

Emergencies include injuries, security threats and spillages. Response procedures include knowing who to call and what to do in the event of emergencies.

4.5.1  Being Prepared: Emergency Responses

Airside employees need to be familiar with their company procedures and the basic airport emergency instructions as these guidelines help them perform their jobs in the event of an emergency. Both yourself, your staff and your airport colleagues will need to know what to do in the following circumstances:

- **Injuries**: Know what should be done immediately when someone is injured. Whom do you call?
- **Security Threats**: Know how to handle a security threat.
- **Spillages**: Know what to do in the event of spillages. Who do you call? What should you do? Do you know your basic Dangerous Goods identification labels?

You and your staff should also know the procedures for the following:

- **Reporting**: Know the airport emergency phone number and where the emergency phones are located airside. (Usually these are located at the head of each stand).
- **Location of and Response to Alarms and Emergency Stops**: What does the fire alarm sound like? What should you do when you hear it?
- **Fuel Shut-offs**: If your airport has a fuel hydrant system, where is the fuel emergency shut-off switch found? (Usually these are located at the head of each stand.) When should you use it?
- **Ground to Flight Deck Emergency Hand Signals**: How to tell an aircraft to stop? How to tell a pilot to apply or release aircraft brakes?
Both the Station Manager and Ramp Manager/Coordinator should be made aware of the following:

**Emergency Fuel Shut-off**

Hydrant systems shall be provided with pump emergency fuel shut-off (EFSO) buttons.

These shall be clearly identified, made of reflective material and located such that they are visible and easily accessible from all aircraft fueling positions. It is important to note, that parked vehicles or other equipment must be positioned so as to not obstruct the EFSO.

As you conduct your ramp safety inspections, take special note of where ramp equipment and GSE are parked. Observe that the fuelers are following proper safety procedures and address any non-conformities immediately.
**VDGS Emergency Stop**

Where a Visual Docking Guidance System (VDGS) has been installed, there is normally an emergency stop button located nearby. This button should be manned as the aircraft enters the stand in case it is required to stop suddenly. Although systems vary, when the button is pressed it will display a “STOP” sign normally accompanied by some sort of red lighting. See fig........

**Key Learning Point**

Fire training involves airport evacuation procedures to get passengers and staff out of the airport building as quickly and safely as possible.

### 4.5.2 Airport Fire Training

Most airports insist that staff be given formal fire training, which will include an explanation about the airport evacuation procedures in the event of fire or security alerts. These are designed to get all passengers and staff out of the airport building as quickly and safely as possible. Staff will be required to assist passengers, especially those with special needs such as wheelchair passengers, and those who have disabilities, are elderly or are minors traveling unaccompanied.

Ensure that your staff has been trained and has an awareness of the locations of emergency exits and any predetermined evacuation assembly points in the event of fire or other emergency. Management and supervisory duties during an emergency evacuation include accounting for all personnel on duty. Usually, a on-duty roster is used to account for staff.

### 4.5.3 Fire Prevention

Fire prevention is more important than fire fighting. By observing the following important rules and procedures, ramp staff can reduce the likelihood of fire on the ramp and, therefore, the need for fire fighting:

- Good ‘housekeeping’ (neatness, tidiness and disposal) is essential. Rubbish should not be allowed to accumulate. It should be regularly disposed of into recognised bins with lids or into other approved containers. These should be emptied on a regular basis.

- All ramp personnel must know the location of fire-fighting equipment, fire alarms and telephones that can be used in the event of an emergency. They must also be properly trained so that they know how to use the fire-fighting equipment safely and effectively.
If a ramp driver notices faults or discrepancies in the fire-fighting equipment (e.g. if it is not in the correct location), he should report this to his supervisor immediately.

All ramp personnel must know the telephone number for calling the Fire Services.

Smoking on the ramp is absolutely forbidden—this applies to passengers and staff. Anyone seen smoking must be told to extinguish their cigarette immediately.

Shoes or boots with steel tips, heels or nails must not be worn. They can cause sparks and, as such, are a fire hazard.

4.5.4 Fire or Fire Warning Procedures

If a ramp staff spots a fire, he must call the Fire Department immediately, giving the exact location of the fire, the aircraft registration number (if applicable), and the equipment or personnel involved.

There are other strict procedures which must also be followed. These will vary depending on the location of the fire or fire warning:

Aircraft Fire

In the event of fire on board an aeroplane, the ramp driver who spots it must immediately alert the Captain, crew or personnel on board so that an orderly emergency evacuation can be carried out safely and quickly.

Wheel Fire

Wheel fire must be approached with caution from either the front or the rear. Never approach it from the side. To extinguish the fire, use either BCF (this is an international code for a type of fire extinguisher) or dry chemical extinguisher (powder). Solid streams of water or CO₂ (carbon dioxide) should never be used to put out a wheel fire. If a hot wheel cools too rapidly, this may cause explosive failure of the wheel. If CO₂ is the only extinguisher available, it should be aimed so that the solid stream of CO₂ is deflected off the ground or tire onto the fire zone, thereby minimising the risk of too-rapid cooling.

Smoke and Fire Warnings in Aircraft Holds

When an aircraft arrives with a suspected fire or smoke warning in the hold, a full passenger evacuation of the aircraft should be carried out before any hold door is opened. Hold doors must only be opened by a trained fire-fighting crew with the correct equipment. Failure to obey this instruction would result in an inrush of air into the hold. This could cause the fire to erupt with explosive force. If passengers and/or crew were still on board the aircraft, the results of this action would be disastrous.

Fire in Unattended Aircraft

When a fire is discovered in an unattended aircraft, immediate action should be taken to extinguish it, either with the fire extinguishers which are kept on board the aircraft or with those situated on the ramp. The Fire Department must be informed immediately.

Where it is not possible to extinguish the fire with the available equipment, it is essential to reduce the rate of fire spread. This can be done by evacuating the aircraft and closing doors and hatches. Again, the Fire Department must be informed immediately.
Key Learning Point

If you are involved in a collision with another vehicle or an aircraft, do not move the vehicles.

4.5.5 Collisions and Accidents

Even on the safest ramps, collisions and accidents with other vehicles or an aircraft can occur. Staff involved in these types of accidents must be trained on the proper notification procedures and how to give care to injured persons. Typically, calls must be made to the airport emergency office and notifications to a member of airline management. Staff should not move vehicles involved unless instructed to do so by airport officials or their supervisors. Each airline and airport will have specific procedures, notification call-trees and reports that must be followed.

Your company should give you basic first aid training (such instruction is beyond the scope of this course).

**IMPORTANT:**

If you suspect there may be an injury to someone's back, do NOT try to move the patient.

You will also be given training in what your duties will be should there ever be a major aircraft accident at your airport. In most circumstances (if the airport is not closed for a prolonged period as a result of an incident), it is important that the airport or airline continues “business as usual” as soon as the authorities confirm this is possible.

4.5.6 Unit Summary

In this unit, you were prepared for the possibility that you and your staff might have to respond to an airside emergency. You learned about the kinds of emergencies that can occur at the airside, including injuries, security threats and spillages. You learned the necessary response procedures, including knowing who to call and what to do in the event of emergencies. You also learned about fire training, and airport evacuation procedures to get passengers and staff out of the airport building as quickly and safely as possible. Finally, you learned what to do if you are involved in a collision with another vehicle or an aircraft.
Study Check 4.5

1. Place a check in the True or False box beside the following statements.

   Emergencies include injuries, security threats, spillages and lost/missing airside fire-fighting equipment.  
   Part of being prepared for an emergency is knowing ground to flight deck emergency hand signals.  
   Good housekeeping is essential to the prevention of fire at an airside.  
   To extinguish a wheel fire, either solid streams of water or CO₂ (carbon dioxide) should be used.

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2. What are the two most important elements of a response procedure?
   (a) Knowing who to call and what procedures to follow
   (b) Knowing where your phone is and who is working
   (c) Finding a first aid kit and knowing how to do CPR
   (d) Filling out a report and following-up on the safety issue

3. Two vehicles collided at your station. The drivers have both sustained back injuries and neck injuries. What should you do?
   (a) Move the vehicles out of the way of other passing vehicles
   (b) Leave the vehicles but transport the patients out of the vehicle
   (c) Call for medical assistance and wait to move the vehicles and injured drivers.
   (d) Call for medical assistance after you move the vehicles and injured drivers.
4.6 Foreign Object Damage

- Identify types of Foreign Object Damage
- Identify the damage that can be caused by foreign objects, and measures that can be taken to reduce this damage
- Describe what is meant by a “no blame” culture
- Explain the importance of reporting aircraft damage

4.6.0 Unit Overview

In previous units, reference has been made to foreign object damage, and the danger of foreign objects at the airside. In this unit, you will learn the specifics of foreign objects, the damage they can cause to aircraft, and how to report it. Of special note in this unit, and to you, is the topic of “no blame” reporting.

Key Learning Point

Air carriers and ground handlers should systematically inspect apron surfaces and gate surroundings prior to aircraft arrival and departure. This allows them to detect and remove any debris, and to minimise the damage and injuries caused by undetected foreign objects.

4.6.1 Danger of Foreign Objects at the Airside

Air carriers and ground handlers should systematically inspect apron surfaces and gate surroundings prior to aircraft arrival and departure. This allows them to detect and remove any debris, and to minimise the damage and injuries caused by undetected foreign objects.

Keeping the ramp area clean and free of litter and debris is therefore absolutely essential. Throwaway items left on a ramp are extremely dangerous. In the working environment of an airport ramp operation, they can contribute to the damage of aircraft and even to the loss of human life. Different areas of the ramp present different risks. Let us examine some of the most obvious areas:

- Vehicle Cab Clean-up

Driving and manoeuvring a ramp vehicle requires a lot of concentration and it is essential that drivers maintain high levels of visibility in the cab of their vehicle. In order to do this, the cab must be kept tidy and clean at all times.

Dirt in a vehicle cab can easily become a hazard which could cause an accident. For example, loose items of dirt or litter in a vehicle cab can be blown around by either normal winds or jet blast, leading to impaired visibility and eye irritation. If the driver becomes momentarily distracted, he may stray outside the ramp markings into the path of an oncoming vehicle, or knock someone down.
Key Learning Point

Debris and litter which is allowed to fall and remain on the ramp area is often the cause of damage to aircraft tires, thrust reversers and engines. This is extremely hazardous, of course, as it risks the safety of the aircraft and the passengers and crew travelling on it.

- **Ramp Area Clean-up**

Debris and litter which is allowed to fall and remain on the ramp area is often the cause of damage to aircraft tires, thrust reversers and engines. This is extremely hazardous, of course, as it risks the safety of the aircraft and the passengers and crew travelling on it.

The most common items of debris, litter and equipment found on the ramp include:

- chippings and scattered stones
- nuts and bolts
- splintered wood from pallets or load spreaders
- metal tie bands
- oil and cans or bottles
- customs seals
- plastic bags or sheeting
- tie-down fittings
- split ballast bags
- suitcase wheels and handles, suitcase name tags
- catering items (e.g. knives and forks).

There are many sources of rubbish on the ramp which can cause damage to aircraft tires, engines and airframe structure (the body of an aircraft excluding the engines). It is up to all ramp personnel to eliminate the risk from rubbish in the ramp area. They can do this in three ways:

- Never knowingly drop or leave rubbish on the ramp–put all rubbish in the rubbish containers provided.
- If you see rubbish lying around the tarmac, pick it up and dispose of it in the correct manner.
- If a large or substantial quantity of loose rubbish is left on the ramp, inform the proper authority so that it can be removed immediately.

Key Learning Point

Bird strikes are a major threat to flight safety. Most bird strikes occur when an aircraft is taking off or landing, and may be the result of untidy ramp operations.

- **Food Refuse Clean-up**

Bird strikes are a major threat to flight safety. Most bird strikes occur when an aircraft is taking off or landing, and may be the result of untidy ramp operations. Birds are readily attracted by an easy and accessible source of food. Cabin refuse and aircraft catering trucks can become that easy source if care is not taken to prevent untidiness or clean up garbage and food refuse.
If food is available on the ramp, birds will migrate across the airfield from their normal habitat to ramp areas. This migration naturally involves passage through aircraft flight paths.

Airport employees who are involved in cleaning or catering functions should be disciplined in their operation to ensure that all refuse is fully enclosed in containers. Food refuse can also attract vermin and other animals. Ramp personnel must ensure that the treatment of refuse on the ramp does not result in a risk to health and safety.

### 4.6.2 Aircraft Damage Reporting

During the course of work, ramp services employees will be in the position where they may see damage to an aircraft. A Station Manager must be confident that his employees understand how crucial it is to the safety of the aircraft that any damages be reported, no matter how small. Additionally, they must feel safe in reporting damages freely without fear of disciplinary action.

**Key Learning Point**

A “Just Culture” means the focus is on learning from mistakes rather than identifying whose fault a mistake is.

**“Just Culture”**

Years ago, the aircraft industry found that they had a real problem. The industry was not learning from its mistakes as much as it should, as incidents were not being reported. If a pilot or any operational ramp employee makes a mistake, it is vitally important that it be reported so that a full impartial investigation can take place as soon as possible. The goal is for everyone to learn in order to prevent future mistakes.

Learning from our mistakes is important. For example, in the early 1980’s, a First Officer was conducting a final inspection of an aircraft prior to departure in the half-light of a very early morning departure. A Ramp Service team member who was driving an EBT hit him. A full investigation revealed that the pilot’s black uniform contributed to the cause of the accident. The result of this was the introduction of the regulation at most airports for a florescent garment to be worn at all times.

An ironic twist to the story is that the wives of both the injured pilot and the Airport Ramp Service team member driving the EBT were both nurses on the same ward at the hospital to where the First Officer was taken.

There is no room for a “blame culture” in aviation. All the people who work in the industry must always take care in what they do, check their own work and have colleagues check theirs in turn. Just like the two pilots on the flight deck reviewing their checklist and double-checking everything together.

However, since we have discussed “human factors” and the element of human error we know things will go wrong and mistakes will happen. What is important is not that we identify “whose fault it is,” but what can be done to try to ensure it should never happen again.
Key Learning Point

Even a small looking dent on an aircraft could make the aircraft unsafe and non-airworthy.

Here are the essentials of damage reporting that you and your staff should know:

- **Why.** Even a small looking dent on an aircraft could make the aircraft unsafe and non-airworthy. A dent on a wing or fuselage could affect the aerodynamics of the aircraft (the airflow over the aircraft will be altered), or under pressure in flight it could become much greater, causing depressurisation (which could be catastrophic). In other cases a vital sensor could be damaged that might not look very impressive, but is critical to flight safety. As we've previously discussed, damage to aircraft with composite airframes is less noticeable.

- **What.** Report any damage, at all, that you see including damage you or your colleagues might have inadvertently caused, or damage you observe. Even if it appears that a dent or tear on the aircraft has been there for a long time, it probably has not, and you may well be the first person to notice it. Check and check again!

- **When.** Always report damage immediately. Don't wait. Always be on the lookout for aircraft damage and for any foreign object debris that could cause damage. Especially check an aircraft as the team begins work on an arrival, at departure or a turnaround. On an arrival, you might be the first to notice bird strike. A relatively small bird, when hit by a high-speed aircraft, can cause terrible damage. Hailstones at high altitude can be very large, and aircraft have been put out of service for several days due to hail damage.

- **How.** It does not matter how, when safety can be compromised. Usually at the aircraft you will report to your team leader, one of the aircraft maintenance staff or one of the pilots verbally. If you have been driving a vehicle when damage occurs, you will keep a written note for your own and the investigator's reference of:
  - The time, the date, the location (e.g., stand 29) the aircraft registration, type and airline
  - The weather conditions, visibility (e.g., good, poor, twilight)
  - A note of the damage (and a simple sketch)
  - Description of what happened
  - To whom staff reported this and the time they did so

- **To whom.** The company and the airport will have set procedures that staff must follow, but as a rule, they should either report to the supervisor or manager on duty. If this is not practical at the airside, staff should report to a member of the maintenance team or one of the pilots.
4.6.3 Safety “In Your Pocket”

Your company, or the airport, will make available a small plastic-coated card about the size of a playing card that will list the airport and company emergency telephone numbers and other vital information you may need in an emergency. If such a card is not available, develop one for your station.

IATA produces a handy, pocket-sized Airport Handling Manual Booklet that covers most of the topics in this course and concentrates on safety. The AHM booklet is provided with this course textbook. The first sentence is: “Safety is one of IATA’s top priorities.” Make it yours too!

4.6.4 Unit Summary

In this unit, you learned the importance of keeping the airside clean and free of debris which can cause damage to an aircraft and to the ramp.

You also learned the importance of reporting incidents or damage, no matter how small, when they occur. The unit emphasised to you, again, how critical it is to observe and practice good safety habits at an airside.

Study Check 4.6

1. Place a check in the True or False box beside the following statements.

<table>
<thead>
<tr>
<th>Statement</th>
<th>TRUE</th>
<th>FALSE</th>
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<tbody>
<tr>
<td>A very small bird strike can cause huge damage to an aircraft.</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>It is important to establish blame for accidents so that the reasons for them can be tracked.</td>
<td>☐</td>
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</tr>
<tr>
<td>If it appears that a dent or tear on the aircraft has been there for a long time, it probably has, and therefore does not need to be reported.</td>
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2. Complete the sentence: Most bird strikes occur when an aircraft is ________, and may be the result of _________ ramp operations.

(a) Fuelling/busy
(b) Fuelling/untidy
(c) Taking off or landing/busy
(d) Taking off or landing/untidy
3. A supervisor on your staff has failed to report aircraft damage. What should your most important concern be?
   (a) It could lead to delays
   (b) It could upset passengers
   (c) It could lead to a major safety accident
   (d) It could upset corporate headquarters

4. When reporting damage what should you list?
   (a) Dents deeper than 2 cm
   (b) Dents larger than a golf ball
   (c) Dents that look new
   (d) Dents that look old and new
Module Summary

This module emphasised safety precautions in all aspects of the job of an airport ramp services employee, and listed precautions you should take to do your job safely and effectively. You learned about safety and risk management systems, and the importance of these systems in keeping an airline operations safe and secure. A large component of this module was safety at the airside, during which you learned about safety awareness, personal protective equipment, and the important role the Station Manager plays in maintaining a high level of airside safety awareness.

Finally, you learned about the existing threats to airside safety and the responsibility of different parties in ensuring safety. You received an overview on how to respond to emergencies, as well as an introduction to reporting aircraft damage.
Further Reading

- ICAO SMS Framework
- IATA Airline Management System–Safety Management System (SMS)
- AHM 610–Guidelines for a Safety Management System
- AHM 621–Risk Management System for Ground Operations
- AHM 640–Human Factors Programme as Part of an Airside Safety Programme
- AHM 650–Ramp Incident/Accident Report
- AHM 652–Recommendations for Airside Safety Investigations
- AHM 653–Human Factors in Airside Safety Investigations
- ISAGO Standards Manual–Organization and Management Systems - Station (ORM-S)
- IOSA Standards Manual
- IATA Ground Operations Manual

Suggested Further Training

IATA Emergency Planning and Response for Airports and GSPs
(www.iata.org/training/courses/Pages/airport-emergency-planning-tapp12.aspx)

IATA Human Factors in Ground Operations
(www.iata.org/training/courses/Pages/groundops-human-factors-tapg03.aspx)

IATA Aircraft Turnaround Coordination and Loading Supervision
(www.iata.org/training/courses/Pages/aircraft-turnaround-loading-tapg57.aspx)
Answer Key

Study Check 4.1
1. True, False, True, True, False
2. c
3. d
4. d
5. a

Study Check 4.2
1. True, False, True
2. a
3. d

Study Check 4.3
1. False, True, False
2. a
3. d
4. a
5. b

Study Check 4.4
1. False, True, False
2. a
3. c
4. c
5. b

Study Check 4.5
1. False, True, True, False
2. a
3. c

Study Check 4.6
1. True, False, False
2. d
3. c
4. d
Module 5:
Quality Assurance and Station Compliance Programmes
Module Learning Objectives

- Explain the purpose of a Quality Assurance Department and Quality Assurance Programme at an airline
- Describe the role and responsibilities of the Station Manager in quality assurance and compliance at a station
- Describe the process and components of Emergency Response Planning
- List and describe the steps in complying with Occupational Health and Safety policies
- List and describe the types of reporting necessary for quality assurance at a Station

Module Introduction

This module provides an overview of Quality Assurance at a Station, including a summary of the terminology commonly used in the Quality Assurance field and the respective roles of airport departments in the Quality Assurance process. This module will also introduce the Quality Assurance Department which is responsible to perform regular audits and to present its findings to airport management and the Station Manager. At stake is the security and safety of the employees and customers who frequent the station, and therefore, the auditing process must be rigorously followed to act as a check and balance on operational standards. Furthermore, auditors must be objective, impartial and highly-professional individuals with detailed training and the necessary tools to perform their function, such as clear policies, procedures, observational checklists, and full access to audited areas.

This module will show how the Station Manager regularly interacts with the Quality Assurance Department and will define his role and responsibilities in the process including what he must do before, during, and after an audit is conducted. As you will learn, the Station Manager must view the Quality Assurance Department as a key support mechanism within the airline to continuously improve his station’s processes and systems.

This module will also highlight a number of essential plans and policies that are used at a Station: Emergency Response Plans, Environmental Plans, Occupational Health and Safety (OHS) Policies. Lastly, compliance-based reporting strategies will be highlighted.
5.1 What is a Quality Assurance Programme?

- Differentiate the difference between quality assurance and quality control
- Define the terms audit, auditor, audited, and continuous improvement processes
- Differentiate the terms conformity and compliance in quality assurance
- Describe the purpose and benefit of a Quality Assurance Programme
- List the elements of a Quality Assurance Programme
- Describe how the Quality Assurance Programme is managed

5.1.0 Unit Overview

All industries must work to uphold quality services and products that meet the safety regulations of their state. Quality and safety are especially important within transportation industries where operational errors can lead to serious incidents or accidents. In this unit you will be introduced to the concept of Quality Assurance at a station. You will learn how audits are conducted by trained auditors at the station.

The concept of a Quality Assurance Programme will also be introduced, including the role that this programme plays in monitoring the station’s operations and validating compliance to state, regional, airport, and airline regulations. Lastly, you will learn about the role of the Quality Assurance Manager.

5.1.1 Quality Assurance Terminology

5.1.1.1 Auditing within Quality Assurance

An audit is a formal process that assesses the performance and compliance of an organisation or department’s procedures against company standards or regulatory requirements.

An auditor is the person assigned to conduct the audit. This person can be an airline employee or government official depending on the type of audit being conducted. Auditors are trained in how to effectively conduct an audit and in the functional areas that they audit. In addition to sometimes surveying facilities, an airline auditor will examine evidence such as records, training files, meeting minutes, observations of operational activities and interviewing to support the decision of audit findings.

Key Learning Point

Airline Auditors must be competent and independent of the area department being audited to ensure impartiality.

Airline auditors must be competent and independent of the area/department being audited to ensure impartiality. It is an auditor’s impartiality that makes him effective. Auditors must be rigorous when reporting, and cannot make exceptions. This is more feasible when the auditor does not have a personal relationship with those being audited. Such relationships make it difficult to maintain impartiality.
The station being audited is referred to as the **auditee**.

For example, an auditor could identify the *specific station* as the ‘auditee’ (ex: CDG Station) or name the *station manager* at the station as the ‘auditee’ (Mssr. Bernard - STM CDG)

When conducting an audit, auditors will make use of **audit checklists** to ensure that they systematically review all required areas.

**Key Learning Point**

The ultimate goal of QA is to verify that the standards and regulatory requirements are being met at a station.

### 5.1.1.2 Quality Assurance

**Quality Assurance (QA)** is a formal process to monitor and evaluate an airline’s various programmes, policies and procedures. The ultimate goal of QA is to verify that the standards and regulatory requirements are being met at a station. QA ensures that an entire process is done right the first time and every time afterwards.

QA is a *proactive* process that aims to identify potential areas of concern or non-conformities to regulations before they become a larger issue in the future.

An example of QA is auditing. QA is regularly evaluated at a station through audits of the operational activities that take place. At this time activities are observed and compared with the airline’s standards. Any identified deficiencies require immediate corrective actions by the management and employees.

**Key Learning Point**

In comparison to Quality Assurance, Quality Control is the activity of finding problems or defects that may affect the end quality of a product, process or a service being performed. Quality Assurance is a proactive activity and Quality Control is a reactive activity.

### 5.1.1.3 Quality Control

**Quality assurance and quality control** are often confused. In comparison to Quality Assurance, **Quality Control (QC)** is the activity of finding problems or defects that may affect the end quality of a product, process or a service being performed. Performing QC ensures that the end result or product is as expected.

QC is a *reactive* process that aims to identify when a process or product already in place deviates from its standard form. It can also be implemented within a process to maintain that same process without deviation.

An example of how an airline might utilize QC is to provide a task performance checklist which must be followed and completed by the employee conducting the task. Such lists are then generally verified and signed off on by the supervisor upon completion.

 QC is primarily performed by the use of checklists, sign-offs by supervisors, double-checking activities, and regular spot checks.
Key Learning Point
Compliance applies to accordance with regulator and statutory requirements. Conformity means being in accordance to the company requirements.

5.1.1.4 Compliance and Conformity
Within the field of QA, we often mention the terms conformance and compliance. There is a difference:

A non-compliance is the failure to adhere to an Act or its Regulations.

A non-conformance is the failure to comply with a requirement, standard, or procedure.

A Non Conformance Report (NCR) is issued in a Quality Management System audit, when the auditee fails to meet a requirement in the QMS.

Key Learning Point
All employees have a role in identifying opportunities for improvement and making the appropriate changes to benefit the organisation.

5.1.1.5 Continuous Improvement Processes (CIP)
As the industry and our environment evolve and changes CIP becomes an essential part and one of the main outputs of but are not completely reliant on the existence of a QMS. In essence a CIP can be initiated arbitrarily simply because the Station Manager sees the need for improvement. However, in reality CIP often results mainly from audit findings and observations and the overall QA process.

Common station audit findings are:
- Failure to follow documented process or procedure
- Lack of or ineffective process or procedure (often requires head office assistance to resolve)
- Lack of or out of date documentation such as manuals, bulletins, instructions etc.
- Lack of or incomplete training and other records
- Mandatory training not undertaken and/or staff not qualified for their role
- Lack of or missing contract with a supplier

The Station Manager is often tasked with resolving non-compliant items in particular but it is essential that he fully understand the root cause of the issue before applying any corrective action. It may be an interpretation, communication or training issue as an example.

As an example; a finding may be raised regarding an out of date Ground Operations Manual. Whilst on the face of it this could easily be corrected by obtaining the missing or up to date pages it may not really solve the issue, prevent re-occurrence or satisfy the auditor.
This approach is likely to fall down again at some point so in order to establish root cause in this case we would need to understand as a minimum:

- Why the manual was out of date?
- Who is responsible within the station for updating it?
- What are their instructions and timelines?
- Have they been trained or familiarized?
- Are the instructions formalized in a local procedure manual? If so, why were they not followed?
- What was the net effect? (staff not receiving or being aware important updates, possibly safety critical)

Once in place and deployed it should become a business as usual, everyday automatic task, not something that is unusual in any way. Corrective action should be monitored for its effectiveness, where necessary data is gathered and analysed to establish whether the action taken has corrected and improved the original issue. If it hasn't it will need to be reviewed until improvement is demonstrated.

5.1.2 Quality Assurance Programmes

Quality assurance programmes address multiple issues at a station related to safety, security, compliance, conformity, risk mitigation, and CIP. IATA's IOSA and ISAGO programmes require that airlines and ground operator implement Quality Assurance Programmes within their Quality Management System.

The Quality Assurance Programme may uncover undesirable realities about the operations of a station. For managers this can be difficult to hear, because it can highlight flaws in management strategies and plans. A successful Station Manager should appreciate what is uncovered in audits and work to take corrective action.

At a minimum, the auditing function ensures regulatory compliance to station processes and procedures. A successful program will cover the entire organisation to ensure necessary operational security and safety at the station and therefore should be comprehensive and systematic.

The benefit of a Quality Assurance Programme, is that it monitors all aspects of station operations to ensure total compliance and conformity for the health and safety of employees and customers.

Upon completion of the audit any identified issues or deficiencies will be presented to the functional manager for resolution. Corrective actions for process deficiencies require an understanding of the control of the respective manager. In the event that corrective measures require collaborative efforts with upper management or other authorities then the Station Manager must make every effort to liaise with these groups.
Auditing is not the only element of an airline's Quality Assurance Programme. Such a program requires multiple elements to be successful:

- Up-to-date manuals documenting the airline's Quality Assurance Programme, policies and procedures
- A comprehensive auditing schedule
- Detailed auditing objectives, checklists, and scope for the audits
- Trained and qualified quality auditors
- Record keeping systems
- Records of audit analysis, findings and corrective actions

As mentioned in the previous module IOSA provides guidelines for the auditing of overall operational management and control systems. IOSA ORG 3.4.1 requires airlines to have a quality assurance program that provides for the auditing of the management system, and of operations and maintenance functions, to ensure the organization is:

- Complying with the airline's standards and any applicable regulations
- Satisfying all stated operational needs;
- Identifying any areas requiring improvement;
- Identifying hazards to operations

Key Learning Point
The objective of the Airline's Corporate Station Audit Programme is to measure a station's conformity to the airline's policies and procedures, and to provide feedback regarding station performance to the operating divisions.

5.1.3 Corporate Station Audit Programme
As a means to be proactive about safety and security, airlines typically have a Corporate Station Audit Programme. The objective of the Airline's Corporate Station Audit Programme is to measure a station's conformity to the airline's policies and procedures, and provide feedback regarding station performance to the operating divisions.

The Corporate Station Audit Programme is just one of the many functional areas within an airline that is covered under the airline's Quality Assurance Programme. Other functional areas, such as Maintenance and Flight Ops, would be assessed by corporate auditors using their own auditing functional specific programmes.

This programme applies to all stations served by the Airline's aircraft and focuses on the areas of safety, security, compliance programmes and quality assurance. Some of the areas which can be audited during corporate station audits are:

- Training Records
- Station Safety Programmes
- Station Compliance Programmes
- Station Security Programmes
- Local Emergency Response Programme
- Documentation and Record Keeping
• Gate and Ramp Procedures
• Cargo/Air Logistics Procedures
• Load Control Procedures
• Aircraft Movement Procedures
• Passenger Services Procedures
• Baggage Handling Procedures

(Note: The above list is not exhaustive, as other potential categories and subjects may be included in the audit.)

Key Learning Point
The Quality Assurance Manager at the airline is responsible for the development and oversight of the Quality Assurance Program. He is responsible for hiring and training a staff of auditors and/or evaluators to conduct the various audits performed by the QA department.

5.1.4 The Quality Assurance Manager
The Quality Assurance Manager at the airline is responsible for the development and oversight of the Quality Assurance Program. He is responsible for hiring and training a staff of auditors to conduct the various audits performed by the QA department. The Quality Manager must develop and maintain an audit schedule and verify that results of audits are appropriately reported throughout the airline. Additionally, he must make certain the programme is kept up-to-date. A Quality Manager and his auditors should be operationally independent. This is meant to reduce bias and conflict between departments. As a result, most airline Quality Managers report directly to senior management.

5.1.5 Unit Summary
In this unit you learned about the importance of the Quality Assurance Programme, including the necessity for a robust and systematic approach to uncovering safety and security issues at a station. You learned that the quality assurance manager and his auditors should work separately from the station manager and must maintain an impartial disposition when auditing. You should now be able to define important terminology related to the field of quality assurance: quality control, audit, auditee, compliance, conformity, and CIPs. Lastly, you should be able to list the major elements of a Quality Assurance Program and describe how it is managed.
Study Check 5.1

1. **Place a check in the True or False box beside the following statements.**

   - **The Station Manager at the airline is responsible for the development and oversight of the Quality Assurance Program. He is responsible for hiring and training a staff of auditors and/or evaluators to conduct the various audits performed by the QA department.**
     - TRUE [ ] FALSE [ ]

   - **Quality Assurance is a reactive process that aims to identify when a process or product already in place deviates from its standard form.**
     - TRUE [ ] FALSE [ ]

   - **It is permissible to have the quality assurance department report to the Station Manager.**
     - TRUE [ ] FALSE [ ]

   - **The benefit of a Quality Assurance Programme is that it monitors all aspects of station operations to ensure total compliance for the health and safety of employees and customers.**
     - TRUE [ ] FALSE [ ]

   *Please circle the appropriate answer.*

2. **Which of the following characteristics should an auditor have when conducting an audit?**
   - (a) Impartiality
   - (b) Friendliness
   - (c) Self-motivation
   - (d) Mercifulness

3. **Which of the following terms means to be in accordance with regulatory and statutory requirements?**
   - (a) Compliance
   - (b) Conformity
   - (c) Quality Control
   - (d) Quality Assurance
5.2 The Quality Assurance Department

- Describe the purpose of a Quality Assurance Department at a station
- List and describe the types of audits performed by the Quality Assurance Department at a station
- Define the term standards of operations

5.2.0 Unit Overview

In this unit you will learn how the Quality Assurance Department works tirelessly to provide counsel to airline senior management and to ensure total compliance and conformity to established safety and security standards and requirements. Throughout the way you will learn about the types of audits that occur at a station: compliance, system, and special audits.

5.2.1 Responsibilities of the Quality Assurance Department

The mission of a Quality Assurance Department is to provide an effective quality assurance system and provide counsel for the airline's senior management, department heads and station management. The Quality Assurance Department ensures compliance and conformity within operational units to the airline's standards and local, national, regional and international legal, ethical and regulatory requirements and is quite often the main day to day interface between the company and its regulators.

Key Learning Point

The primary role of an airline's Quality Assurance Department is to perform audits or evaluations as required by the Quality Assurance audit schedule. The primary role of an airline's Quality Assurance Department is to perform audits or evaluations as required by the Quality Assurance audit schedule. The types of audits performed may vary in complexity and look at the performance quality of a whole system or specific processes.

As was discussed in the previous unit, the quality assurance department must be staffed by an adequate number of qualified and trained personnel possessing well-developed evaluation skills in the area they are auditing. Additionally, QA personnel should be diplomatic and tactful as they perform the activities of auditing.

Upon completion of an audit, the QA department will conduct an analysis of the results and facilitate improvements and corrective actions. Formal reports of audits are distributed to management for review and appropriate actions. During this time clear communication of the findings is paramount.

5.2.2 Types of Audits Performed by the Quality Assurance Department

5.2.2.1 Compliance Audits

An airline's QA auditing staff performs many types of audits within an airline's Quality Assurance Programme. Compliance Audits focus fundamentally on ensuring regulatory compliance with state and regional standards, and the
airline's regulatory standards. State regulatory requirements must be included in audit checklists as a baseline, and then they are augmented with the carrier's specific operational procedures.

**Key Learning Point**

Compliance Audits focus fundamentally on ensuring regulatory compliance with state and regional standards, and the airline's regulatory standards.

It is important to remember that compliance with State regulations alone does not guarantee safety and security. Airlines must regularly evaluate if further measures must be implemented in addition to state regulations to mitigate risks. These measures are then voluntary and generally composed of industry best practices. This is important both ethically to protect staff and passengers, and financially to reduce losses due to litigation, decreased customer confidence, and damages.

Taken collectively, these requirements become the carrier's *standards of operations*. These standards define expectations and procedures for employees to follow. The Quality Assurance auditor merely ensures that these standards are being met during a compliance-based audit. This periodic verification is important to both senior management and the State regulatory authority. The State regulatory authority will generally have specifications for the frequency of audits, the required performance, and bookkeeping.

A compliance audit is by far the most common type of audit a Station Managers will see at the station.

**Key Learning Point**

System Audits involve a comprehensive and systematic review of a complete functional area of operations or important process at a station, with the intention of improving performance.

### 5.2.2.2 System Audits

**System Audits** involve a comprehensive and systematic review of a complete functional area of operations or important process at a station, with the intention of improving performance. System audits are of immense value to the airline management team who may wish to re-engineer workflow or process due to poor performance. The QA department is then responsible to provide the operational manager with unbiased and independent assessment. In a system audit, strengths, weaknesses, threats and opportunities for improving an existing system or process are identified.

A system audit is typically requested by senior or departmental management in advance and the time is published on the airline’s QA department’s audit schedule. The QA staff member is essentially an evaluator of processes and systems that ensures that processes are conducted as they were documented and identifies areas of opportunities for system improvements.

Conducting a system audit of the entire baggage system, for example, would benefit an airline in identifying strengths and weaknesses within the baggage programme. A quality assurance evaluator would perform a cross-functional system audit beginning with a complete review of the airline’s documentation of its baggage policies and procedures. Additional areas that could be included in a system audit may include:

- reviews of baggage training curricula,
- baggage metrics utilised
• oversight of baggage handling contractors
• baggage software and hardware
• the functionality of baggage facilities
• GSE and equipment used in handling baggage.

After completing a system audit, the evaluator completes a formal report detailing the findings, both good and bad, which provides senior management and the programme owners valuable details to base improvements upon.

For example, after performing a system audit of baggage, the airline auditor might identify that the airline's new baggage software is functional, but the training of staff on the new software and the documentation in the airline's baggage manual was lacking. As a result, this would require three departments within the airline - the IT Department, the Training Department and Baggage Programme Manager - to work together to implement solutions and improvements.

In conducting system audits, the QA department plays an important role in facilitating the various departments and divisions within the airline to work together to find solutions to common problems.

Additionally, many QA departments have business process engineering specialists that assist managers in designing processes or reengineering existing processes. These services are important in that they support continuous improvement efforts sponsored by senior management.

**Key Learning Point**

Special Audits are tailored to meet specific and unique objectives of an airline as issues arise.

### 5.2.2.3 Special audits

**Special audits** are tailored to meet specific and unique objectives of an airline as issues arise. Special audits are not normally scheduled, but a good Quality Manager realises the need to conduct a special audit may arise and will allow some flexibility in his resource availability and scheduling. Special audits are normally triggered by an incident, accident, event or regulatory inquiry.

For example, an improperly handled diversion of a flight to an airport that resulted in equipment damage may be misinterpreted as the problem. In fact, the event may well be a symptom of the actual problem—perhaps a broken cross-functional process between three or four internal employee groups. A special audit could be in the form of a formal investigation, for which material is available in the AHM, and designed to do an in-depth assessment of this process, with the aim to identify weaknesses and opportunities for improvement.

**A root cause analysis** would be a useful exercise to fully understand why the system failed to support the diversion. This exercise enables the manager to address the real cause of the management system breakdown rather than superficially addressing the symptoms. These types of analysis are detailed and require a global understanding of the operations of the specific site to do a thorough diagnosis of the problem.
5.2.3 Unit Summary

This unit introduced you to the Quality Assurance Department at an airline. You learned that the mission of this department is to ensure a rigorous quality assurance system and to counsel managers on ways to ensure and improve quality. You should now be able to describe the main types of audits that occur at a station: compliance, system and special.

Study Check 5.2

1. Place a check in the True or False box beside the following statements.

<table>
<thead>
<tr>
<th>True</th>
<th>False</th>
</tr>
</thead>
<tbody>
<tr>
<td>The mission of a quality assurance department is to provide an effective quality assurance system and provide counsel for the state regulatory bodies.</td>
<td>☐</td>
</tr>
<tr>
<td>System Audits focused fundamentally on ensuring regulatory compliance with state and regional standards, and the airline's regulatory standards.</td>
<td>☐</td>
</tr>
<tr>
<td>Many QA departments have business process engineering specialists that assist managers in designing processes or reengineering existing processes.</td>
<td>☐</td>
</tr>
<tr>
<td>As a means to be proactive about safety and security, airline typically have a Corporate Station Audit Programme.</td>
<td>☐</td>
</tr>
</tbody>
</table>

Please circle the appropriate answer.

2. At a station there have been reoccurring issues with baggage software and hardware. The Station Manager has tried several measures to reduce these incidents with no change in performance. In terms of auditing which of the following options would be an effective way to attempt to solve the problem?
   (a) Compliance Audit
   (b) System Audit
   (c) Special Audit
   (d) Departmental restructuring

3. Complete the sentence: A _______ is by far the most common type of audit a Station Managers will have performed at the station.
   (a) Compliance Audit
   (b) System Audit
   (c) Special Audit
   (d) Root Analysis Audit
5.3 The Station Manager's Role in the Auditing Process

- List and describe the four main phases of the auditing process from the point of view of the Station Manager.
- Describe Class I and Class II, and Observation audit findings.
- Describe the purpose of a Corrective Action Plan (CAP).
- Explain the purpose of quality controls and promoting a culture of continuous improvement.
- Explain the benefit of implementing continuous improvement measures at a station.

In this unit you will learn about the Station Manager's role in the auditing process as he moves through the cycle of planning, facilitating, responding to findings, and working towards continuous improvement for the next audit. As you will learn, Station Managers who maximise this process to its fullest potential will create safer facilities and more cost effective operations.

This unit also highlights how findings are presented to a Station Manager by the auditor and how he is required to create a Corrective Action Plan in response to the findings of an audit conducted by the Quality Assurance Department.

5.3.1 The Four Phases of the Auditing Process

Throughout the auditing process the Station Manager will fulfil a number of managerial tasks. As mentioned in the previous units, audits are a unique opportunity to improve performance and to prevent injury to staff and passengers. For this reason it is imperative that the Station Manager take on a leadership role during this time.

The four main phases of the auditing process from the point of view of the Station Manager include:

1. Planning before the audit
2. Facilitating during the audit
3. Responding to the findings after the audit
4. Learning from mistakes and working to continuously improve the process or product for the future

Figure 5.3.1 highlights the cyclical nature of these four main phases. Note that during the audit the auditor must remain impartial and the Station Manager must do everything to ensure that the auditor can complete his work.
5.3.1.1 Planning before the Audit

A great deal of energy goes into an audit, from the scheduling of staff to the organisation of documentation. Audits should serve as a motivating force for the Station Manager to regularly and systematically review all aspects of a station’s operations and to verify that it is in total compliance to airline regulations: from the fulfilment of all regulated training requirements to the execution of state regulations on a day-to-day basis.

As you learned in the previous unit, the reason for holding an audit may vary. So too will the frequency of station audits. This will typically depend on the regulatory requirements for the particular area being audited. IATA’s Integrated Management Toolkit (IAMS) recommends that at a minimum, each station shall be audited at least once every 12 months. However, individual stations may be audited more frequently based on risk factors, performance during previous audits, time since last audit, or requests of senior management.

Did You Know?

The IATA Operational Safety Audit (IOSA) is performed by an experienced IOSA audit team which can be comprised of up to a dozen auditors and conducted over the course a full week.

The Station Audits under this programme are performed by a QA Auditor and generally range from one to two days on-site. However, longer audits may be conducted based on the size of the station and the scope of the audit. Station audits of larger sized or hub stations may require additional time and a full team.
of auditors to perform. Imagine how long it would take to audit systems at Heathrow Airport for example.

Once a date has been set for an audit, the Station Manager must ensure that all essential staff are scheduled for that day and that the facilities, documents, and systems the auditor will be evaluating are in order. For example, if the auditor is attempting to evaluate the conveyor belt system it is important that there are no time conflicts with scheduled belt maintenance. Additionally, key staff members must be on-duty in the event the auditors wish to interview about the state of particular systems or processes.

**Key Learning Point**

Once a date has been set for an audit, the Station Manager must ensure that all essential staff are scheduled for that day and that the facilities, documents, and systems the auditor will be evaluating are in order.

### 5.3.1.2 Facilitation During the Audit

Normally best practice would to conduct opening and closing meetings just prior to the start and at the end of the audit. The purpose of the opening meeting is for the auditor to reconfirm the scope of the audit and firm up arrangements such as airside passes etc. The closing meeting is normally an opportunity for the auditor to verbally feedback on finding and observations (prior to the report being issued) or hand over the report if it is ready.

On the day(s) of the audit the audit team will collect factual evidence to assist in the determination of the station's conformity to airline policies and procedures and regulatory requirements. The Station Manager's role is to facilitate this process, while airline auditors use a combination of four methods to observe and collect evidence:

- Reviewing documentation;
- Interviewing personnel;
- Surveying conditions, facilities, and equipment
- Assessing operational activities and processes

Facilitation means that the Station Manager should be available to the audit team and provide any assistance needed to ensure the audit's completion. This could include the following tasks:

- Guiding or providing guides for the auditor to facilities
- Providing the auditor with any necessary personal protective equipment to enter facilities
- Granting the auditors access to documents or systems
- Directing the auditors to key staff members
- Answering questions about the facilities, station processes, and station systems
5.3.1.3 Responding to the Audit Findings

Auditors are accountable for using effective communication with station personnel. In particular, auditors are required to update station management when a Finding or Observation is issued. Upon completion of the on-site portion of the audit, the QA Auditor will provide a formal report of the audit findings to the Station Manager, the airline's Quality Manager and any other departments as required by the Quality Assurance Programme. The auditor's job is to identify what improvements are needed rather than how to achieve them.

As you learned, audits are performed at the station to measure conformity to the Airline's policies and procedures and recognised aviation industry best practices. In many cases, achieving conformity to these standards requires more rigour on the part of the station than merely being in compliance with regulatory requirements.

Key Learning Point

Class I and Class II findings are categories used by some but not all airlines and indicated issues related to regulatory violations and situations that could lead to a violation.

If a station does not conform to an audit standard, then a Finding is issued and corrective action is required. Some airlines categorize Findings into Class I and Class II.

- Class I Findings indicate a direct or apparent violation of a governing State or Federal regulation.
- Class II Findings indicate nonconformity to company policies and or procedures, issued for situations that could lead to a violation. Class I findings will normally have a shorter corrective action period than a Class II finding, depending on the nature and severity of the finding. In rare cases some corrective action is required to be immediately deployed.

While some airlines choose to categorise Findings, some do not. Some audit programmes simply issue all non-conformancies as a Finding without any classification or category. The downfall to this is that minor and major issues may be treated with the same urgency.

Auditors may also issue Observations. Observations are either compliments, or suggestions intended to minimise the potential for future nonconformity. Although encouraged when the Observation is negative, corrective action is not required for Observations.

Once the audit results are reported, it is the Station Manager's duty to review these findings and identify how to achieve the corrections or improvements necessary to sufficiently address each of the findings or issues that were discovered during the performance of the Station Audit.

Key Learning Point

Upon reviewing the findings of an audit a Station Manager will complete a Corrective Action Plan (CAP) which is a written description of why the process was out of conformity and the corrective steps he will implement at his station.
The Station Manager will complete a Corrective Action Plan (CAP) which is a written description of why the process was out of conformity and the corrective steps he will implement at his station. An acceptable CAP includes a root cause analysis and the actions the station will take to eliminate the recurrence of the identified nonconformity. The QA Auditor reviews the Station Manager’s CAP and, if acceptable, advises the station to implement their plan. Additionally, the QA Auditor will list what evidence (proof) that the Station Manager will be required to produce to close the finding.

If the CAP is not accepted, then the QA Auditor provides the rationale and the Station Manager makes revisions to his plan and resubmits the CAP until it is accepted by the auditor.

5.3.1.4 Improving for the Next Audit

Once the auditor has accepted a CAP, the station must execute this plan. The Station Manager is required to provide the auditor with a monthly progress report in this regard. After reviewing the monthly progress reports and supporting evidence from the station, the auditor updates the Station Manager regarding the status of the audit until all findings have been closed by the auditor.

Key Learning Point

Ultimately, the Station Manager is responsible for developing and implementing satisfactory corrective actions, and the auditor is responsible for verifying that the station has actually completed satisfactory corrective actions in accordance with the accepted CAP.

Even if an audit is not imminent the Station Manager should be acutely aware of what the auditors will be looking for and work to make continuous improvements. Most changes to documentation, processes, systems, and staffing have to be made incrementally and therefore, require in-depth planning, organising, leading, and monitoring.

Quality Control

One of the ways a Station Manager can monitor the on-going quality of his station’s programmes and procedures is to implement Quality Controls. The purpose of quality control procedures is to identify a problem immediately, so that it can be corrected. Documentation describing the specifics of how a procedure or process is performed at the station in the form of a Standard
Operating Procedure (SOP). SOPs provide employees with a step-by-step procedure to follow which helps to eliminate human error.

Other types of Quality Controls include the use of inspections, observations and self audits which can be performed while a process is being conducted to determine if the desired outcome is present. Additionally, the use of checklists and cross-checks built into station processes are also types of Quality Controls that can be beneficial.

For example, a station policy might require employees to compile daily flight logs, fuel slips and passenger manifests and retain them as a record of each flight's specific details. Requiring the use of a checklist that identifies the required items to be compiled by the employee helps ensure the flight files are maintained correctly. The employee checks off that each item has been accounted for and once the checklist is completed, it is turned in to a supervisor or file clerk to review. Accountability can be a motivator to employees to do the job right each time. While it is not feasible to have a checklist/accountability for each and every process at a station, a Station Manager may find it desirable to have key processes involving risk, safety or security to implement an element of Quality Control into the process.

**Promoting a Culture of Continuous Improvement**

The ideas for improvements can come from a QA Auditor as a result of an audit, but Station Managers should be open to suggestions from other internal and external sources, such as:

- Employees
- Customers
- Vendors
- Other airline Station Managers and Colleagues

**Key Learning Point**

A Continuous Improvement Programme cannot exist without the participation of the station's employees who actively engage with the station's facilities, processes, and systems on a daily basis.

A Continuous Improvement Programme (CIP) cannot exist without the participation of the station's employees who actively engage with the station's facilities, processes, and systems on a daily basis. The Station Manager must therefore, seek out opportunities to discuss issues with staff. The Station Manager should participate in formulating performance goals with his employees' help, goals should be publicised, and accomplishments documented. Continuous Improvement goals that are tangible give workers something to strive for and providing recognition maintains employee interest and morale. Not only do employees who are engaged in the Continuous Improvement process report more potential problems, but are more apt to also provide employee-driven suggestions for improvements.

ISAGO ORM-H 1.2.1 requires ground operators to commit to continuous improvement of the management system, as well as the levels of operational safety and security.
By employing a Continuous Improvement Plan to the station’s safety, security and customer service programmes, some of the benefits realised are:

- Consistency
- Reduction in delay time
- Improvement in customer satisfaction
- Increases in profits
- Reduction of operational costs
- Mitigation of risks and hazards
- Improved safety and security processes

5.3.2 Unit Summary

In this unit you learned about the role and responsibilities of the Station Manager in the auditing process. You learned that the station manager must plan before an audit, facilitate during an audit, respond to the findings after the audit, and make improvement before the next audit. You also learned the importance of implementing quality controls at a station and promoting a culture continuous improvement through engaging staff and implementing programmes such as formulating performance goals with employees.

Apply Your Learning

As you learned in this unit the Station Manager has an important role to play in the auditing process. In this unit you will create a checklist for a Station Manager that covers the major tasks he must complete during the audit process.

Step 1: Review the four phases of the auditing process for the Station Manager: plan, facilitate, respond and improve.

Step 2: Using the information in this unit prepare a detailed checklist for each phase with 5-10 items per section. For example under “plan”, coordinating key staff schedules should be included.

Step 3: This unit provides general responsibilities. You may wish to create a more detailed list for yourself with additional logistical considerations. For example, you may wish to provide information about how to remind staff about an upcoming audit.
Study Check 5.3

1. Place a check in the True or False box beside the following statements.

<table>
<thead>
<tr>
<th>Audits should serve as a motivating force to regularly and systematically review all aspects of a station's operations and to verify that it is in total compliance to station regulations.</th>
<th>TRUE</th>
<th>FALSE</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Station Manager will complete a Continuous Actor Plan (CAP) which is a written description of why the process was out of conformity and the corrective steps he will implement at his station.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Please circle the appropriate answer.

2. A Station Manager has completed a CAP that has been reviewed and accepted by a QA Auditor. The Station Manager wants to monitor the ongoing quality of his station's quality programmes following the audit to improve performance and compliance. What should he do?
   (a) Delegate QA to a Specialist
   (b) Create a Quality Assurance Department
   (c) Implement quality controls
   (d) Improve customer satisfaction

3. Complete the sentence: __________ indicated a nonconformity to company policies and or procedures, or issued for situations that could lead to a violation.
   (a) Class I Findings
   (b) Class II Findings
   (c) Observation
   (d) Deficiencies
5.4 Emergency Response Planning

- Describe the term Emergency Response Plan
- List the authorities involved in Emergency Response Planning and the items covered in a station Emergency Plan
- List what areas station staff should be trained on for Emergency Response
- Describe what is meant by Emergency Response Preparedness
- Describe what measures should be taken during and after an emergency by a Station Manager and a station's staff.

5.4.0 Unit Overview

As you will learn, security, safety and health emergencies pose incredible challenges for airport officials and managers attempting to plan for and respond to complex situations. This unit will focus on the planning and activities that centre on emergency responses. Whether it be a fire, a natural disaster or a security breach, all station staff must have the training to act in the interests of safety and security.

This unit will also highlight the importance of Emergency Response Preparedness and will outline measures that should be taken through the process of responding to an emergency at a station.

Key Learning Point

Emergency Response Plans (ERPs) provide detailed information on how to respond to emergency situations such as major incidents, accidents or disasters.

5.4.1 What is an Emergency Response Plan?

Emergency Response Plans (ERPs) provide detailed information on how to respond to emergency situations such as major incidents, accidents or disasters. ERPs are sometimes also referred to as Emergency Contingency Plans. For the purpose of this module the term ERP will be used.

An ERP is necessary to respond to:

- Security Emergencies
- Safety Emergencies
- Health Emergencies

There are state regulations that dictate some of the policies and procedures that are drafted into ERPs. At the airport level an ERP will be developed to coordinate emergency response efforts between authorities and airlines when a major event occurs. Airlines will also create a corporate ERP with information about their airline’s specific policies that will be developed into a local station-level ERP that addresses the important facility and departmental needs of a particular site.

At the airline level, a staff member is generally assigned to Emergency Response Planning Management and will often coordinate measures with the Station Manager, as well as, different airport and airline authorities. This person will have considerable experience working through emergency situations and sufficient authority to ensure successful implementation of policies.
If the airline has departmental emergency response plans or procedures within the organisation, the individual plans and procedures must be coordinated with the overall corporate emergency response plan under the ERP manager.

**Key Learning Point**

The Station Manager is usually a member of a number of Airport Emergency Planning Committees, such as the Terminal Emergency Committee and the Airfield Emergency Committee.

The Station Manager is usually a member of a number of Airport Emergency Planning Committees, such as the Terminal Emergency Committee and the Airfield Emergency Committee. The establishment and operation of these committees is organised by the Airport Operator. These groups will regularly discuss issues related to Emergency Response Planning.

Given the potential for fatalities, serious injuries, major damage and or disruptions to operations, careful planning must take so that damage and harm are contained. This is no simple task and requires state, regional, airport, and airline authorities to regularly collaborate. Some external stakeholders that will be part of this planning process include:

- Fire
- Police
- Ambulance
- Rescue Agencies
- Hospitals and other medical facilities
- Medical specialists
- Civil Aviation or defence agencies
- Poison control centres
- Chemical or radiation agencies
- Environmental agencies

**Key Learning Point**

Emergency Response Planning is no simple task and requires state, regional, airport, and airline authorities to regularly collaborate.

### 5.4.2 What is Included in an Emergency Response Plan

Emergency Response Planning is a detailed process and require attention to detail. From the first responders on the scene to coordinating interactions with the media, the ERP will have a long list of policies and procedures. The following items are normally covered in a station ERP:

- A process for maintaining accurate manifests of passengers, crew and cargo carried on every flight, to include dangerous goods
- Ensuring the availability of information that specifies emergency and survival equipment carried on board aircraft and a process for immediate communication of such information to rescue coordination centres
• Published procedures and assigned responsibilities throughout the organisation to ensure a coordinated execution of the corporate ERP
• Ensuring all personnel with responsibilities under the ERP are appropriately trained and qualified to execute applicable procedures
• The ready availability of a facility for use as an emergency command centre, which has sufficient space, furnishings and equipment to successfully manage the execution of the corporate ERP
• Procedures under the corporate ERP that ensure a central coordination and control of all communications with external entities
• The ready availability of a telephone enquiry centre capable of handling the potential volume of calls expected with emergency events
• The ready availability of dedicated equipment and materiel necessary for the successful execution of the corporate ERP
• The regular rehearsal of the ERP and a process for a detailed debriefing and critique when the ERP is executed either as a rehearsal or in response to an actual event
• Procedures under the corporate ERP for establishing local emergency command centres at line stations or remote locations
• Procedures under the corporate ERP for the establishment and short notice dispatch of humanitarian teams to appropriate location(s) for the purpose of attending to individuals in need of assistance as a result of an emergency event

5.4.3 Emergency Response Training and Delegation

In addition to sitting on committees, the Station Manager must distribute the station ERP to personnel who have designated roles and responsibilities in the plan. It is often suggested that details of the ERP be provided to all areas of the station that could be involved in or impacted by a major emergency. The Station Manager must implement measures outlined in the ERP and make sure that staff are in compliance at all times.

A Typical ERP plan should contain the policies and procedures to be used when responding to an event. Additionally, there will be information outlining the roles of different departments during emergencies and how they will interact with other internal and external stakeholders.

Training station personnel in ERP procedures is crucial in preparing them for their role during an emergency or event. Some of the elements that should be included within the training curriculum include:

• Cultural sensitivity training
• Family assistance
• Responding to media
• Crash site discipline
• Effects retrieval
5.4.4 Emergency Response Preparedness

Various scenarios are considered in Emergency Response Planning. An important part of conceiving and preparing for various scenarios is ensuring that there is clear delegation of responsibilities in the event of a major emergency and that in addition to thoughtful planning there is ongoing rehearsing so that the appropriate departments respond without delay.

Station Managers along with internal and external authorities will plan regular emergency response exercises to test and encourage on-going preparedness. Examples will be simulations of aircraft crashes, and building evacuations due to fire or security breaches.

The Station Manager will also develop systems to report the findings of these exercises and to implement corrective actions if there are issues. Additionally, the Station Manager should regularly verify important emergency contact information, ensure that any changes are reflected within the ERP and are circulated to his staff.

Emergency Response Preparedness is then being in a state of compliance with safety policies and procedures outlined in the ERP but also being ready to actively carry these steps in a practical sense.

Key Learning Point

Emergency Response Preparedness is then being in a state of compliance with safety policies and procedures outlined in the ERP but also being ready to actively carry these steps in a practical sense.

5.4.5 Emergency Response During an Accident or Incident

A Station Manager should provide his staff with checklists to assist them in the event of an emergency. No matter the level of training and preparedness emergencies can be high stress situations and it is easy for employees to forget procedures and policies due to this stress. Checklists and job aids with information to easily and sequentially follow will help to prevent this.

Checklists are not only used by the Station Manager's staff it is useful to ensure that the Station Manager also has his own checklists. Figure 5.4.5a highlights some of the items that could be listed on a Station Manager’s Checklists. Figure 5.4.5b also shows important details for an airport checklist.

- Implement directives provided by the Emergency Response Centre.
- Liaise with local airport authorities and ensure that the company's head office airport representative is briefed on how the emergency is developing and on any relevant rules at the local airport.
- Ensure that copies of all passenger manifests are kept for the minimum period recommended by the public health authorities for that particular emergency (if using a Departure Control System).
- Follow the below checklist when advised of a flight with a suspected communicable disease onboard.
Emergency Response Checklist
Name: ___________ Date: ___________

<table>
<thead>
<tr>
<th>Task</th>
<th>Action</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>☐</td>
<td>Whenever notified of an incoming aircraft with a medical emergency onboard, obtain as much information as possible from the source of the information (Pilot-in-Command, Flight Dispatch, System Operations Control).</td>
<td></td>
</tr>
<tr>
<td>☐</td>
<td>Notify the Airport Authority of the in-bound medical emergency.</td>
<td></td>
</tr>
<tr>
<td>☐</td>
<td>Determine if necessary to set up schedule of conference calls with System Operations Control.</td>
<td></td>
</tr>
<tr>
<td>☐</td>
<td>Ensure personnel are properly briefed and are available to meet aircraft with the necessary equipment.</td>
<td></td>
</tr>
<tr>
<td>☐</td>
<td>Instruct staff members to ensure that passengers remain seated so that medical personnel can reach the passenger(s).</td>
<td></td>
</tr>
<tr>
<td>☐</td>
<td>Ensure the passengers, crew members, cargo and baggage remain on the aircraft until permission has been received from medical personnel to disembark passengers and off-load cargo and baggage.</td>
<td></td>
</tr>
<tr>
<td>☐</td>
<td>If a lengthy delay is anticipated in disembarking passengers, consider opening a Family and Friends Centre.</td>
<td></td>
</tr>
<tr>
<td>☐</td>
<td>If required, set up Passenger Centre to receive disembarking passengers and register them.</td>
<td></td>
</tr>
<tr>
<td>☐</td>
<td>If station is in an affected area of an international public health emergency (e.g. Avian Flu), cooperate with the local airport and public health authorities.</td>
<td></td>
</tr>
<tr>
<td>☐</td>
<td>If station is in an affected area of an international public health emergency (e.g. Avian Flu), keep the air carrier Airport Representative fully informed of the local situation.</td>
<td></td>
</tr>
</tbody>
</table>

Figure 5.4.5a—Station Management Checklist

- Ensure the clear flow of relevant information to and from all stations.
- Advise the stations according to their location and according to the information received from the Medical Representative.
- Keep the Director Emergency Response informed of the situation in the different stations.
- Instruct the stations directly involved in the emergency to lock passenger information in the reservations systems of both the operating and marketing carriers and, in the case of code sharing, to secure copies of appropriate passenger manifests (only air carriers using a Departure Control System).
Emergency Response Checklist
Name: ___________ Date: ___________

<table>
<thead>
<tr>
<th>Task</th>
<th>Action</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>☐</td>
<td>For an international public health emergency (e.g. Avian Flu), ensure that all relevant information goes to and is received from all stations.</td>
<td></td>
</tr>
<tr>
<td>☐</td>
<td>Transmit information received from the Medical Representative to stations as appropriate to their location.</td>
<td></td>
</tr>
<tr>
<td>☐</td>
<td>Maintain close contact with stations in affected areas.</td>
<td></td>
</tr>
<tr>
<td>☐</td>
<td>Keep the Director Emergency Response informed of the situation at the different stations.</td>
<td></td>
</tr>
<tr>
<td>☐</td>
<td>For the arrival station of an aircraft with a specific onboard emergency, verify the details of the medical emergency.</td>
<td></td>
</tr>
<tr>
<td>☐</td>
<td>Ensure that personnel have been properly briefed and are available to meet the aircraft.</td>
<td></td>
</tr>
<tr>
<td>☐</td>
<td>Ensure that the station has arranged for the passengers, crew members, cargo and baggage to remain on the aircraft until permission has been received from medical personnel to disembark passengers and offload cargo and baggage.</td>
<td></td>
</tr>
<tr>
<td>☐</td>
<td>Determine if it is necessary to open the Passenger Centre and/or Family and Friends centre.</td>
<td></td>
</tr>
<tr>
<td>☐</td>
<td>If air carrier uses a DCS, instruct the station to lock passenger information in the reservations system and secure copies of appropriate passenger manifests.</td>
<td></td>
</tr>
</tbody>
</table>

Figure 5.4.5b—Airport Checklist

Key Learning Point

Good communication is also paramount during an emergency. Cell phones and or hand held radios will aid employees in providing status updates rapidly. Staff should also immediately put on coloured safety vests to designate themselves as station employees to clearly communicate their role in assisting with the response.

The Station Manager and his employees will be called upon to perform additional duties during an event. Two roles that are of special note are:

Telephone Enquiry Centre

The airline should have a facility sufficient in size and equipment to handle calls from the general public in the aftermath of an aircraft accident or major incident. Furthermore, they should have a plan for providing a telephone number to the public in order to ensure that the calls are handled by facilities that have been designated, equipped and trained for this function.
Humanitarian Teams

The airline should have a team of trained personnel available to provide assistance to passengers and families of passengers in the aftermath of an aircraft accident or incident. This team should be available to travel to the site of the accident or other required location on short notice.

5.4.6 Emergency Response After an Accident or Incident

The Station Manager collects all information that may be required for an investigation. The Airport Operator holds a debriefing meeting in the days immediately after the accident or incident.

Key Learning Point

It is important for the Station Manager to communicate with Emergency Services and the Airport Operator, so that he can release relevant details of the accident, when authorised by the airline's Head Office.

It is possible that computer data relating to any flight involved in an accident may be made inaccessible to local staff by the airline head office to prevent unauthorised access. It is important for the Station Manager to communicate with Emergency Services and the Airport Operator, so that he can release relevant details of the accident, when authorised by the airline's Head Office.

Depending on the severity of the event circumstances, the Station Manager may also have to arrange counselling for his staff.

The Station Manager may also need to arrange entry clearance and accommodations for Head Office staff who assist in the period following the accident or incident.

Did You Know?

During a crisis, responding to media with “No Comment.” may give the public the impression you or your airline have something to hide or refused to share knowledge of the incident. A better approach is to identify for them who the public spokesman is for the airline or airport and that they will be responsible for issuing a public statement.

Dealing with the media can be one of the most stressful parts of any post-accident or incident period. If a Station Manager has not been given any formal media training it is important that a professional public relations officer (PRO) is employed. Most airport operators will have such a person. The Station Manager works with this person to supply him with details of aircraft type, passenger numbers and any other information that the airline Head office authorises to be released.

The handling of passengers on the aircraft involved in an accident incident, as well as the friends and relatives waiting at the airport is coordinated with the airport operator and emergency services. Local plans will be in place to ensure that facilities are provided to give maximum assistance to those affected without exposing them to unnecessary media pressure. Follow up assistance is provided after consultation with the airline Head Office.

It is important to note that accident investigation teams, comprised of skilled experts, will not authorise the release of specific information in the early stages of an investigation.
5.4.7 Unit Summary

As you learned in this unit being prepared for emergencies requires great attention to detail. In this unit the importance of collaboration between aviation authorities was highlighted along with specifics on what is included in an ERP at an airport station. You should now be able to describe some of the important steps that can be taken by a Station Manager and the Station’s staff during and after an emergency.

Study Check 5.4

1. Place a check in the True or False box beside the following statements.

   Emergency Response Plans (ERPs) provide detailed information on how to respond to emergency situations such as major incidents, accidents or disasters.
   TRUE  FALSE

   The Station Manager may also need to arrange entry clearance and accommodation for Head Office staff who assist in the period following the accident or incident.
   TRUE  FALSE

   Some external stakeholders that will be part of the ERP planning process include, fire, police, ambulance.
   TRUE  FALSE

   Cultural sensitivity awareness training should be provided to station employees in relation to emergency response.
   TRUE  FALSE

   Please circle the appropriate answer.

2. Complete the sentence: __________ is being in a state of compliance with safety policies and procedures outlined in the ERP but also being ready to actively carry these steps in a practical sense.
   (a) Emergency Planning
   (b) Emergency Compliance
   (c) Emergency Response Preparedness
   (d) Emergency Response

3. What resource should airports and Station Managers use to ensure they follow all of the necessary steps in an emergency?
   (a) Memory
   (b) Checklist
   (c) Cell phone
   (d) The media
5.5 Environmental Planning, Security Response Plans and Health Emergency Response Plans

Unit Learning Objectives

- Describe the importance of developing multiple response plans
- Identify the purpose and components of an Environmental Plan, Security Response Plan, and a Health Emergency Response Plan
- Describe the components of the IATA Emergency Response Plan template

5.5.0 Unit Overview

Given the range of potential emergency scenarios aviation officials and management must prepare detailed plans for responding to a broad range of scenarios. ERPs serve as an important part of this process. In this unit you will learn about additional planning documents that are developed: Environmental Plans, Security Response Plans, and Health Emergency Response Plans.

5.5.1 The Importance of Multiple Plans

Airport officials and staff must be prepared for a far reaching number of scenarios that can lead to emergency situations. Certain regions are susceptible to particular types of environmental disasters such as earthquakes and tornados. In other regions there may be specific security risks such as political volatility that can have a large impact on airport operations. In these situations it is the responsibility of airport officials, airport management, and local authorities to do everything they can to respond to and contain the situation as much as possible to reduce damage and harm.

Depending on the airline and their style of ERP, there may be a section on Environmental Plans, Security Response Plans and Health and Emergency Response Plans within the ERP document or these might be considered their own separate documents. Regardless of the style of the plan these are essential components for an airline to have in place at a station. The remainder of this unit will provide details on these types of plans and or planning components.

Key Learning Point

The Environmental regulations imposed by State authorities are varied, and as such a Station Manager must be aware of what laws apply at his station and for his airline. International airlines must comply with the environmental laws across the many countries where they conduct business.

5.5.2 Environmental Plans

The Environmental regulations imposed by State authorities are varied, and as such a Station Manager must be aware of what laws apply at his station and for his airline. International airlines must comply with the environmental laws across the many countries where they conduct business. As a tenant of the airport, the airline’s station environmental plan must be implemented in conjunction with the airport’s Environmental Programme.

All air transportation comes with an impact on the environment. In terms of environmental protection, most airlines have established policies, goals, and action plans on environmental management. Additionally, many airlines have
established internal Environmental Management Systems (EMS), responsible for planning, implementing, and auditing environmental management performance. IATA environmental focus is on developing sensible policies to enable and promote sustainable and eco-efficient air transport. Because of the global nature of the airline industry, IATA advocates that global solutions be developed through the International Civil Aviation Organisation (ICAO). Currently, ICAO and IATA’s environmental focus is on the impact of aircraft engine emissions and aircraft noise pollution.

ICAO Council’s Committee on Aviation Environmental Protection (CAEP) is made up of Members from States and governmental and non-governmental organisations representing aviation industry and environmental interests. The CAEP is responsible for pursing unified and coordinated efforts at a global level to reduce environmental impacts caused by civil aviation.

**Key Learning Point**

The process of Environmental management refers to management decisions, by which an airline’s activities are monitored and appropriate programs are created to reduce the negative impacts on the environment.

The process of Environmental management refers to management decisions, by which an airline’s activities are monitored and appropriate programs are created to reduce the negative impacts on the environment. Even in states where limited environmental regulations are in place, Station Managers should strive towards good environmental stewardship.

At a minimum, a station should have procedures in place to handle materials used in day-to-day operations, such as:

- Material management
- Spillage
- Discharges and/or emissions
- Waste disposal

Employees should know what steps to follow to protect themselves from environmental waste and also the environment from being contaminated by waste or spills.

Even the use of paperless measures within the operation, where possible, is a way an airline can reduce waste. Some examples of how paperless measures could be (or have been) implemented:

- e-tickets
- electronic record keeping
- electronic documents/manuals
- e-freight

Some benefits to implementing environmental policies and procedures at the station include:

- Cost savings benefit of environmental management
- Employee welfare - providing a safe work environment
• Meeting environmental regulations
• Meeting expectations of customers

5.5.3 Security Response Plans

Public confidence is very important in commercial air transportation. Although statistically, air travel is the safest mode of transportation, the fact that accidents usually involve a concentrated and large loss of life and receive excessive media coverage gives the image that air travel is risky.

Key Learning Point

Any accident involving a massive loss of life, human suffering and aircraft loss will contribute to damaging public confidence for the whole of the industry. Failure to act accordingly during and after an incident will directly impact the affected organisations.

Effective response is especially important when dealing with security incidents. Generally, security incidents will not generate an immediate loss of life. The survival of passengers, crew members, airline or airport staff members could be dependent on how well a situation is handled. In cases where the loss of life cannot be prevented, the air carrier’s safety and emergency management team needs to be at the forefront of the response in order to discover as quickly as possible the cause to prevent similar events from happening again.

The success of an organisation’s emergency response is directly related to the implementation of an effective and well-rehearsed crisis response infrastructure.

While the establishment of a crisis response infrastructure is based mainly on airport safety requirements (ICAO Annex 14—Aerodromes—Section 9.1), the crisis management plan should be designed in such a way that it can respond to security incidents and non-traditional incidents such as labour unrest, increased security measures, etc.

IOSA SEC 4.2.1 The Operator shall have a contingency plan that provides for a comprehensive and managed response to aviation security incidents.

Key Learning Point

The creation of a Security Response Plan contributes greatly to the management of security incidents and helps in avoiding daily operations being disrupted. An effective Security Response Plan is flexible, assigns responsibilities to staff and provides emergency procedures to cover any type of incidents.

The creation of a Security Response Plan contributes greatly to the management of security incidents and helps in avoiding daily operations being disrupted. An effective Security Response Plan is flexible, assigns responsibilities to staff and provides emergency procedures to cover any type of incidents. To be successful, the Security Response Plan must be rehearsed regularly by those involved in the plan. In order to better evaluate perform-
ances, practice runs should be recorded. Two of the most important aspects that a Security Response Plan should include are:

**Emergency Management Organisational Chart**

An aviation security crisis will require the formation of many different teams that will be linked together to form the emergency response team (ERT). There should be no more than 5 people per team. The time saved by having smaller groups reaching consensus will be crucial as security incidents are often time sensitive.

**Emergency Operating Centre (EOC)**

The EOC is one of the main aspects of an ERP. It is the facility where the Emergency Management Team (EMT) members coordinate their actions and develop strategies in anticipation of upcoming issues. The EOC has to be permanently accessible and it must be possible to reach the EOC in the shortest time possible.

The EOC should be equipped as if it were an office complex capable of functioning independently from the airport. Experts in all appropriate fields should be available and accessible to the EOC when their expertise is needed.

**Incident Investigation and Reports**

<table>
<thead>
<tr>
<th>IOSA SEC 4.3.1</th>
<th>The Operator shall have a process for the investigation of incidents involving:</th>
</tr>
</thead>
<tbody>
<tr>
<td>(i)</td>
<td>threats or acts of unlawful interference;</td>
</tr>
<tr>
<td>(ii)</td>
<td>failure of implementation of security controls under the responsibility of the Operator.</td>
</tr>
</tbody>
</table>

| IOSA SEC 4.3.2 | The Operator shall have a process that ensures notification to the applicable aviation security authorities when an act of unlawful interference against the Operator has occurred. |

After an incident occurs, the security department's ultimate intention is to enhance their knowledge of potentially dangerous security breaches. The implementation of an effective investigation group will help determine causality when incidents occur. The subsequent reports help in making all concerned staff aware of the event. Also, by shedding light on the cause, reports form a stepping-stone in providing solutions to prevent any other occurrences.

**5.5.4 Health Emergency Response Plans**

IATA recommends that all air carriers have emergency response plans to deal with public health emergencies. While a number of air carriers already have excellent emergency response plans in place, many do not.

IATA has produced an Emergency Response Plan template and Action Checklist (available in .pdf format on IATA.org), aligned with the World Health Organization Plan, for use by air carriers in the event of a public health emergency.

The template and checklist has two primary objectives:

- Identify in broad terms how to prepare for a public health emergency.
- Provide checklists of actions that should be built into a public health emergency plan.
The sample template is purposely generic in order that it can be used in different types of public health emergencies and in order to avoid having to produce new templates specific to each emergency that might occur. It can be used by air carriers that do not currently have their own public health emergency response plan.

Additionally, air carriers that have developed a plan may find it useful to review it against the elements set out in the following documents:

- Preparation of an ERP
- Consulting the National Public Health Emergency Plan
- Establishment of an Emergency Response Team (ERT)
- Establishment of an Emergency Response Centre (ERC)

**Key Learning Point**

IATA has produced an Emergency Response Plan template and Action Checklist aligned with the World Health Organization Plan, for use by air carriers in the event of a public health emergency.

**Triggers of Public Health Emergency response**

The information triggering an emergency response could come from any number of different areas. The most likely scenario would probably be a notification from the World Health Organization (WHO) that there has been a progression into a more critical phase of the emergency in question.

However, the information could also come from National Public Health Authorities, as it did for some countries during the SARS crisis.

Lastly, a response could also be triggered at the air carrier level if, for instance, many passengers and or crew members on a particular flight display symptoms consistent with communicable diseases.

Depending on the origin and the nature of the information received, the level of response will vary; it could be limited to action required by medical and communications staff or could extend to a full response including all affected parties.

**Activation of the Emergency Response Team and Centre**

The department or individual within the air carrier that receives the information that could potentially necessitate an emergency response must immediately contact the Operations Control Director (or equivalent) who in turn contacts the executive members of the Emergency Response Team, as listed earlier in this unit.

The executive members determine whether the Emergency Response Plan and Centre should be activated. If the decision is to open the ERC, all employees involved in the Emergency Response Team are notified. If the ERC is activated, the ERT core and support members will be represented.

**Roles and Responsibilities**

The templates that follow contain documents specific to each member of the Emergency Response Team. They outline the roles and responsibilities of each team member and contain a checklist of actions to be taken by each team member in the event of a public health emergency. Checklist templates have been developed for the following departmental areas and functions:
• Director Emergency Response (DER)
• Medical Representative (MR)
• Communications - both Internal and External
• Flight Operations
• In-Flight Services
• Airports
• Maintenance
• Cargo
• Security and Facilitation
• Station Management
• Operations Control
• Legal
• Risk Management
• Human Resources
• Finance Purchasing

As you can see from the list represented above, a concerted effort by all departments may be called upon by an airline to handle emergency response events of any nature.

The two templates that follow are specific to the role and responsibility of the Airport and the Station Management.

Emergency Medical Assistance at the Airport

The airport plays a key role in the health-care chain with regard to meeting the needs of sick passengers. It is the place where the passenger is taken in hand on arrival by facilities available on the ground and where the interface takes place with the health services of the country of disembarkation.

It is therefore essential that the Station Manager consult the airport authority to ensure that he is aware of the necessary corporate procedures and resources available to his station in the area of emergency medical assistance.

In that respect, Recommended Practice No. 6.57 of Annex 9 (Facilitation) to the Chicago Convention is a reference principle to be applied:

6.57 Recommended Practice—There should be maintained at international airports an organised, immediately responsive staff with facilities for first aid attendance on site and appropriate arrangements should be available for expeditious referral of the occasional more serious case to pre-arranged competent medical attention.’

In view of conclusions reached following a review carried out on medical assistance in major airports, the following general points are recommended by ICAO in order to ensure the effective implementation of emergency medical assistance to sick passengers.
Key Learning Point

The organisation of medical response on arrival of a sick passenger can vary from one country to another and from one airport to another within the same country.

Organisation of Medical Resources at the Airport

The organisation of medical response on arrival of a sick passenger can vary from one country to another and from one airport to another within the same country.

Some airports have permanent integrated medical structures within the airport’s administration, while others have established procedures enabling local public health services to directly take charge of the sick passenger on his/her arrival and to treat him/her within the structures of the public health system.

The essential point is that the passenger should be provided immediately upon arrival with medical first aid and medical attendance proportionate to the seriousness of his/her condition. Fast, efficient and planned intervention procedures have to be in place, if necessary in cooperation with the local public health services.

Key Learning Point

It is particularly important that the air traffic control services have established procedures allowing information to be relayed to the relevant medical assistance structures.

Communication and Coordination

Before the arrival of a sick passenger at the airport and to ensure he/she will be taken charge of, the communication chain is activated to mobilise the necessary medical assistance on arrival of the aircraft.

The message is first sent by the pilot-in-command of the arriving aircraft. The subsequent chain links can be the air traffic control services, the airport services, the airline’s services (operations department, the ground medical assistance provider, internal or external, and the Station Manager/service provider).

It is particularly important that the air traffic control services have established procedures allowing information to be relayed to the relevant medical assistance structures.

Role of Authorities

The appropriate national authorities ensure that the organisation of medical resources, and the necessary procedures, including those related to communication and coordination, are in place at airports in their constituency to meet the medical emergencies of arriving passengers.

They also make sure that the procedures and resources provided to meet arriving passengers’ needs are used, as necessary, to meet the emergency medical assistance needs of departing passengers, or even of persons accompanying them.
5.5.5 Unit Summary
In this unit you learned that there are multiple response plan components and several ways of approaching ERP writing. You should now be able to describe the elements in an environmental plan, security response plan, and a health emergency response plan.

Study Check 5.5
1. Place a check in the True or False box beside the following statements.

<table>
<thead>
<tr>
<th>Statement</th>
<th>TRUE</th>
<th>FALSE</th>
</tr>
</thead>
<tbody>
<tr>
<td>The organisation of medical response upon the arrival of a sick passenger can vary from one country to another and from one airport to another even within the same country.</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>IATA has produced an Emergency Response Plan template and Action Checklist aligned with the World Health Organization Plan, for use by air carriers in the event of a public health emergency.</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>The COE should be equipped as if it were an office complex capable of functioning within the airport.</td>
<td>☐</td>
<td>☐</td>
</tr>
</tbody>
</table>

Please circle the appropriate response.

2. Spillage, Material Management, and Emissions are related to which type of plan?
   (a) An environmental plan
   (b) A security response plan
   (c) A health emergency response plan
   (d) A safety management plan

3. In a Health Emergency Response Plan what procedures must air traffic control services have in place?
   (a) Procedures on how to rapidly perform first aid to injured passengers and crew
   (b) Procedures allowing information to be related to the relevant medical assistance structures
   (c) Procedures on how to collect a plane’s black box
   (d) Procedures on how to walk a crew through exiting the aircraft
5.6 Occupational Health and Safety (OH & S)

- Explain what kind of challenges Occupational Health & Safety poses for airlines
- List and describe Occupational Health & Safety issues and hazards associated with airport operations
- Describe steps that can be taken by Station Managers to reduce Occupational Health & Safety injuries at his station
- Write Occupational Health & Safety procedures based on established policies that address the logistics of compliance
- Create a plan that enforces and promotes an airline policy

5.6.0 Unit Overview

Injuries to staff at a station pose both ethical and financial challenges for airlines. All organisations have a responsibility to protect the safety of their employees on the job. Often organisations must balance both the need for safety and compliance to state regulations with the financial realities of business. The most effective solution is to prevent injuries before they happen, as it is both ethical and financially profitable for a business. Injury claims and settlements cost airlines large portions of their revenue, as do fines for non-compliance with state Occupational Health and Safety regulations.

This unit will discuss Occupational Health and Safety at a station. Several types of Occupational Health and Safety issues and hazards will be explained: noise, physical hazards, chemical hazards, and shift work related hazards. The unit will also include invaluable information about the steps a Station Manager should take to protect his staff and reduce injuries.

5.6.1 Occupational Health and Safety Programmes

Occupational Health and Safety (OH&S) is a component of all industry and organisations and is closely legislated and overseen by federal and other authorities. It is essential that airline operators, and Station Managers observe and apply the rules of OH&S to their stations. This is both ethical and financially beneficial for the organisation. Injuries are senseless and expensive when caused by poor management and non-conformity violations.

The Station Manager should be aware of both the health and safety issues surrounding his staff and himself as well as potential workplace hazards. A station OH&S programme should be developed with the details of the local regulatory and airline's requirements on how the safety and wellbeing of station personnel are to be ensured.

Key Learning Point

Injuries are senseless and expensive when caused by poor management and non-conformity violations.

All ground services staff should be made aware of these health and safety issues and should be trained on how to protect themselves from accidents. IATA has developed Recommended Practices in the area for Airside Management and Safety, as described in Chapter 6 of the AHM.
During the aircraft turnaround, the Turnaround Coordinator normally has some level of oversight for health and safety of others, mainly those working around the aircraft. Where dangerous practices are observed, intervention is a must and occurrences should be reported.

Station Managers must be aware of any requirements to report occupational health and safety records. These types of reports typically involve the notification of the station’s safety record and personnel injuries to the appropriate health and safety regulatory agency and to the airline’s headquarters.

### 5.6.2 OH&S Hazards

A hazard is defined as something with the ability to cause harm such as physical, mental, financial or reputational. Occupational health and safety issues associated with airport operation usually fall into four categories:

- **Noise hazards** - aircraft, GSE and general background
- **Physical hazards** - slips, trips, working from height etc.
- **Chemical hazards** - spillages such as DG, Fuel & Toilet effluent
- **Shift related hazards** - fatigue, illness (see Human Factors)

Occupational health and safety management strategies applicable to airport operators depend on the employment relationship with potentially affected workers, many of whom may be employed by airlines or ground services providers. Consequently, applying some of the following recommendations may only be possible through contractual arrangements or collaboration with third parties.

In general most airlines combine general OH&S and specific airline regulatory safety requirements into their SOP’s or Operating Manuals. This ensures that the airline is compliant with all regulations.

**Key Learning Point**

Control measures should be taken to reduce exposure to noise through the use of personal hearing protection by exposed personnel and implementation of work rotation programs.

**Noise**

Personnel may be potentially exposed to extremely high levels of noise from taxiing aircraft, the operation of aircraft Auxiliary Power Units (APUs), and ground service vehicles. As most of these noise sources cannot be prevented, control measures should include the use of personal hearing protection by exposed personnel and implementation of work rotation programs to reduce cumulative exposure.

**Key Learning Point**

The most significant physical hazards may include strains due to carrying of heavy loads; repetitive motions from luggage and cargo handling activities and aircraft service operations; collisions with moving ground service vehicles or cargo, or taxiing aircraft; and exposure to weather elements.
Physical Hazards

Personnel may be exposed to a variety of physical hazards depending on the specific worker function. The most significant occupational hazards may include strains due to carrying of heavy loads; repetitive motions from luggage and cargo handling activities and aircraft service operations; collisions with moving ground service vehicles or cargo, or taxiing aircraft; and exposure to weather elements. Workers may also be exposed to jet engine hazards.

1) Moving Equipment

Airport Operators should provide safety signs and pavement markings for ground support vehicle circulation and parking areas in ramps, taxiways, and any other areas with a risk of collision between ground vehicles and aircraft. Marked safety areas should include high risk locations such as jet engine suction areas to protect aircraft service workers.

Station Managers should ensure all workers with access to airfield operations are trained and certified in the operation ground support equipment. Additionally, operators of aircraft support equipment should be familiar with safety procedures applicable to ramp and taxiway traffic, including communications with the air control tower.

Safety features of ground support vehicles should be maintained, including back-up alarms, moving part guards, and emergency stop switches.

2) Strains

All workers involved in luggage and cargo handling, whether as a regular or incidental aspect of their work function, should be trained in the use of proper lifting, bending, and turning techniques to avoid back injury or extremities. Particular attention should be placed on the handling of luggage and cargo in airplane holds which often do not have adequate standing height (requiring special lifting or pushing techniques) and which may present tripping and slipping hazards. Workers should be provided with appropriate Personal Protective Equipment (PPE), such as knee pads when accessing cargo holds.

Airport Operators should evaluate the need to implement individual luggage weight restrictions in coordination with airlines. This can be achieved by applying weight limits on baggage according to local regulations or, in their absence, limiting the weight for individual pieces of luggage to 32 kilograms (70 pounds) as established by IATA.

The frequency and duration of worker assignments to heavy lifting activities should be mitigated through rotations and rest periods.

Operators should consider mechanising cargo and luggage handling activities, such as the use of conveyors that extend into the cargo holds.

3) Weather Elements

Station Managers should ensure workers are trained on the prevention of heat and cold stress, including the identification of early symptoms, and management techniques (e.g. hydration, rest). Workers should be provided with the necessary clothing and fluids to prevent weather related stress and apply other relevant recommendations for working environment temperature.
Chemical Hazards
Personnel may be exposed to chemical hazards, especially if their work entails direct contact with fuels or other chemicals, such as those used in de-icing and anti-icing. Work with fuels may present a risk of exposure to volatile organic compounds via inhalation or skin contact during normal use, or in the case of spills. It may also present a less frequent risk of fire and explosions.

Shift Work-Related Hazards
Station Managers are required to schedule their staff's working hours to match the hours of their airline’s flights. Station Manager's themselves may have to work night, or awkward hours, to supervise ground operations. Even though the Station Manager and his staff may not always be able to avoid night or rotating shiftwork, employee shift work regulations still need to be followed. These regulations are often governed by local labour legislation and/or union regulations.

What are the Hazards?
Staff working in shifts and during the night are often tired and fatigues because of their work schedule. Being overly tired makes it difficult to concentrate, which increases the possibility of errors or accidents. This can be a risk both to the worker and to the public. The stress of shift work can also aggravate health conditions, such as heart disease or digestive disorders.

Key Learning Point
Staff working in shifts and during the night are often tired and sleepy because of their work schedule. Being overly tired makes it difficult to concentrate, which increases the possibility of errors or accidents

How do these Hazards Occur?
Working at night makes it difficult to get enough sleep. Sleep after night work usually is shorter and less refreshing or satisfying than sleep during the normal night-time hours. Brain and body functions slow down during the night-time and early morning hours. The combination of sleep loss and working at the body's low point can cause excessive fatigue and sleepiness. This makes it more difficult to perform well, which increases the risk of accidents. Also, shiftwork can be stressful because of frequent switching from a day to night schedule and because of separation from family and friends. These stresses can be harmful to health.

Positive and Negative Points
Because of shift workers, the aviation industry is kept moving 24 hours a day. To the worker, shiftwork might mean extra pay or more free hours during the daytime. However, we already mentioned that shiftwork schedules are demanding and likely to produce stress and fatigue. In addition, shiftwork might affect safety, health, or ability to do the job. The negative impact of shiftwork can be felt almost immediately upon starting: problems in sleep, circadian rhythm instability, low performance, risks involving safety issues and interference with social and family life. Long-term effects include: aggravation of an existing problem, nausea, digestion problems and heart disease.
Improving Shiftwork through the Organisation

In several countries, regulations governing work hours and work scheduling exist. For instance, there are regulations governing flight time and rest time for flight and cabin crew. Various state laws establish rules for overtime pay and child labour. The Station Manager and the Human Resources office must comply with these regulations when preparing staff work schedules. Other than these regulations, the law does little to guide design of a work schedule to reduce stress or fatigue.

Why a Well-Designed Work Schedule is Necessary

A well-designed work schedule can improve health and safety, worker satisfaction, and productivity. Therefore, a good work schedule is an advantage for both the organisation and the worker. Changing a schedule is not easily done and must be handled carefully. Designing a work schedule has a large and immediate impact on all workers. All people on the job must abide by the work hours, or they will lose their jobs.

5.6.2.1 Mitigating hazards and risk

Where possible every hazard should be mitigated to the lowest level possible. Risk assessment (part of an SMS) is an effective method of understanding what activities pose what level of risk and allows formal tracking of them.

Many of the activities performed on the ramp pose high level of risk, normally physical risk without any form of mitigation. Fortunately the industry is relatively mature in this respect and implementation of policy such as Personal Protective Equipment (PPE), training or a change to procedures can be considered as an effective mitigation. There are many more.

Different aircraft types, airports and ramp locations could all pose individual risk so one size doesn't always fit all.

However, as already stated, all risk should be reduced down to the lowest possible risk and several mitigation measures may apply to a single activity. The safest form of mitigation is not to do the activity but this isn't always practical and a risk vs. reward balance should be sought.

Since we live in an ever-changing world a risk assessment should be considered as a live document and be regularly reviewed. Any recent data or analysis will help in the review process.

5.6.3 Unit Summary

In this unit, you learned the significance of acknowledging and understanding the Occupational Health and Safety issues at an airline station. You learned about the specific health and safety hazards that can occur at a station, and how the Station Manager, and his staff can handle them.
Apply Your Learning

As you learned in this unit, there are certain risks factors at an airport that are unavoidable like noise. That being said there are control measures that can be taken to mitigate these risks and refrain from unnecessarily injuring an employee’s ears. In this activity you will write OH & S procedures based on established airline policies that address the logistics of conformance with that policy. You will then create a plan that enforces and promotes the policy and procedures.

**Step 1:** Read the policies currently in place at the station below:
- Employees must wear ear protection when entering their work areas
- Employees should not remove ear protection to talk on the phone when in high risk areas
- Employees should be rotated out of high noise areas every 4 hours.
- Employees should report any concerns about noise to their direct supervisor immediately and these concerns should be fielded to the Station Manager

**Step 2:** Choose one of the four policies and develop 8-12 detailed procedures that address the logistics of conformancy with that policy. *For example, you may wish to include basic procedures on what an employee should do in the event that you believe their ear equipment is malfunctioning or broken. You may also wish to include details on what will happen if an employee is caught not wearing ear protection.*

**Step 3:** Now determine how you will enforce and promote this policy and procedures through the creation of a plan.

**Step 4:** Reflect on your experience in this process:
- How difficult was it to conceive of the logistics of conformancy?
- How time intensive do you think this process is for a Station Manager?
- What do you think is the best way to promote and enforce conformity? Why?
Study Check 5.6

1. Place a check in the True or False box beside the following statements.

Workers involved in the operation of aircraft support equipment should be familiar with safety procedures applicable to ramp and taxiway traffic, including communications with the air control tower.

The frequency and duration of worker assignments to heavy lifting activities should be guided by the strength and lifting abilities of the employee.

Brain and body functions slow down during the nighttime and early morning hours.

Even when a work schedule is well-designed, it will not improve health and safety, worker satisfaction, and productivity.

Circle the appropriate answer.

2. Complete the sentence: OH & S is both a __________ and __________ challenge for airlines.

(a) ethical; financial
(b) time; money
(c) health; safety
(d) regulatory; difficult

3. A Station Manager has had a number of claims about hearing loss due to working at his station. What control measure could he put in place to mitigate this risk for his staff?

(a) The station manager cannot mitigate this risk as airplanes are noisy
(b) Ask staff to volunteer to work in particular areas in order to mitigate the risk of litigation
(c) Rotate the staff more frequently into less noisy areas
(d) Put less staff on during the noisy periods of the day.
5.7 Documentation and Record Keeping

- Outline the types of records that must be maintained at a station
- Describe strategies for effective record-keeping
- Research best practices for maintaining records and develop a plan for maintaining the security of station documents

5.7.0 Unit Overview

In this unit you will learn about the documentation and record keeping best practices that a Station Manager should implement in order to keep track of information regarding station performance, audits, and historical incidents and accidents.

5.7.1 Documentation Control

Documents provide employees with the "how to" knowledge to perform their jobs. Because of this, it is important that employees work from the most current version of a document. The primary reason a Station Manager should implement document control is to ensure all necessary and up-to-date documents are available to those personnel required to use them.

Examples of documents that are controlled may include operations manuals, checklists, quality manuals, training manuals, process standards, policy manuals, and standard operating procedures (SOPs).

Key Learning Point

The primary reason a Station Manager should implement document control is to ensure all necessary and up-to-date documents are available to those personnel required to use them.

Documents may be kept in either a paper or electronic format, but regardless of which way an airline chooses to produce documents procedures must be in place to ensure they undergo the proper controls. Many airlines have found the benefits to an electronic documentation systems allows for the ease of creation and maintenance of documents. Additionally, being able to identify, revise, distribute, access, present, retain and/or delete documents using a web-based system has its advantages. Regardless, a system should be in place for document control to ensure the end user (airline's staff) have access to whatever policies and procedures are most current.

According to guidance outline in ISAGO ORM-H 2.1.1, document control, should include:

- Retention of a master copy;
- Examination and approval prior to issue;
- Review and update, to include an approval process;
- Version control (electronic documents);
- Identification of revision status;
- Identification and retention of revisions as history;
- Identification and retention of background or source references as history;
- Distribution to ensure appropriate availability at points of use;
• Checking of documents to verify they remain legible and readily identifiable;
• As required, identification, update, distribution and retention of documents of external origin;
• As applicable, identification and retention of obsolete documents;
• As applicable, disposal of documents.

Key Learning Point
Document control may also enable an airline to implement greater levels of quality management and makes it easier to identify possible cases of non-conformity.

Document control may also enable an airline to implement greater levels of quality management and makes it easier to identify possible cases of non-conformity. Additionally, Document Control processes for some manuals, such as flight safety and maintenance manuals, and documents may be required by regulatory agencies.

5.7.2 Record Keeping
Airlines keep records as evidence that an activity or process has occurred. At the station, many types of records must be maintained per the requirements of the airline’s policy or for regulatory compliance reasons. Records often have strict requirements in regard to what must be kept and for how long they must be retained. Additionally, staff must know how to properly destroy records when they are obsolete. Many regulatory agencies have stiff penalties when records are not maintained properly. Just as important to maintaining records properly is to ensure the correctness of the information contained in the record before it is maintained.

Station Managers should train their staff on the difference between a “good” record and a “bad” one. Imagine how a regulatory inspector or an internal QA Auditor would react if they came across a record where the information could not be verified due to ineligible handwriting or even worse, was missing key information all together. So, as you can see, maintaining records is simply not enough proof of evidence - it is also crucial that the record be produced with quality control.

ISAGO ORM-S 2.3.1 requires ground providers to have a system for the management and control of station operational records to ensure proper content and retention of the records.

Additionally, they must ensure operational records are subjected to standardised processes for:
• Identification;
• Legibility;
• Maintenance;
• Retrieval;
• Protection and security;
• Disposal, deletion (electronic records) and archiving.

Station Managers should do regular spot checks to ensure all records meet these standards.
Did You Know?
In 1876, one of the world’s most famous classification system was created by Melvil Dewey. The system is called the Dewey Decimal System which provides standardised processes for libraries to identify, maintain and retrieve books.

Having Quality Control in place to ensure records are “good” and properly filed is important, although even with a control in place a Station Manager should periodically perform a mini-audit of the station’s records and filing systems.

For example, a station received a QA Audit and several of the records the auditor was looking for as evidence were nowhere to be found. Upon further investigation, they discovered one passenger service agent was keeping records in her locker instead of checking them into a file room. The implementation of an ongoing QC process that verifies records for correctness and the appropriate filing in their proper place would have prevented the above situation.

Key Learning Point
A Station Manager should develop a Record Management Plan for his station. It is okay to keep the file plan simple. Most records will provide a structure themselves based upon their name or required retention time.

A Station Manager should develop a Record Management Plan for his station. It is okay to keep the file plan simple. Most records will provide a classification system themselves based upon their name or required retention time. For example, don’t make up an alpha-numeric filing scheme for records that begin with a number. Many stations create daily and monthly type files for flight records which make retrieval of specific flight information easier.

Many times the best suggestions come from employees, so enlist staff to assist in developing the file plan. They will feel more positive about using the file plan if they are included of the creation of it.

5.7.3 Unit Summary
In this unit you learned that without on-going and diligent recordkeeping, a station will not have information about its performance and what has happened at the station. You also learned that a Station Manager has the responsibility to keep detailed records and should develop a Record Management Plan.
Apply Your Learning

As you learned in this unit the Station Manager must develop a Record Management System at the Station. An important part of this process is the security of documents and making certain that information is not transferred to the wrong person. In this activity you will research best practices for maintaining records and developing a plan for maintaining the security of station documents. This is important to prevent theft, fraud, and security breaches and subsequent safety mishaps.

**Step 1:** Go on-line and search for information on “securing documents”.

**Step 2:** Record 5-10 best practices in this area.

**Step 3:** Choose 1 of these best practices and develop a plan to implement this at a station. For example, you may identify that it is important to shred physical documents in certain cases. You could then develop a plan to secure funding for shredders, for purchasing shredders, and for implementing shredders in some of the station’s offices.

**Step 4:** Reflect on what you have learned in this activity:
- How important is securing documents?
- Through your research where there any issues that you found related to document security that you had not considered before?
Study Check 5.7

1. Place a check in the True or False box beside the following statements.
   
   A Station Manager should develop a Record Management Plan for his station and it is okay to keep the file plan simple.  
   Document Control processes for manuals, such as flight safety and maintenance manuals, and documents are in place only if the Station Manager finds it useful.
   
   Please circle the appropriate answer.

2. A Station Manager has decided to do regular spot checks of his staff’s record keeping. He has verified the legibility, security, and archiving. What else should he look for?
   (a) retrievability
   (b) colour coding
   (c) dating
   (d) chronology

3. How should record systems be organised?
   (a) Sequentially, as structure must be closely monitored.
   (b) Uniformly as Station Managers must use alpha-numeric coding outlined by the airline
   (c) Consistently as Station Managers must use titles to identify file types
   (d) Simply as they normally provide a classification system themselves based on the time of retention and naming.
Further Reading
http://www.who.int/en/ World Health Organization
http://www.iata.org/whatwedo/safety/audit/Pages/index.aspx IATA Safety Audits - IOSA and ISAGO

Suggested Further Training
IATA Emergency Planning and Response for Airports and GSPs (www.iata.org/training/courses/Pages/airport-emergency-planning-tapp12.aspx)
IATA Crisis Communications and Media Response for Airport and Station Managers (www.iata.org/training/courses/Pages/airport-crisis-communications-tapp39.aspx)
IATA Human Factors in Ground Operations (www.iata.org/training/courses/Pages/groundops-human-factors-tapg03.aspx)
Answer Key

Study Check 5.1
1. False, False, False, True
2. a
3. a

Study Check 5.2
1. False, False, True, True
2. b
3. a

Study Check 5.3
1. True, False, False
2. c
3. b

Study Check 5.4
1. True, True, True, True
2. c
3. b

Study Check 5.5
1. True, True, False
2. a
3. b

Study Check 5.6
1. True, False, True, False
2. a
3. c

Study Check 5.7
1. True, False
2. a
3. d
Module 6:
Baggage Handling Management
Module Learning Objectives

- Describe the importance of smooth reception, processing, and delivery of baggage
- Describe the roles and responsibilities of the committees and authorities involved in baggage handling
- Carry out an analysis of baggage mishandlings
- Describe the costs associated with mishandling baggage and delivery of delayed baggage to passengers
- Name and describe the functions of a baggage tracing system
- Seek and implement solutions to identified baggage handling problems

Module Introduction

Baggage handling is an important part of the operations at an airport. Passengers expect that their baggage will be handled with care and will arrive at their final destination on-time and intact. Sometimes this does not occur. This module will examine the various aspects of baggage handling with a particular emphasis on methods that can be applied to effectively manage it. By doing so, an overall reduction in mishandling can be achieved thus minimising customer dissatisfaction and related costs.
6.1 The Role of the Station Manager in Baggage Handling

- Describe the operational and regulatory knowledge a Station Manager must have to manage baggage handling
- Describe the Station Manager’s role in baggage handling management at a Station
- List the responsibilities of a Station Manager in baggage handling
- Explain the importance of the baggage handling function at an airport
- Describe the Local Baggage Committee (LBC) and lists its primary concerns

In this unit you will learn about the importance of baggage handling, as well, as the role of the Station Manager in managing this function at a station. Station Managers oversee multiple areas of baggage handling, including staffing, training, customer service, baggage management systems, theft prevention, regulatory compliance, baggage security and coordination of baggage issues with other airlines and airports. This unit will emphasise the value of this role and function, and provide you with information on the typical responsibilities a Station Manager must complete to ensure that his station performs well in this area.

6.1.1 Operational and Policy Knowledge

Before being able to manage in the area of baggage handling a Station Manager must have a clear understanding of baggage operational functions at a station. He should be able to describe how baggage is checked-in, made-up, loaded, transferred, unloaded, and finally transported to the claims area. In some cases baggage does not make it smoothly to the claims area. It may be delayed, lost, stolen, or damaged along the way. The Station Manager must be up-to-date on the baggage policies at his station for these instances and carefully enforce his airline’s policies. Additionally, a station manager should clearly communicate baggage policies to his staff and customers.

Key Learning Point

A Station Manager should be able to describe how baggage is checked-in, made-up, loaded, transferred, unloaded, and finally transported to the claims area.

6.1.2 Fraud and Security Prevention in Baggage Handling

As you learned in Module 2 Airline and Airport Safety and Module 3 Fraud Prevention, baggage can be vulnerable to acts of terrorism, and forms of theft. Therefore, a Station Manager must actively work with his staff and airport authorities to mitigate risks related to baggage and follow established standards. An example of an important procedure is outlined in ICAO’s ‘Passenger and Baggage Reconciliation’ standards and indicates:

- No item of baggage should be loaded until its owner has boarded the aircraft
- All baggage should be recorded as loaded, and before departure, any baggage which has no accompanying passenger should be offloaded
Key Learning Point

Station Managers should collect metrics on baggage theft and pilferage to determine if there are particular times, locations, or flights that are particularly vulnerable or regularly targeted.

Other measures can also be taken to prevent security breaches such as installing lighting, surveillance cameras, and undercover police officers in high traffic or easily targeted areas. Station Managers should collect metrics on baggage theft and pilferage to determine if there are particular times, locations, or flights that are particularly vulnerable.

6.1.3 Training Staff on Baggage Handling

A Station Manager must be knowledgeable about baggage operations. He must also oversee the training of station employees on baggage handling and monitor and provide feedback on the subsequent performance of employees. Baggage is typically handled by a variety of personnel such as:

- Check in staff - acceptance
- Security - screening
- Baggage make up - sorting and handling, transporting
- Aircraft loading - loading/unloading, securing & transporting (on departure and arrival)
- Baggage Services - mishandled baggage i.e. missing, damaged pilfered.
- Ideally all staff will be familiar with the duties of others and procedures they will follow.

Below is a list of general subjects that would be covered in training, depending on the role:

- Functional Training:
  - Baggage Acceptance Procedures:
    - Customer Services training (basic)
    - Baggage Acceptance procedures
    - Carry-on (Unchecked Bags)
    - Excess baggage procedures
    - Excess Valuation
    - Courier Baggage
    - Pets as Baggage
    - Wheelchairs as Baggage
    - Functional training on operating baggage tag printer
  - Baggage Tagging Procedures
    - Name and Address tags on baggage
    - Identifying baggage tags
○ Baggage Sortation
  – Make-up
  – Loading
  – Transfer
  – Unloading
○ Baggage Ergonomics
○ Baggage Service Office Procedures
  – Claims
  – Interim Expenses
  – Damaged Bags
  – Pilfered Baggage
  – Delivery of Mishandled Baggage
  – Reducing Expenses
  – Use of Baggage Tracing System(s)

• Regulatory Training:
  ○ Baggage security procedures
    – Basics of Baggage Security
    – Terrorism
    – Passenger and Baggage Reconciliation process
    – Theft

6.1.4 The Station Manager's Responsibilities in Baggage Handling

A successful Station Manager will plan, organise, lead, and control in the area of baggage handling and will apply these skills to each of the following responsibilities:

• Training staff on baggage handling
• Preventing security breaches
• Providing baggage signage
• Participating in staff and airport baggage meetings
• Communicating with baggage vendors and other airlines
• Responding to instances of baggage delays, loss, theft, or damage
• Maintaining records on baggage performance
• Managing revenue losses due to baggage mishaps
• Monitoring baggage handling performance at the Station
• Ensuring compliance with baggage policies
• Integrating a culture of continuous improvement in Baggage Handling
• Developing and implementing local policies to ensure efficient baggage processing.
Key Learning Point

Often passengers have traveled long distances and are tired when they learn that their baggage is delayed, missing or damaged. This can lead to tense situations and ultimately a loss in their confidence in the airline, if the situation is not handled well.

6.1.5 The Importance of Baggage Handling Management

Surveys indicate that our customers normally rate baggage handling within the top 4 or 5 of most important thing to consider when choosing an airline.

From the passenger’s point of view, baggage handling is of particular importance and can be a particularly contentious subject. In effect and due to the nature of their work Baggage Services staff are always in service recovery mode.

All passengers check in their baggage with the expectation that they will collect it (in the same condition) upon arrival at their destination. The causes of most mishandled baggage incidents is unnecessary and can occur at departure or on arrival:

- **Delayed**—normally the result of inadequate procedures, lack of check-in and facilities issues at the departing or transfer airport.

- **Damaged**—often the result of incorrect handling, lack of care or infrastructure issues

- **Pilferage**—normally the result of dishonest staff, lack of security etc.

The costs are staggering. Although generally improving year on year, in 2014 mishandled baggage cost the industry US$2.4bn; 7.3 customers in every 1000 experienced some level of mishandled baggage issue. Average time taken to repatriate delayed bags is 1.6 days.*

Delayed baggage is by far the biggest problem (see Figure 6.1.5a below).

![Mishandled Baggage Breakdown (2014)](image)

Figure 6.1.5a—Mishandled Baggage Breakdown (2014)
Although locally originating bags are an issue, transfer bags pose the biggest problem currently faced followed by failure to load (see Figure 6.1.5b below).

Figure 6.1.5b— Reasons for Delayed Bags (2014)

* - data originates from the SITA Baggage Report 2015

Each airline will have their own statistics and issues (corporate and local) but the trends are likely to be similar. There is however much that can be done.

Often passengers have traveled long distances and are tired when they learn that their bag has been mishandled. As has already been stated, this then becomes entirely a service recovery activity for the airline where empathy, care, tact and most importantly action are required.

Improving the situation will go a long way toward enhancing the reputation of the airline as well as achieving cost savings, some are significant. So what can we do to improve the situation?

6.1.5.1 Delayed Baggage

A simple check at a point prior to departure to identify how many bags have not been loaded onto the aircraft prior to departure. The Turnaround Coordinator could initiate this; where missing bags have been identified there are effectively two main courses of action;

**Wait for missing bags**—Aim to depart with all of the accepted bags! Flights could be delayed to wait for missing bags if there is sufficient justification. For example, where the number is significant (often occurs where a connecting flight is late arriving). The benefit of doing this, in some cases, outweighs the disadvantages but should be carefully considered with all parties.

**Initiate immediate repatriation**—Aim to improve the time to repatriate bags! Where bags are knowingly left behind, this could initiate an immediate process where they are pro-actively tracked (post departure), re-flighted and destination station informed.

There is probably nothing more frustrating for customers than waiting at a carousel, then queuing at the baggage service desk to report something that in many cases the airline and its GSP already knew (but failed to effectively communicate). A simple process like meeting customers from an arriving flight,
informing them of the situation and eliminating a long and unnecessary wait at the carousel could go a long way to improving this.

### 6.1.5.2 Damaged Baggage

Many bags are accepted in an already damaged or in vulnerable state i.e. fragile/over packed. Often this is easily identified upon acceptance and mitigated to an extent through use of a Limited Release Tag (LRT). The LRT limits the liability placed upon the airline in essence because the airline hasn’t created the damage.

Handling is also an issue, much damage is caused by baggage being unnecessarily and carelessly thrown around, dropped from height or left in inclement weather conditions.

Also, some government-based authorities such as the Transport Security Administration (TSA) in United States will often randomly open and inspect bags, if they are locked, occasionally the lock will be broken. Baggage Services staff should check bags especially those with damaged locks, zips etc. for evidence of the random checks. Often there is acknowledgement of the damage in the form of a note that allows for direct compensation, thereby negating the airline of responsibility (and cost).

### 6.1.5.3 Pilfered Baggage

Where this occurs, it should be investigated and reported to the authorities and the Police at both the originating and arriving airport. In some cases intelligence may exist that indicates that there is a local issue.

### 6.1.5.4 Lost or Stolen Baggage

Occasionally genuine mistakes do occur with similar looking bags on the carousel are claimed in error. Generally this often rectified when the mistake becomes apparent.

However, in airports whereby the reclaim area is not within an airside or secured zone, thefts often occur by organized thieves or by opportunists. Where this does occur action should be taken to secure the area (security guards, enclosed areas, reclaim stub checks etc.).

In all cases, focus and collaboration between airlines, GSP’s, Airport Authorities, Police and Customs etc. (sometimes also through the Airport Operators Committee and Local Baggage Committees) can help significantly improve this.

### 6.1.6 The Local Baggage Committee

An important opportunity for the Station Manager to network is at Local Baggage Committee (LBC) meetings of airline managers. These meetings are typically conducted on a monthly basis where managers identify, analyse, and solve local interline baggage handling problems.

IATA has established requirements for the establishment of such committees. IATA Resolution 744 requires that a LBC be established at all airports which are served by at least one member (of IATA) and;

1. which are served by more than three scheduled carriers; and
2. where interline baggage is transferred between carriers; and/or
3. where a member is handled by another carrier or non-airline handling agent.
Key Learning Point

Non-IATA carriers, non-airline Handling Agencies, Customs and Security representatives, Airport Authorities and Interline Delivery Agencies are all encouraged to participate in the LBC but they will not have a vote.

In these groups each IATA member has one vote and must be represented by a manager who has baggage handling authority at his airline. Non-IATA carriers, non-airline Handling Agencies, Customs and Security representatives, Airport Authorities and Interline Delivery Agencies are all encouraged to participate in the LBC but they will not have a vote.

Where an airport is served by IATA, A4A and other airline association member, all of these will form a single LBC.

Below is a detailed list of a LBC’s typical concerns at an airport, which shows the degree of planning and coordination that goes into baggage handling management:

- Conducting regular reviews of station problems which lead to baggage misconnection.
- Establishing standard procedures for transfer baggage, including the setting of realistic time standards for each stage of the transfer process taking into account:
  - delivery - the time required to unload, sort and deliver the baggage to the receiving carrier (or the common drop off point, as the case may be).
  - contracted transfer (where this applies) - the time needed for the contractor to pick up and deliver the baggage to the receiving carrier
  - loading - the time required to sort, transport and load the baggage onto outbound flights.
  The total of these time standards at an airport must not exceed the established MCT at that airport.
- Examining each carrier’s performance in adhering to the agreed upon time standards.
- Reviewing the interline baggage delivery time once a year, and more often if necessary. This review is carried out in order to ensure that the baggage delivery times which have been set are realistic, i.e. that they can be achieved.
- Recommending corrective action when performance is below standard.
- Local coordination of any programme designed to improve baggage handling standards.
- Monitoring of baggage tagging standards and baggage name identification.
- Providing recommendations for changes to existing industry rules with regard to baggage handling methods.
- Monitoring and reviewing the level of security which baggage receives during the assembly, transfer, and delivery processes, with particular emphasis on reduction of opportunities for pilferage and theft.
- Taking steps to insure the availability and use of name and address labels or stickers by all members serving the airport.
6.1.7  Unit Summary

In this unit you were introduced to the role of the Station Manager in baggage handling. You learned that a Station Manager must have a strong operational and regulatory knowledge of baggage handling. Additionally, it was outlined that a Station Manager must be actively aware of issues related to customer satisfaction, fraud prevention, and security as they relate to baggage handling - as a lack of care in these areas can lead to lost revenues and harm to passengers.

You leave this unit with an understanding of the necessity of staff training in baggage handling, as well as, the need to apply the four basic management skills when performing the Station Manager's baggage handling responsibilities. Lastly, you learned about the opportunity for Station Managers to interact with management at Local Baggage Committee meetings.

Study Check 6.1

1. Place a check in the True or False box beside the following statements.

   A Station Manager should be able to describe how baggage is checked-in, made-up, loaded, transferred, unloaded, and finally transported to the claims area.  TRUE  FALSE

   Non-IATA carriers, non-airline Handling Agencies, Customs and Security representatives, Airport Authorities and Interline Delivery Agencies are all encouraged to participate in the LBC but they will not have a vote.  TRUE  FALSE

   Baggage Agents should be trained on loading and unloading baggage, baggage tracing, customer service, and baggage claims.  TRUE  FALSE

Please circle the appropriate answer.

2. Complete the sentence: Station Managers should collect metrics on baggage theft and pilferage to determine if there are particular , , or that are particularly vulnerable or regularly targeted.

   (a) times/locations/flight
   (b) managers/countries/institutions
   (c) check-in agents/ramp agents/baggage agents
   (d) times/managers/baggage agents
3. A baggage agent at your airline has been performing poorly when it comes to communicating with passengers. What is the main risk for the station?
(a) It will upset the baggage agent’s manager
(b) Passengers will not file baggage claims
(c) Passengers will lose confidence in the airline
(d) Passengers will be distracted and miss their flights

4. How frequently are LBC meetings conducted?
(a) Daily
(b) Weekly
(c) Monthly
(d) Yearly
6.2 Stages of Baggage Handling

- Identify and describe each of the six stages of baggage handling
- Describe the concepts of baggage allowance and excess baggage
- Describe ways that the Station Manager can work to continuously improve baggage handling

6.2.0 Unit Overview

The objective of the baggage handling process is to accept the bag from the passenger, transport it from A to B, and return it to the passenger in exactly the same condition as when it was checked in. In theory this seems simple and straightforward, but in practice it is not. There are many ways things can, and do, go wrong, and this unit will point out these problem areas for you.

You will walk through the various stages of baggage handling to see how baggage handling can sometimes be a complicated matter. Issues such as loading, unloading, transferring, and baggage allowances will be reviewed with you so that you will have practical knowledge of the many stages of baggage handling.

This unit will take you through each of the six stages of baggage handling, starting with check-in, and followed by make-up, loading, transfer, unloading, and claim area.
6.2.1 Check-In
As baggage is checked in it will be divided into three main categories:

1. On-Time Checked Baggage
On-time Checked Baggage must fit within the acceptable limits set out by the airline. This means that it must be the appropriate weight, size, and be checked before what is known as the ‘positive closeout’. The positive closeout involves communication between the check-in staff and the ramp staff. At an agreed upon time the check-in staff will signal the last bag collected before this time. This is important particularly when there are multiple flights taking place to ensure security of the aircraft and to avoid delays. It also ensures that passengers are aware that their flight will be taking off shortly and that they must proceed directly to security and their gate.

2. Late Checked Baggage
For baggage that meets the weight and size requirements but was checked-in after the positive closeout, airlines will create special handling procedures and communication procedures set-up for ramp personnel.

3. Exception Baggage
When baggage does not meet the weight and size requirements of the airline it will be considered exception baggage at the check-in counter. This is often known as out of gauge (OOG) baggage. Examples of this are sports equipment such as golf clubs, windsurfing boards etc. Airlines will have special procedures that must be followed. It is important to consider in these procedures that often times exception baggage will be too heavy to transport on conveyor belts. The Station Manager must make sure that this baggage is dealt with in compliance with his airline’s policies. In these cases use of a Limited Release Tag (LRT) should be considered at the acceptance point.

6.2.2 Make-up
The process of sorting and preparing baggage for loading onto the aircraft is called make-up.

The main categories of baggage make-up are:
1. sorting by flight and destination
2. separation by type-interline transfer, on-line transfer, local baggage
3. separation by class of service
4. Elite Frequent Flyer Status

Key Learning Point
Loading must be carried out with special emphasis on, and attention to, two basic principles: loading to facilitate handling; and loading to prevent damage.
6.2.3 Loading
Aircraft loading is concerned with loading and securing baggage, cargo and mail. Loading must be carried out with special emphasis on, and attention to, two basic principles: loading to facilitate handling; and loading to prevent damage.

Loading to Facilitate Handling:
All items should be loaded onto the aircraft according to the order in which they are to be unloaded. Baggage should always be unloaded in the following order:

1st: interline transfer baggage
2nd: on-line transfer baggage
3rd: local (terminating) baggage
4th: other (cargo, mail, etc.).

You should keep in mind, however, that while this order is generally followed, some airlines like to deliver first class baggage before economy class baggage. In these instances, first class baggage, and the bags of elite status passengers, is loaded separately.

Loading to Prevent Damage:
Depending on the length of the journey, some pieces of baggage can weigh more than 20 kilos. As a result, bags must be loaded vertically rather than horizontally to prevent the bags on the floor of the aircraft container or bin from being crushed by the bags which are loaded on top of them.

Key Learning Point
MCTs (Minimum Connecting Times) are set to ensure that there is enough time to transfer baggage, not passengers.

6.2.4 Transfer
At each airport, Minimum Connecting Times (MCTs) are jointly established by the scheduled airlines. An MCT refers to the time required to transfer passengers and baggage successfully between airlines at an airport.

MCTs are set to ensure that there is enough time to transfer baggage, not passengers. Because baggage has to undergo sorting, transfer, reconciliation, and reloading, passengers are usually able to reach their next departure gate (from the arrival gate) more quickly than baggage.

Baggage is usually transferred using one of the following methods:
1. the inbound airline takes transfer baggage to the connecting airline
2. a single ground handling company transfers baggage for all airlines at the airport.

Key Learning Point
The Baggage Transfer Message (BTM), which includes the baggage tag number, passenger name and flight details, is extremely useful in the unloading process. It can be used to find out precise details of the connecting baggage (if any) before the aircraft arrives.
6.2.5 Unloading

When we dealt with loading earlier in the unit (Section 6.4.3), we mentioned the order in which baggage must be unloaded.

The Baggage Transfer Message (BTM), which includes the baggage tag number, passenger name and flight details, is extremely useful in the unloading process. It can be used to find out precise details of the connecting baggage (if any) before the aircraft arrives.

6.2.6 Claims

The factors which must be taken into account at check-in also apply at the claim area. For instance, exception baggage (see Section 6.4.1) cannot be transported on the normal conveyor system, and it cannot be accommodated on the claim device.

Procedures for dealing with exception baggage must be established at each airport. How and where exception baggage will be delivered to the claim area, and how passengers will be notified about where to look for this baggage, must be clearly determined and practised.

Figure 6.2.6 provides details on the key learning points for each of the six steps in the baggage handling process.
6.2.7 Baggage Allowances, Excess Baggage, and Cabin/Carry-on Baggage

Baggage Allowances

Each airline has their own baggage allowance policies which are described in the airline's contract of carriage. A contract of carriage contains the general terms applicable to the transportation of passengers and their baggage on all legs of their journey. The airline's contract of carriage spells out how many pieces of baggage passengers are permitted to bring with them, including checked and unchecked items.

If an airline allows a certain amount of baggage without additional charges to the passenger, this is called “Free Baggage Allowance”. The amount of free baggage allowance is determined by the airline based upon factors such as class of service, routing, status in FFP and even use of an airline’s co-branded affinity credit card.

The appropriate fees must be collected for any baggage that is accepted beyond of the airline’s free baggage allowance. Station personnel must ensure that baggage scales used to weigh overweight baggage must be periodically calibrated so correct weights are obtained before assessing excess/overweight baggage charges.

The Station Manager must make sure his staff apply the company regulations for baggage allowances.

Excess Baggage:

Passengers often travel with baggage that exceeds the limit (the free baggage allowance) per person allowed by the airline. Airlines charge for baggage in excess of this limit.

For competitive and financial reasons, some airlines choose not to allow any free baggage requiring customers to pay the airline’s fees for any checked baggage and in some cases, even carry-on baggage.

Key Learning Point

Airlines establish a control over carry-on baggage in order to facilitate passenger flow through security check points, to ensure the safety and comfort of passenger in flight, and facilitate on-time departures.

Cabin/Carry-on Baggage:

Cabin or carry-on baggage are unchecked articles that passengers bring with them unto the aeroplane.

Airlines establish a control over carry-on baggage in order to facilitate passenger flow though security check points, to ensure the safety and comfort of passenger in flight, and facilitate on-time departures. Carry-on baggage should be of a size, weight and shape to fit under a passenger seat or in an enclosed storage compartment.

For more information about the carriage of carry-on baggage, you can refer to the IATA Recommended Practice 1749. However, airline regulations should be consulted regarding their policy about the permissible number and size of carry-on items.

For safety reasons, airlines inform passengers that certain articles are restricted for carriage on board the aircraft. In the event that an article is
removed from a passenger for security reasons, carriers should apply the provisions of the IATA Recommended Practice 1750–Handling of Security Removed Items.

For additional information, you should refer to AHM 140 and AHM 170.

6.2.8 Planning and Continuous Improvement in Baggage Handling

When planning Baggage Handling processes and facilities for the station a Station Manager must examine the complexities of the entire baggage systems across several functional groups which may include Passenger Services, Security, Ramp, Load Control and Baggage Service Office. Each area must have procedures that work cohesively together and the proper tools and facilities to ensure baggage is handled with ease.

As a Station Manager, a good practice would be to assess the process pathways a piece of baggage must travel from the curb to the aircraft and back to baggage claim. Examine the processes from the perspective of the different stakeholders such as airline staff, airport security, and passengers to determine if the need for continuous improvements the even if need for implementing new procedures are evident.

Here are some examples of just a few of the Baggage Handling processes that a Station Manager may consider when examining his own station's baggage procedures:

**Passenger Services:**
- Are baggage belts in close proximity to check-in? (ergonomics/employee health)
- Is an excess baggage fee structure established? If so, is it posted?
- Have employees received training on collection of baggage fees?
- Does security for kiosk check-in area meet government standards?
- Are agents trained on kiosk’s functionalities and available for passenger assistance?
- Are processes in place to ensure baggage scale calibration?
- Is there a process to identify damaged, fragile or over-packed baggage at the point of acceptance and attach an LRT?

**Security**
- Are processes in place to address:
  - Undisclosed Dangerous Goods found in checked baggage?
  - Baggage requiring special security screening, such as weapons checked in baggage?
- Are baggage make-up areas well lit and monitored to deter pilferage?
- Are employees aware of security procedures in protecting baggage from the point of security screening until it is loaded onto the aircraft?
- Does the interface between Passenger Services and Ramp work efficiently and effectively during the Passenger/Bag Reconciliation process?
Ramp
- Are policies established and communicated regarding the preparation and loading of baggage and freight (e.g. priority baggage, connection baggage,...)
- Are standards established for average baggage delivery time? (i.e. time from "blocks-on" to delivery at arrival hall baggage area)
- Are standards established for average customer wait time for bag delivery? (i.e. from time customer arrives at arrivals hall baggage area)
- Are processes in place to protect baggage during times of inclement weather?
- Is there a process to locate/track bags that haven't been loaded and where left behind initiate immediate repatriation procedures?

Load Control
- Is a process in place to audit conformance to Load Sheets for both ULD and aircraft loading?
- Are the interfaces between Passenger Services, Ramp and Load Control working effectively and efficiently towards an on-time departure?
- Are procedures in place to account for oversize and overweight luggage in the load planning process?

Baggage Service Office
- Is the number of “lost” bags (i.e. mishandled) measured?
- Is average cost per mishandled bag calculated? (e.g. for tracing, compensation, delivery,...)
- Are processes and facilities in place to handle bags during IROPs? (storage, rerouting)
- Are facilities in place to handle oversize/overweight/specialty baggage items?
- Who is responsible for re-flighting bags that have been left behind from departing flights?

6.2.9 Unit Summary
This unit provided you with the details and processes involved in the baggage handling process.

You learned that there are six stages of the baggage handling process: check-in, make-up, loading, transfer, unloading, and claim area. You also discovered that the baggage handling process within any one of these six areas can experience problems. This is because each of the six steps of the baggage handling process has its own specific levels and order of operations which must be followed carefully to prevent mix-ups.

This unit also introduced you to many new terms and acronyms associated with each stage of the baggage handling process, and concluded with information on baggage allowances, excess baggage and cabin/carry-on baggage.
Apply Your Learning

Station Managers must regularly observe and monitor baggage handling processes at their station. In this Apply Your Learning activity you will develop a daily safety and security observation checklist for the six main baggage handling steps.

**Step 1:** Review Figure 6.2.6

**Step 2:** Choose 3–4 items for each step that should be included on an observational checklist.

**Step 3:** Record your steps in a clearly organised checklist format.

Study Check 6.2

1. Place a check in the True or False box beside the following statements.

   Positive closeout is the confirmation by check-in staff with the ramp staff when the first item of baggage has been accepted.
   - True  - False

   Loading is carried out with special emphasis on two basic principles: loading to facilitate handling; and loading to prevent damage.
   - True  - False

   An MCT is set to ensure there is enough time to transfer passengers between connecting flights.
   - True  - False

   An airline’s free baggage allowance includes both checked and unchecked luggage.
   - True  - False

2. What stage follows make-up in the baggage handling process?
   (a) Check-in
   (b) Loading
   (c) Transfer
   (d) Unloading

3. Which of the following practices is appropriate for the loading stage during baggage handling?
   (a) Baggage should be placed in the aircraft according to the order it is received.
   (b) Baggage should be place in the aircraft according to the order that it will be unloaded.
   (c) Baggage should be place in the aircraft large baggage first, smaller baggage second.
   (d) Baggage should be placed in the aircraft horizontally.
4. Which statement accurately describes the term "excess baggage"?
   (a) When a passenger travels with baggage that exceeds the free baggage allowance limit
   (b) When a passenger travels with more than three bags
   (c) When a passenger buys duty-free merchandise that does not fit into their carry-on
   (d) When a passenger travels with a bag that they have trouble carrying and require assistance lifting

5. Which of the following areas should a station manager work to continuously improve in baggage handling?
   (a) Icing and deicing
   (b) Airside and landside
   (c) Passenger services and load control
   (d) Summer handling and winter handling
6.3 Baggage Handling and Customer Service

- Describe the purpose and role of the BSO
- List the skills and training required of BSO agents
- Describe the “missing” baggage reports that must be filled out by the Baggage Service Office
- List the types of claims that can be made at the BSO
- Describe the overall goal of prorating claims
- List guidelines airlines should follow when drafting policies for baggage claims, delivery charges, and interim expenses

In an ideal world baggage handling would always result in the reconciliation of the passenger with his fully intact baggage. Unfortunately, this does not always happen, due to a number of factors including but not limited to errors by ground handling crews, unscrupulous intentions of criminals, and adverse weather conditions. This unit will introduce you to the Baggage Services Office (BSO) and the importance of customer services in this department, including responding to baggage claims related to delayed, missing, pilfered, stolen, damaged, or lost baggage.

You will also learn about the policy creation that takes place behind the scenes of the BSO and the guidelines airlines should follow when drafting policies on passenger baggage. Lastly, you will be introduced to the concept of prorating a claim which involves assigning responsibility for the cost of paying out baggage claims and tracing baggage between airlines.

6.3.1 The Role of the Baggage Services Office (BSO)

Passenger belongings require special attention when being transported by an airline. When a passenger arrives at the claims area and his baggage is not waiting for him, or the baggage that is waiting for him is damaged or pilfered, the first airline staff member he will likely contact is a Baggage Services Office (BSO) agent.

Key Learning Point

Baggage services employees deal with passengers travelling with their own airline and with other airlines with which they have a handling agreement.

Passengers will undoubtedly notice if their baggage does not arrive. In these cases they will proceed to the BSO Kiosk. In certain instances passengers will immediately notice pilferage or damage and will too access the BSO Kiosk near the claims area. In the event that the passenger does not notice pilferage or damage until leaving the airport, the passenger may wish to discuss the issue with an agent via the telephone, email, or the airline website.

No matter the circumstance of the claim, the station’s BSO must be staffed with carefully chosen personnel to assist passengers. BSO employees deal with passengers travelling with their own airline and with other airlines with which they have a handling agreement.

Communication is key to good customer services, particularly in the case of missing baggage. The BSO (locally or centrally) must maintain good contact with the passenger until their bag is repatriated. Communication should be
initiated by the airline with status updates (manual or automated) rather than the passenger having to constantly contact the airline for news.

### 6.3.2 The Skills and Training Needed to Work in the BSO

BSO employees must understand the needs of a passenger whose baggage has been declared missing and guide them through the process of attempting to locate their belongings. The role of the BSO effectively puts them in permanent service recovery mode. Additionally, BSO employees will guide passengers through the process of dealing with delays, damage, or pilferage to their baggage. Given the inherent volatility of this type of situation, a BSO employee must have a unique set of skills that allow him to treat the passenger fairly and respectfully in sometimes reactionary exchanges. This being said, not all passengers will react the same, so a BSO employee will need to be able to read the passenger correctly and choose the appropriate communication strategy for the right situation.

A well-crafted hiring procedure for choosing these employees is necessary, along with extensive training. This training should focus on seeing the situation from the passenger’s perspective and employing an empathising disposition in all interactions with passengers.

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**Key Learning Point**

Unhappy customers now have the ability to express their opinions with a global audience online and tell hundreds of people they disliked a service with the click of a button.

**Did You Know?**

In 2009, an unhappy customer wrote a song about his experience with the airline he was traveling on who broke his guitar during baggage handling. The song was uploaded onto YouTube and has been viewed over 15,000,000 times. With the use of the internet, bad reviews from customers can spread quickly and globally.

The performance of employees in the BSO will have a large impact on the revenues of the airline. Traditionally, a customer who was upset by an airline’s poor treatment would tell between eight and ten others about his experience with that particular airline. The internet has made customer service and even more important function. Unhappy customers now have the ability to express their opinions with a global audience online and tell hundreds of people they disliked a service with the click of a button.

On the other hand, a passenger who is satisfied with the outcome of a baggage problem and his treatment by the airline and its staff will tell hundreds of people through social media. He is also more likely to fly with that airline again. Marketing campaigns are notoriously expensive. It is less costly and more beneficial for an airline to keep existing customers than it is to attract new ones. The airline must ensure that its employees believe that *each customer* is important, and that every reasonable effort is made to ensure each customer stays with the airline.
6.3.3 Missing Baggage Reports

Methods of Reporting

There are two basic methods of reporting mishandled baggage:

**Manual**—still in use in some airports whereby passenger queues and a handwritten Property Irregularity Form is completed and transposed into the baggage tracing system.

**Automated**—this can come in various forms:

- **Direct entry**—Staff input directly into the tracing system either at the BSO or via a mobile device. Mobile devices often have the capability of bar code or RFID scanning technology.
- **Kiosk**—Some airports now have self-service kiosks whereby passengers can enter their details directly. At this moment in time they are not widespread.

Ideally all automation should be integrated with other systems—the benefit of importing PNR data from a reservations/check-in system and actual bag data from a Baggage reconciliation system can only be of benefit to the tracing process and, ultimately, to the passenger.

Property Irregularity Reports (PIRs)

As mentioned, when a passenger arrives at his final destination but his baggage does not make it to the claims area, he will proceed to the BSO for information about his baggage. There an agent will ensure that the baggage is not simply temporarily delayed but is in fact missing. At this time the passenger will make a declaration of missing baggage. Upon making such a declaration the agent will prepare a Property Irregularity Report (PIR). In this report the following information will be collected from the passenger:

1. Name
2. Baggage Tag Number
3. Flight Number
4. Flight Routing
5. Baggage Description
6. Baggage Contents
### PROPERTY IRREGULARITY REPORT (PIR) FOR CHECKED BAGGAGE

**OPERATOR: TRANSMISSION NOT REQUIRED FOR BOXES: LEFT EMPTY**

**Originator:**

**Date:**

**Time:**

**Station where Bag was last seen:**

**Decription on Baggage Tag:**

**AIRLINE**

**Airport:**

**Carrier:**

**NM:**

**IT:**

**TN:**

**CT:**

**RT:**

**FD:**

**BI:**

**PA:**

**TA:**

**PH:**

**LD:**

**FF:**

**Additional Elements**

**PT:**

**TK:**

**BW:**

**INSURANCE:**

This report does not involve any acknowledgement of liability.

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**308 Module 6: Baggage Handling Management**
Key Learning Point

It is essential that BSO agents diligently collect the necessary information for a PIR as it can mean the difference between finding or losing a piece of baggage.

It is important at this time that the agent diligently collects this information. Agents should also clearly explain why it is important that the passengers provide clear information on the baggage description and contents as it may play an essential part in locating the baggage.

Advise if Hold (AHLs)

Once the PIR has been filled out, an Advise if Hold (AHL) form is created using the missing baggage details. This will be used to trace the baggage at the airport where the declaration was first created. This is done by comparing the AHL data from the declaration, with the records on what baggage is at the airport: such baggage is called On-Hand baggage (OHD). Once the AHL data and OHD data have been compared and no match has been made, greater lengths will be made to trace the baggage with the aid of an automated baggage tracing systems like WorldTracer® or NetTracer, which is commonly used by many of the world’s airports and airlines.

6.3.4 Responding to Baggage Claims & Prorating a Claim

Based on the circumstances of their baggage issue, customers will wish to file a claim. There are five main types of claims:

1. Delay Claim: Delay means a piece (or more pieces) of baggage which fail to arrive at the airport of destination on the same flight as the passenger/owner of baggage, but is subsequently delivered.
   - A Claim for Interim Expenses: this involves the payment of funds to a passenger as the result of delayed baggage. These are also called ‘out-of-pocket’ expense (OPE) at some airports.
   - Delivery Claim: passengers may wish to have their baggage transported to them somewhere outside of the airport once it is located.

2. Damage Claim: when baggage is damaged during transport passengers are often entitled to recuperation money and/or reparations will be made.

3. Pilferage Claim: in instances when items have been stolen from a passenger’s baggage the airline may be liable for the costs of the stolen items. In some cases the items may have simply fallen out of the baggage and may be recovered later on.

4. Loss Claim: after 100 days of searching a piece of baggage is considered lost. Lost baggage generally entitles a passenger to recuperation money.

The BSO will fill out the necessary paperwork and respond to passenger’s questions regarding their claims, in person via baggage service kiosks, by telephone, using airline website resources and or by email. Employees should be trained on the appropriate etiquette for each of these forms of communication. Furthermore, they must be prepared to help customers who may have a different first language.

Many passengers travel to destinations which necessitate flying with two or more carriers. When a problem with baggage occurs on this kind of interline journey, the claim settlement amount which is paid to the passenger may be the shared responsibility of one or more of the airlines involved. The tendency is for one airline to deal with the customer on behalf of all the carriers involved.
That airline is usually the final one in the passenger's itinerary, i.e. the one to which the delay is initially reported.

**Key Learning Point**

Proration of a claim is the process whereby it is decided how much (i.e. what percentage) of the total compensation must be paid by each of the carriers involved in the passenger's journey.

**Proration of a Claim**

Proration of a claim is the process whereby it is decided how much (i.e. what percentage) of the total compensation must be paid by each of the carriers involved in the passenger's journey. Although one carrier is responsible for settling the claim with the passenger, the actual compensation payment to the passenger may be:

(a) shared by all of the carriers involved  
(b) shared by some of the carriers involved  
(c) paid by a single carrier

The aims of proration are to determine which carrier(s) is responsible for the baggage mishandling problem and to divide the cost of compensation fairly between the parties involved. Unless specific fault can be identified, the proration calculation is based on the length of each sector involved.

**6.3.5 Creating Policies for Passenger's Baggage**

**6.3.5.1 Policies for Baggage Claims**

**Key Learning Point**

Every airline sets its own policy guidelines regarding the levels of compensation it is willing to pay out to successful claimants.

The BSO must enforce the policies established by the corporate headquarters of the airline. There are several guidelines for drafting these policies that a Station Manager should be aware of. Every airline sets its own policy guidelines regarding the levels of compensation it is willing to pay out to successful claimants. Nonetheless, all airlines are required to follow the basic rules and procedures of the following conventions, agreements, and resolutions:

- The international limits of liability applicable to airlines, as laid out in the Articles of the Warsaw Convention or Montreal Convention and respectively their various Protocols (amendments).
- Obligations between airlines which are party to the Multilateral Interline Traffic Agreements (MITA) managed (administered) by IATA.
- Resolutions and Recommended Practices set out by IATA regarding the handling baggage claims.
Did You Know?
According to the 2014 SITA Baggage Report, airlines were able to successfully deliver checked baggage 99.6% on time.

6.3.5.2 Policies for Delivery Charges
In addition to policies on claims, the airline should also develop policies on delivery charges. As mentioned, delivery charges are paid by the airline when baggage has been located and subsequently needs to be transported to the passenger at their hotel, home, or final destination.

Typically the delivery cost of returning the baggage to its owner can be rechargeable to the carrier which originally took the delayed baggage details from the passenger.

The BSO can also discuss with the passenger the possibility of picking up the baggage from the airport himself.

Key Learning Point
Airlines have created interim expenses policies to supply passengers with money to purchase essentials, and to reduce customer dissatisfaction with the airline.

6.3.5.3 Policies for Interim Expenses
Without his baggage, a passenger may not have a change of clothes, or he may not have any clothes suitable for the climate at his destination. Interim expenses—purchases he would not have to make had his luggage arrived on schedule—are intended to cover the passenger’s purchases until his baggage arrives. As a result airlines have created interim expenses policies to supply passengers with money to purchase essentials, and to reduce customer dissatisfaction with the airline.

Although each airline must determine its own interim expenses policy, there are certain factors which should always be considered:

- When will interim expenses be authorised? Is it immediately on arrival, or where an overnight without baggage occurs, or after twenty-four hours without baggage, or other various timeframes?
- Will the airline require the passenger to provide receipts as proof of his purchases?
- Will the payment of interim expenses depend on the type of item being purchased, e.g. toiletries only, clothes, medicines, equipment rental, etc.?
- Does the passenger need authorisation prior to making purchases in order to guarantee that he will be reimbursed for such purchases? If prior authorisation is necessary, what is the airline’s authorisation policy, i.e. how much, by whom, etc.?
- Will interim expenses reimburse only the amount of the actual purchases, or will a set figure be paid irrespective of the passenger’s individual needs?
- How will the interim expenses be authorised and paid? Will they be authorised and paid each day, or must the passenger wait until the baggage has been recovered to submit a claim for the entire sum?
- Is the same amount of interim expenses authorised for all passengers, or do first class passengers, business class passengers, and frequent flyer club members receive a higher level?
• Who has the authority to authorise or pay interim expenses? Is it the airport baggage services office, the central claims office?

• If the baggage is not recovered and a settlement for lost baggage is made, will the interim expenses be deducted from the final settlement which is to be paid?

• Will interim expenses only be paid to passenger who arrive at a destination which is not their home airport?

There are ways the airline can help the passenger while at the same time minimising its own expenses.

The airline can, for instance, offer toiletry kits to the passenger who is without his baggage. If the passenger were to purchase replacement toiletries, it may prove much more costly for the airline who must pay for them in the form of interim expenses.

In the case of items such as children's strollers, some airlines avoid inconvenience to the passenger and higher costs to themselves by keeping a supply of these at the baggage services office to lend out, if required.

In certain situations, an airline may offer to transport a replacement bag of clothes from the passenger's home airport. This may not always be possible, because it requires that someone at the passenger's home pack a bag.

6.3.6 Unit Summary

In this unit you were introduced to the BSO, including its role, as well as, the skills and training necessary for its employees. You also learned about some of the duties of agents in the BSO and the claims that passengers may file through this department. Lastly, you now can list some of the important guidelines for drafting policies on baggage for passengers, and what the overall goal of prorating a claim.

Study Check 6.3

1. Place a check in the True or False box beside the following statements.

<table>
<thead>
<tr>
<th>Statement</th>
<th>TRUE</th>
<th>FALSE</th>
</tr>
</thead>
<tbody>
<tr>
<td>The five main types of claims filed at the BSO are, interim expenses, delivery, pilferage, damage, loss</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Every airline follows the same policy guidelines regarding the levels of compensation it is willing to pay out to successful claimants</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>The performance of employees in the BSO will have a limited impact on the revenues of the airline.</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>After 20 days of searching a piece of baggage is considered lost and the customer will receive recuperation money.</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Typically the delivery cost of returning the baggage to its owner can be rechargeable to the carrier which originally took the lost baggage details from the passenger.</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>In certain situations, an airline may offer to transport a replacement bag of clothes from the passenger's home airport.</td>
<td>☐</td>
<td>☐</td>
</tr>
</tbody>
</table>
Please circle the appropriate answer.

2. When a passenger makes a declaration of missing baggage, what type of report should be filled out to collect data from the passenger?
   (a) AHL
   (b) PIR
   (c) OHD
   (d) MB

3. Complete the sentence: Baggage services employees deal with passengers travelling with their own airline and with other airlines with which they have a ____________.
   (a) language agreement
   (b) handling agreement
   (c) operating agreement
   (d) working agreement

4. Complete the sentence: The aims of proration are to determine which carrier(s) is ____________ for the baggage mishandling problem and to divide ____________ fairly between the parties involved.
   (a) Liable/responsibility
   (b) Judged/liability
   (c) Responsible/liability
   (d) Responsible/cost of compensation
6.4 Baggage Tracing Systems and Processes

- Describe the value and function of Baggage Management Systems
- Explain how the Baggage Management System WorldTracer® works
- List and describe the main steps in tracing missing baggage

In this unit you will learn about the trend towards streamlining baggage tracing in the aviation industry through baggage management systems such as WorldTracer®. You will also learn about the major steps in the baggage tracing process as airline staff attempt to locate the baggage.

6.4.1 Defining Baggage Identification and Tracing

Baggage identification and tracing happen at multiple junctures in the baggage handling process. For a typical piece of baggage that follows the appropriate transport process its baggage tags will be scanned and verified several times through the process. In less typical cases when something has happened to the baggage it may need to be traced and attempts will be made to relocate it. Baggage tracing processes involve the matching of reports of missing baggage against reports of unclaimed baggage.

Key Learning Point

Baggage tracing processes involve the matching of reports of missing baggage against reports of unclaimed baggage.

Baggage tracing can involve simply looking for the bag at the airport which was the intended destination, in case it was mistakenly included with cargo or delivered to the wrong claim area. In most instances, however, missing baggage will be found at another airport. This has led to the need for, and widespread use of, computerised tracing systems which can search other areas electronically.

6.4.2 Baggage Management Systems

Airlines lose incredible amounts of revenue each year as a result of baggage handling errors and issues. To combat this, airline and airports have rallied together to share data about missing baggage through the computerized baggage management systems. Although the main system in use is called WorldTracer, there are other systems including NetTracer which have advanced capabilities. In essence they fulfill the same or very similar functions. They system has two main functions:

1. To trace mishandled bags using the baggage tag number and or information collected in the PIR
2. To organise and prepare reports on handled bags

WorldTracer® works by comparing the AHL and OHD records for similarities between 20 matching elements.
Each matching element is assigned points for strength of similarity between each of the details included. The chart below illustrates how this works.

<table>
<thead>
<tr>
<th>AHL</th>
<th>Matching</th>
<th>OHD</th>
</tr>
</thead>
<tbody>
<tr>
<td>NAME</td>
<td>Exact Match = 10</td>
<td>NAME</td>
</tr>
<tr>
<td>INITIALS</td>
<td>Near Match = 1</td>
<td>INITIALS</td>
</tr>
<tr>
<td>TAG NO.</td>
<td>Exact Match = 10</td>
<td>TAG NO.</td>
</tr>
<tr>
<td>BAG DESCRIPTION</td>
<td>Near Match = 15</td>
<td>Bag Description</td>
</tr>
<tr>
<td></td>
<td>Match = 36 points</td>
<td></td>
</tr>
</tbody>
</table>

A maximum number of points for this match would be 41. The tracing system divides the number of near match points by the maximum number and multiplies by 100. The match score for this example is 88.

There are two types of matches in World Tracer:

- **Tag Number Matches**
  
  If a match is found on a Tag Number in World Tracer file, the match simply returns with the file(s) containing the matched Tag Number. If the Baggage Service Agent inputs tag number XY567890 into the system, it will return results with any OHD files containing the tag number XY567890.

- **System Matches with a Score**
  
  Matches found via System Matches return with a score indicating the probability of a match. The more items that match create a higher total score and the more likely it is for a match. The elements that can be matched and scored are:
  
  - NM - Name
  - IT - Initials
  - RT - Routing
  - FD - Flight/Date
  - BR - Baggage Itinerary
  - CT - Colour/Type
  - EA - Passenger's Email address
  - BI - Brand Information
  - PA - Permanent Address
  - TA - Temporary Address
  - AB - Address on Bag
  - TN - Tag Number
  - BP - Bag Phone
  - PN - Phone Number
  - TP - Temporary Phone
  - FX - Fax Number
  - FL - Frequent Flyer ID
  - PR - PNR Locator
In the following example, Mr. J Spencer was checking in to his flight at JFK airport when the agent asked to weigh his carry on. The carry on was too heavy to be allowed and had to be checked in and picked up at his final destination. His routing had him connecting in CDG to continue travel to his final destination of FRA. Upon arrival in FRA, he discovered his bag had not been delivered on the flight with him. He was upset and made his way to his airline’s Baggage Service Office in FRA.

Thankfully, the airline’s BSO agent was very efficient and after offering her apologies to Mr. Spencer went about gathering more information from him to attempt to locate the missing bag.

In the example below, seven elements in the AHL (A/) matched with an OHD (O/) file within the World Tracer system to return a score of 98. Matches were made based upon the passenger’s name (NM), tag number (TN), baggage’s colour and type (CT), the routing (RT), flight/date (FD), brand of the baggage (BI), and permanent address (PA).

<table>
<thead>
<tr>
<th>WM ACTION FILE</th>
</tr>
</thead>
<tbody>
<tr>
<td>2/ A/FRAXY12345 0/CDGXY11115</td>
</tr>
<tr>
<td>A/SPENCER JA XY567890 BK01CWX JFK/CDG/FRA</td>
</tr>
<tr>
<td>XY394/26MAY 0/SPENCER XY567890 BK01CWX CDG</td>
</tr>
<tr>
<td>XY829/26MAY 0/FI NO DEST ON TAG</td>
</tr>
<tr>
<td>A/PA01 141 ST AVENUE NEW YORK, NY 10021 USA</td>
</tr>
<tr>
<td>A/BI01 SAMSONITE</td>
</tr>
<tr>
<td>0/BP01 555 1234</td>
</tr>
<tr>
<td>O/BP01 555 1234</td>
</tr>
<tr>
<td></td>
</tr>
</tbody>
</table>

Based upon the 98% match, she was able to tell Mr. Spencer that his bag was on-hand in CDG and from the notes, it appeared there was no final destination noted on the bag tag. The agent also rerouted Mr. Spencer’s bag on the next flight from CDG to FRA, assuring him it would be arriving within two hours. Based upon her airline’s baggage policies, she offered Mr. Spencer a €20.00 voucher for a meal if he wanted to relax and wait for his bag’s arrival or to have it delivered to his hotel later that evening. Feeling relief and also pleased with being given options, Mr. Spencer chose the meal voucher and thanked her for being so kind.

Even though the baggage was mishandled, the efficiency and customer service offered by the BSO agent resulted in:

(a) Locating the missing baggage quickly
(b) Creating good will with the customer by apologizing, locating his bag and offering options/choices
(c) By following her airline’s baggage policy, she offered a € 20 voucher, but saved the airline from having to pay € 50 in delivery fees.
(d) The passenger’s loyalty to the airline was not lost, despite the delay in his baggage arrival.
Key Learning Point

An airline which is a member of WorldTracer® may decide to accept only baggage with a matching rate of 60 points or higher.

An airline which is a member of WorldTracer® may decide to accept only baggage with a matching rate of 60 points or higher. It may do this in order to avoid being swamped with lost or misdirected baggage.

Today there are many checked bags that are the same colour and type (i.e. black rollerboard). Tracing by contents is the most efficient way to match the correct unclaimed bag with the delayed bag. WorldTracer® has a sophisticated mechanism based on a “Contents Assembly Guide.” The matching process in this case awards points on common categories such as “Jacket” or “Papers” found in the contents (CC) element of the AHL and OHD. Many times when a tag has come off a bag with no identification, the bag has been returned to its owner based solely on matching contents.

Key Learning Point

Currently, 440 airlines and 2,200 airport throughout the world use WorldTracer®.

The use of such a system is a considerable expense for airlines up front, but it also helps to automate and streamline the process of baggage tracing. For passengers this means a more rapid process for baggage location and better customer service, in turn increasing customer confidence in the airline. For managers the data collection means invaluable metrics used to understand gaps and problems in the handling process to improve performance. If used efficiently through a continuous improvement model of management, a Baggage Management System can reduce costs for baggage tracing at an airline.

WorldTracer® also has features available via the Internet where a passenger can track their delayed baggage report on-line. Additional enhancements via the use of kiosks, PDA devices and cellular phones keep passengers apprised of the status of their missing bag via text messages or emails. Because the passenger can check on the most current status of their bag any time of the day, this can reduce the number of phone calls handled at the airport baggage office and can free up the staff to perform other important tasks.

Not all airlines use WorldTracer®, as this system is less customisable than systems designed specifically for a particular airport. Station Managers and their airlines should think carefully and do a thorough analysis before implementing a new system of any kind.

6.4.3 Steps in the Baggage Tracing Process

As you learned in the previous unit, the staff at the BSO office will be responsible to interact with passengers, fill out paperwork for tracing baggage (PIRs & AHLs), and facilitate the passenger’s claim. There are additional steps that take place behind the scenes which are an important part of baggage location at a station. Figure 6.4.3 highlights 9 major steps in this process:
2. Passenger reports missing baggage to the Baggage Service Office

1. Passenger arrives & baggage does not

3. Information about the baggage and its contents are collected along with the passenger’s declaration of missing baggage

4. A Property Irregularity Report (PIR) is completed by the Baggage Service Office

5. An ‘Advise if Holding’ (AHL) report is created

6. The Baggage Service Office checks the AHL against the On-Hand (OHD) baggage computer records

7. An AHL message is sent to the WorldTracer® System

8. If the baggage is not located at the destination airport within five days the claim is transferred to the Baggage Central Headquarters

9. If the baggage is found then it is assessed for pilferage or damage and then sent to the passenger, if it is not located it is deemed lost

Key Learning Point

It is important to note that after five days if the baggage is not located at the airport the BSO will refer the case to the Baggage Central Headquarters who will continue to attempt to find the baggage at other airports for 100 days.

It is important to note that after five days if the baggage is not located at the airport the BSO will refer the case to the Baggage Central Headquarters who will continue to attempt to find the baggage at other airports for 100 days. As was stated earlier, after 100 days the baggage is considered lost.

The baggage tracing process is intricate and there are further operational aspects of baggage handling that a Station Manager must have a solid understanding of in order to manage baggage tracing, including baggage tags, license plates, bar code, baggage charts, and sorting techniques. This will be discussed in further detail in Unit 5.6.

6.4.4 Unit Summary

After completing this unit you can now describe the main value and function of baggage management systems and the main steps in the baggage tracing process. As you learned baggage management systems are used today to streamline and automated baggage location and are intended to reduce costs and increase the speed of baggage recovery.
Study Check 6.4

1. **Place a check in the True or False box beside the following statements**

<table>
<thead>
<tr>
<th>TRUE</th>
<th>FALSE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baggage tracing processes involve the cumulating of reports of missing baggage and reports of unclaimed baggage.</td>
<td>☐</td>
</tr>
<tr>
<td>The Baggage Tracing Process is intricate and there are further operational aspects of baggage handling that a Station Manager must have a solid understanding of in order to manage baggage tracing, including baggage tags, license plates, bar code, baggage charts, and sorting techniques.</td>
<td>☐</td>
</tr>
<tr>
<td>It is important to note that after three days if the baggage is not located at the airport the BSO will refer the case to the Baggage Central Headquarters.</td>
<td>☐</td>
</tr>
<tr>
<td>If used efficiently through a continuous improvement model of management, a Baggage Management System can reduce the costs of baggage tracing at an airline.</td>
<td>☐</td>
</tr>
</tbody>
</table>

   **Please circle the appropriate answer.**

2. In the baggage tracing process what happens after the BSO checks the AHL against the OHD computer records?
   - (a) An AHL message is sent to the WorldTracer® system.
   - (b) A PIR is filled out
   - (c) A declaration of missing baggage is completed
   - (d) The baggage is located

3. Which of the following is a MAIN function of a Baggage Management System?
   - (a) To set off alarms when bags go missing from designated areas
   - (b) To observe BSO agents as they interact with passengers
   - (c) To organise and prepare reports on handled bags
   - (d) To print baggage tags clearly
6.5 Lost and Damaged Baggage

- Describe the process involved, for the airline and the passenger, in resolving baggage damage
- List methods used to avoid and reduce baggage damage
- Distinguish between delayed and lost baggage
- Describe the purpose and locations of central baggage services/central baggage tracing
- Describe IATA’s Baggage Improvement Program

This unit explores the topics of baggage damage and lost baggage, and explains the processes involved in reporting and resolving these issues. You will learn of the methods used by airlines to either handle damaged baggage on site, or through third party repair sites.

You will also learn that although incidents of lost baggage are low, it is important to understand how the baggage loss policy is established and how baggage loss is handled by an airline’s respective departments.

6.5.1 Damaged Bags

Passengers expect that their baggage will not come to any harm while it is being transported by air. Unfortunately, their expectations are not always met. Baggage damage can range from being slight to quite severe - sometimes the baggage may even be completely destroyed. Where damage to the baggage is external, it is usually noticed immediately. As a result, it will also be reported immediately. External damage may or may not result in internal damage to the contents.

Your baggage and service staff must treat the customer extremely well in this type of situation. After all, the baggage was damaged while in the airline’s care. Once a passenger has discovered that his baggage has been damaged, there follows a series of events:

- A file reference number is assigned to the passenger.
- The claim form is either completed by the baggage service agent or, if available, the passenger may choose to complete the claim form using the airline’s online form.
- The passenger seeks and obtains an estimate for the cost of repair or replacement.
- He forwards the estimate to the airline’s insurance office.
  a) He waits to see if the insurance office advises him that this estimate is acceptable.
  or
  b) He seeks and obtains another estimate at the request of the insurance office.
- He receives permission from the insurance office to go ahead with the repair, or the purchase of a replacement.
- He sends the receipt for the cost of the repair or for the purchase price of the replacement to the airline.
- He waits for the airline to send him a cheque.
As you can imagine, this is quite a long process. It is also of little help to a passenger who may be en route to somewhere else with baggage which is torn and no longer useable.

With this type of unfortunate passenger in mind, many airports offer a 'replacement damaged baggage service' to carriers who operate into their terminal.

Once a passenger notifies an airline employee that his baggage has been damaged, an employee from a repair company is called to the arrivals area. He examines the bag and gives his opinion about repairing or replacing it. Minor repairs can be carried out on the spot.

Replacement bags may also be offered to the passenger immediately. When the solution is a simple one, then the repair and replacement company will usually seek a signed disclaimer from the passenger to say that the baggage was repaired or replaced to his satisfaction. This acts as confirmation that the incident of damaged baggage was resolved quickly and satisfactorily, thereby avoiding the lengthy process detailed in the list above.

**Key Learning Point**

If replaced, staff must then remember to take the damaged bag claim immediately out of the system. This means that the damaged bag (which has been removed by the airline employee) cannot be used again in a subsequent damaged baggage claim fraudulently.

Offering to repair or replace the bag may help the airline to reduce its costs because it will not have to reimburse the passenger for the price of a new bag. It may also leave the passenger satisfied that he has been taken care of quickly, effectively, and fairly.

A replacement or repair service may not always be offered at the airport. In such circumstances, airlines often have arrangements with luggage repair shops in major cities. Passengers can be sent to these recommended shops for service or, in some cases, airline staff will work directly with the local repair shop.

Sometimes, the passenger may not be charged for the repair or replacement. Instead, the bill may be sent directly to the airline. This helps to reduce the inconvenience suffered by the passenger. (Airlines are wise to review this type of arrangement from time to time to verify that the recommended shop’s charges are in line with those of other repair shops).

**Key Learning Point**

Having a relationship with a repair shop to resolve passengers' baggage damage creates a positive impression of the airline as the passenger can see that the airline wishes to take care of these situations as quickly and as conveniently as possible.

Having a relationship with a repair shop to resolve passengers' baggage damage creates a positive impression of the airline as the passenger can see that the airline wishes to take care of these situations as quickly and as conveniently as possible.
The following are suggestions as to how you can enable your staff to help airlines can reduce or avoid damage to baggage during handling:

- Care must be taken to ensure that conveyor belts which carry bags to loading points are well maintained in order to avoid damaging baggage.
- Containers which store bags on wide-bodied aircraft must be kept in good condition (and repaired when necessary)–check floorboards for any protruding sharp objects in order to prevent damage to baggage.
- Baggage handling staff should be advised to treat all baggage carefully and respectfully.
- All vehicles which transport bags should be suited to that purpose and should provide protection from the weather, and so on. Appropriate weather protection for baggage should be readily available at all times.
- Bags or boxes that are leaking or have oil on them should not be loaded, as this will cause damage to surrounding baggage.

Key Learning Point

Any examination or investigation of the causes of damage to baggage is never a waste of time, resources or energy. The pay-off for the airline will become apparent in the form of a reduction in the amount of money and time spent on claim settlements, improved customer service, increased passenger goodwill, and the knowledge that these problems will not affect future passengers.

As previously mentioned, exception baggage is either too large, heavy, fragile or special to ride the normal conveyor system. Extra care must be taken with unusual items and items which may not be as durable as a suitcase, such as skis, bicycles, and wheelchairs.

Any examination or investigation of the causes of damage to baggage is never a waste of time, resources or energy. The pay-off for the airline will become apparent in the form of a reduction in the amount of money and time spent on claim settlements, improved customer service, increased passenger goodwill, and the knowledge that these problems will not affect future passengers.

6.5.2 Lost Baggage

Baggage which has been delayed is not, in airline terms, lost. Delayed baggage is generally reunited with the passenger between twenty-four hours and five days after his arrival. In the airline industry, loss refers to checked items of baggage which are no longer being traced, and whose owner has submitted a claim to the airline seeking compensation for the lost items.

However, because more than 90% of baggage reported missing will be successfully located and reunited with its owner, the outstanding volumes of baggage claims and unclaimed items of baggage are relatively low. As a result, many airlines deal with further tracing of delayed bags after 5 days, customer relations, claims settlement and fraudulent claims detection in the same work unit, i.e. a Central Baggage Service (CBS) office or Central Baggage Tracing (CBT) office. The concentration of these activities in a single unit results in staff having greater expertise and experience in these areas. It can also increase the effectiveness and efficiency of handling loss claims.

Airline policy with regards to baggage loss is tied to claims settlement requirements and policy.

One of the most important policy issues is the timing of loss claims. At what point is a missing bag considered to be lost and eligible for compensation?
We know that baggage tracing systems can search for bags for at least 100 days. However, a three-month waiting period for payment is unlikely to appeal to most passengers. In spite of this, it may be a mistake to decide that an item of baggage is lost (rather than missing) too soon after the date of travel. It may take some time for other carriers to input found baggage into the tracing systems.

**Key Learning Point**

In the event that a missing item of baggage is located *after* a settlement has been paid to the passenger, it is usual practice to return the item to him without expecting the settlement to be returned.

Since most passengers would prefer to have their property returned rather than accept a cash payment, it may be better to wait so that a thorough search can be conducted. Clearly, the airline must aim to strike a balance between accommodating passengers by settling claims in a timely fashion and carrying out a thorough search for the missing items of baggage.

In the event that a missing item of baggage is located *after* a settlement has been paid to the passenger, it is usual practice to return the item to him without expecting the settlement to be returned.

**Did You Know?**

Baggage handling is one of the key challenges facing the industry. A recent IATA industry wide campaign surveyed over 200 airlines and discovered that baggage was ranked in the top 10 priority in all, and as a top 3 in 50%.

**6.5.3 IATA Baggage Improvement Program (BIP) and In-Bag Program**

IATA’s Simplifying the Business Program (StB) aimed to change the way the industry operates by lowering costs and improving service. One initiative in StB was IATA’s Baggage Improvement Program (BIP) that began in December 2007 and ended in 2012 when the BIP team visited 200 airports in total and airlines to identify the most common baggage issues, and also to collect best practices in baggage handling.

Some of the items identified during the visits showed that:

- Baggage problems are common across all sizes of airports, large or small.
- Baggage failure has no single cause.
- Many of the problems have common causes - issues stemming from processes, systems, information, read rates or messages.

Additionally, the study showed that many airlines work solo on baggage improvement processes at their own hub and across the airline’s network. Amazingly, there is little process improvement activity between airlines. Assuming the role of a facilitator between airlines, ground handlers, airports and the industry regulators, IATA management believes that significant improvements in on industry baggage performance are possible.

The BIP Toolkit was designed as a result of the BIP team’s study which provides IATA solutions to baggage handling problems identified.

- According to a IATA Corporate Air Travel Survey (CATS), after on-time arrival, baggage was the second most important factor for passengers when having a pleasant trip.
• Delayed, damaged or lost baggage directly affects the customer’s satisfaction which can equate to potential loss of business and compensation costs.

In Europe, monthly baggage performance information is shared with the public by the Association of European Airlines (AEA). Similarly, the USA’s Department of Transportation (DOT) produces a detailed monthly report of baggage performance results from US airlines. Information from these reports provide customers with the ability to compare quality of service between airlines.

There are several immediate impacts when a bag is mishandled:

• The airline has to reprocess the bag, involving additional handling of the bag by staff at the airport.
• Additional security screening and in some countries, extra paperwork must be completed to allow the bag to travel unaccompanied.
• The airline’s customer has to cope without their delayed baggage’s possessions.
• Additional expense may be incurred in purchasing replacements for immediate needs.
• Reimbursements to the passenger for lost items must be processed by the airline.
• Baggage deliveries to the passenger’s location add additional costs to the airline’s operating expenses.
• Both the airline and passenger must complete additional paperwork: loss reports, filing found reports and sending forward messages.
• Most importantly, the airline may suffer a loss of passenger good will and could eventually lose the passenger’s loyalty.

**Scope and Purpose of the BIP Toolkit**

This purpose of the BIP toolkit was to describe a number of common baggage problems and then provide a set of possible solutions that can be deployed. By encouraging collaboration between airlines and airports, problems were identified and strategies were developed jointly on how they are to be addressed and how to solve them.

The toolkit presented more than stock solutions to problems, as its primary purpose is the enable stakeholder collaboration. The primary goal of the BIP Toolkit is to lower baggage mishandling.

An airline that is working with full operational data and a complete picture of the problems at a specific hub is most likely to use the first method. An airline that is working in general terms and without firm data on which to base decisions, possibly over their entire network, is more likely to use the second method.

The BIP Toolkit provides over 150 different strategies and best practices in many areas affecting baggage handling performances. Some examples include:

• Infrastructure and Resources
• Check-in channels and Acceptance
• Baggage Security
• Sortation and Reconcile
• Deliver Transfer and Processes
• Claims
• Baggage Messages
• Baggage Systems
• Baggage Read Rates
• Label Quality Issues
• Inter-Airline Messaging
• Basic and Enhanced Tracking
• Working with Suppliers
• Setting Baggage Acceptance Times
• Exception Processing

The toolkit can be used in whole as a manual, or as needed to investigate specific issues of baggage handling. A table of over 100 different solutions are identified and mapped to the different baggage processes that can be best deployed. Additionally, a ready guide features information on the complexity and cost of implementing the solution. Starting in 2013, IATA introduced a transition into a new complex long-term baggage program IATA InBag, which aims not only to target current 1% of worldwide mishandled baggage but also to improve efficiency of handling other 99% of bags, as well as to introduce baggage as a product.

Whereas IATA's Baggage Improvement Program (BIP) visited airports and made specific recommendations from 2007 to 2012, the InBag program focuses on generic problems that the entire industry should address.

InBag brings baggage to the reality of the the always-connected passenger enabling airlines to meet passenger expectations of greater control and access to information. Baggage processes are not as efficient as they could be, and they are also not hassle free, for the passenger, airport or airline. This is due to a combination of regulatory constraints, long established practices, outdated message infrastructure and difficulties for airlines and other stakeholders to develop new and innovative systems.

IATA's aim is to enable airlines to better position themselves by simplifying processes and increasing passenger convenience while reducing costs and improving efficiency.

Building on the improvements gained during BIP, the InBag Program is composed of three streams addressing the current industry needs in the area of baggage:

• Reduce current 1% of worldwide mishandled bags down to 0.5%
• Improve efficiency in the 5 key baggage areas (check-in, security, manual handling, arrivals, transfers) by 20%
• Enable innovation. “Baggage as a product”: introduce modern standards for baggage that will enable access to information, facilitate action and innovation and also enable comparison of baggage performance between airlines and at airports

More information about IATA In-Bag Program can be found at www.iata.org/whatwedo/stb/Pages/InBag.aspx.
6.5.4 Unit Summary

No passenger wants to discover that his baggage has been damaged or lost during his flight! Nonetheless, this unit explained for you the process used to handle and resolve the issue of damage or loss to baggage so that passengers are inconvenienced as little as possible.

You learned that although there is a fairly lengthy process to follow if a claim is made, speedier and efficient methods may resolve damaged baggage issues quickly such as the use of repair shops. In the case of baggage loss, passenger may wish to wait and see if baggage is found before receiving funds from the airline and airlines must strike a balance between due process and meeting the needs of the passenger.

To avoid and reduce baggage damage, you learned ways to handle baggage safely and tips for ensuring damage is prevented. You also learned of the important benefits to both the airline, and the passenger, of investigating causes of damage and loss.

Apply Your Learning

Airline’s must carefully craft their policies on damaged and lost baggage. In this activity you will analyse how well an airline in your area communicates its policies on baggage to its passengers. You will also construct a process to improve communication about baggage policies to passengers at a station.

Step 1: Visit an airline’s website in your area and search for information about baggage policies for passengers.

Step 2: Based on what you have learned throughout this module, do you feel that the policies are reasonable?

Step 3: Judge if you feel that the policies have been clearly explained to passengers? Are there any important details that are missing?

Step 4: Using the four basic management skills construct a process that could improve communication about baggage policies to passengers. This process could have interventions such as signage, communication online, communication in person at the airport, training for BSO staff, etc.

Study Check 6.5

1. Place a check in the True or False box beside the following statements

   Investigating the causes of baggage damage is a waste of time as there are no benefits to the airline or passenger in doing so.

   Care must be taken to ensure that conveyor belts which carry bags to loading points are well maintained in order to avoid damaging baggage.

   Bags or boxes that are leaking or have oil on them should be loaded.
2. A passenger’s baggage is damaged. He is vacationing in the area for two weeks. He has asked to use the replacement damaged baggage service at the airline. What happens next at an airport that has an on-hand repair company?
   (a) A disclaimer form is signed.
   (b) The passenger goes to his hotel and waits for the airline to send him a cheque.
   (c) The passenger received permission from the insurance office to go ahead with the repair.
   (d) An employee from a repair company is called to the arrivals area and provides his opinion on how to fix the baggage.

3. Complete the following sentence: Because more than ________% of baggage reported missing will be successfully located and reunited with its owner, the outstanding volumes of baggage claims and unclaimed items of baggage are _________.
   (a) 10/extremely high
   (b) 50/fairly high
   (c) 90/relatively low
   (d) 99/extremely low

4. Which of the following statements is TRUE with regards to lost baggage?
   • Once baggage is deemed delayed it is also deemed lost.
   • Once baggage has been delayed for five days it is deemed lost.
   • Lost baggage is usually reunited with the passenger between 24 hours and 5 days after arrival.
   • Lost baggage refers to checked items of baggage which are no longer being traced.
6.6 Tools in Baggage Handling & Baggage Tracing

- Identify the components of a baggage tag
- Describe the purpose of license plates and bar codes in baggage tracing
- Describe RFID technology
- List and describe codes used in the baggage identification chart

Although automated baggage tracing systems have made baggage tracing much easier, Station Managers must still understand the operational basics of tracing a bag and the tools used in this process both by agents and by baggage handlers as baggage is transported. In this unit you will learn how airline employees use baggage tags, the license plate concept, bar codes, and baggage identification charts, in their day-to-day operations. You will also learn about radio-frequency identification (RFID) technology which may be implemented in the future to more efficiently handle and trace baggage.

Key Learning Point
The baggage tag number is comprised of a two- or three-character airline code, plus a six-digit random number. Baggage tags have both letters and numbers.

6.6.1 Baggage Tags

By understanding the day-to-day operations in baggage tracing a Station Manager will be better equipped to make changes and to continuously improve these processes at his station. Anyone who has flown will be familiar with baggage tags. From a managerial perspective these tags contain vital information that will help identify baggage for security reasons, and for successful customer service.

The baggage tag number is comprised of a two- or three-character airline code, plus a six-digit random number, e.g. XB123456. The random number must have six digits because the automated baggage sortation and tracing systems depend on this combination of characters and numbers.

With the exception of expedite tags, home printed tags and electronic baggage tags, all routing tags have a two-part design. The main part is affixed to the bag and acts as the baggage tag. The second part is detached at check-in and given to the passenger as his claim check. The claim check portion must, at the very least, contain the baggage tag number and destination. Ideally, it would also include the routing details.

Each airline orders its own supply of baggage tags. IATA member airlines have developed specifications for several different types of baggage tags. Below are details on the types of baggage tags you may see at a station:

- **Checked Bag Tags**
  - Demand printed
  - String type
  - Seal-seal type for handle boxes
  - Point-to-point routings
  - Limited release RFID RP1740C
Key Learning Point

Baggage tags fall into two broad categories: routing tags or tags used for special handling.

1. To route a bag from origin to destination (routing tags are used for this purpose).

2. To highlight special information, such as firearms, or heavy or oversized items. These tags are used in association with the routing tags, (e.g. firearms tags, heavy baggage tags, fragile baggage tags).

The baggage tag number is comprised of a two- or three-character airline code, plus a six-digit random number, e.g. XB123456. The random number must have six digits because the automated baggage sortation and tracing systems depend on this combination of characters and numbers.

With the exception of expedite tags, all routing tags have a two-part design. The main part is affixed to the bag and acts as the baggage tag. The second part is detached at check-in and given to the passenger as his claim check. The claim check portion must, at the very least, contain the baggage tag number and destination. Ideally, it would also include the routing details.
Key Learning Point
The licence plate is a unique ten-digit number which facilitates the translation of the alpha-numeric baggage tag number into a bar code.

6.6.2 The License Plates Concept & Bar Codes
The 'licence plate' concept has been introduced by the airline industry in order to control baggage handling. This concept takes its name from car (automobile) licence or number plates. By inputting a car licence plate into a computer database it is possible to obtain detailed information about the car's owner. In the context of the airline industry, detailed information about baggage can be retrieved from a database by using the baggage tag number.

The licence plate is a unique ten-digit number which facilitates the translation of the alpha-numeric baggage tag number into a bar code. Here are some of the ways in which this 10-digit number works:

Step 1: The baggage tag number contain both numbers and letters (ex: XB123456)
Step 2: The baggage tag number is translated from numbers and letter to numbers only (ex: 0123123456)
Step 3: Each of the numbers and their positions say something about the piece of baggage

- **1st position**: Defines what type of tag being used,
  0 = interline tag
  1 = 'fallback' tag (for sortation systems)
  2 = interline expedite tag
  3–9 = interline and on-line use (values are defined by each carrier).

- **2nd to 4th positions**: The three-digit airline code number assigned to the carrier.

- **5th to 10th positions**: A six-digit number specific to the bag or item of baggage.

Effective 01 JAN 2016 IATA Resolution 751 applies:

Use of 10 Digit License Plate, PSC(34)751, Type B

RESOLVED that for the carriage of interline baggage, Members shall use a baggage identification number that is composed of all three components (Leading Digit, Baggage Tag Issuer Code and six digit serial number) as defined in Resolution 740/5.1.2, and that only this baggage identification number shall be used in all baggage messaging and this entire number shall remain unchanged during the entire journey and in all uses.

The baggage tag number is shown in bar code format, which makes it machine readable. Automated baggage sortation systems read the bar code using laser scanners linked to computers, which then direct the bag to its correct loading point.

The bar code was developed by a joint group consisting of Airlines for America (A4A) formerly known as Air Transport of America (ATA).

Prior to the bar code system, different airlines used different systems. As a result, there was no interline compatibility. It was impossible for any airline
other than the one who operated the system to read another airline's baggage tag.

Today, manual and tag generated expedite tags, rerouting stickers for interline tags, demand printed and manual or string tags (including self seal tags for boxes, etc.) have a bar code. Figures 6.6.2a and 6.6.2b below are illustrations of various types of bar codes for your review.

Figure 6.6.2a—Sample of Barcode Baggage Tags
When scanned, the licence plate tag number transmits different types of electronic baggage information messages.
The messages are sent between departure control systems and automated baggage handling systems. Messages are sent, received and processed by systems to achieve automated baggage sortation, passenger and baggage reconciliation and other baggage services.

**Key Learning Point**

BSO agents commonly use the license plate concept in order to do quick inventory checks of unclaimed or misrouted baggage.

Baggage information included in these messages are linked to the ten (10) digit bag tag number addressed under Licence Plate concept as outlined in IATA Resolution 740/IATA 30.35.

BSO agents commonly use the license plate concept in order to do quick inventory checks of unclaimed or misrouted baggage. Using a laser gun the agent can access the name and itinerary of the passenger. This should be done frequently so that unclaimed baggage is traced quickly and there are no delays.

**6.6.3 RFID Technology**

Many aviation experts believe that bar codes will be replaced by chip tags, called RFID. This technology uses radio waves that can read tags from a distance and could accelerate baggage tracing. A measure to avoid theft of baggage using this technology could also involve alarms that are activated by the chip when it is transported outside of designated areas.

**6.6.4 The Baggage Identification Chart**

IATA member airlines have developed a set of codes to describe baggage by colour and type. A standard baggage identification chart includes the most common baggage types.

Computerised baggage tracing systems need to be capable of more than just the comparison of one passenger’s name against another or one baggage tag number against another. The IATA codes and baggage identification chart help the tracing systems to compare baggage descriptions.

The baggage identification chart accurately reflects the bags and other articles, which constitute checked baggage. It divides all baggage into three categories:

1. non-zippered bags
2. zippered bags
3. miscellaneous articles

**Key Learning Point**

There are many specific baggage types, as well as codes to describe the colour and descriptive elements. Descriptive elements are very helpful in tracing similar bags.

These categories do not trace interchangeably; therefore, a non-zippered bag will not match with a zippered one. It is important to enter the correct type of bag at time of creation of the AHL for proper matching.

There are many specific baggage types, as well as codes to describe the colour and descriptive elements. Descriptive elements are very helpful in tracing similar bags.
Generally, there are three kinds of descriptive elements:

1. type of material, i.e. rigid, leather
2. size of item, i.e. cabin size
3. external elements such as a strap, or wheels

### 6.6.5 Unit Summary

In this unit you learned about the tools necessary to handle and trace baggage within a station. You should now be able to identify the different part of a baggage tag, and describe license plates, bar codes, RFID technology and baggage identification charts.

### Study Check 6.6

1. Place a check in the True or False box beside the following statements.

<table>
<thead>
<tr>
<th>TRUE</th>
<th>FALSE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Many aviation experts believe that bar codes will be replaced by chip tags, called RFID.</td>
<td>☐</td>
</tr>
<tr>
<td>The licence plate is a unique ten-digit number which facilitates the translation of the alpha-numeric baggage tag number into a bar code.</td>
<td>☐</td>
</tr>
<tr>
<td>The baggage tag number is comprised of a two- or three-character airline code, plus a 10-digit random number. Baggage tags have both letters and numbers.</td>
<td>☐</td>
</tr>
<tr>
<td>The baggage tag number is shown in bar code format, which makes it machine readable</td>
<td>☐</td>
</tr>
</tbody>
</table>

   ![Circle](icon.png)

   *Circle the appropriate answer.*

2. What are the three main types of descriptive elements on a bag?

   (a) Material/size/external elements
   (b) Colour/shape/height
   (c) Material/height/colour
   (d) Wheels/Zippers/Size

3. According to the license plate concept what do numbers in the 2nd to 4th positions represent?

   (a) Interline tag
   (b) type of tag
   (c) airline code
   (d) baggage specific code
6.7 Reducing Baggage Mishandling

- List, describe, and explain the use of irregularity codes as related to baggage mishandling
- Analyse and apply, as appropriate, information from Property Irregularity Reports
- List and describe methods to identify and resolve problems of baggage mishandling
- Describe the Station Manager’s role in reducing baggage mishandling

6.7.0 Unit Overview

Many of the problems faced by airlines when it comes to baggage mishandling can be minimised through thoughtful planning, analysis, and a continuous improvement philosophy within airline management. As you have learned mishandled baggage cost the airlines time, effort, and money resolving such issues.

In this unit you will be introduced to the systems formulated by the major carriers to report data about baggage mishandling and the codes developed by them to explain why bag has been mishandled.

To help you analyse inbound baggage mishandlings, you will learn about Property Irregularity Reports, and you will have an opportunity to participate in several analysis exercises to familiarise you with these reports, and how to use them effectively. The unit concludes with suggestions for reducing baggage mishandlings.

One of the key points of this unit that you should note from the start is that unless a Station Manager knows the type and cause of mishandlings that are occurring, he will not be able to reduce baggage mishandlings at the station. It is very important for the Station Manager to be actively involved in all efforts to reduce baggage mishandling.
Did You Know?

According to the 2015 SITA Report, 24 million bags were mishandled in 2014 globally with a total 7.3 bags mishandled per thousand passengers.

6.7.1 Identifying Baggage Problems

As we said earlier, things can and do go wrong during the baggage handling process. Given the huge volumes of passengers and baggage which airlines carry, it is not surprising (although it is unfortunate) that problems will sometimes occur. However, statistics show that in many cases, mishandling of baggage is completely avoidable.

Baggage can be delayed, damaged, pilfered and lost. Given that passenger numbers are increasing all the time, the two issues of identifying and resolving baggage problems become both more important and more difficult.

The most effective way to reduce baggage mishandlings is to identify the cause(s) of the various problems. Then it is possible to develop ways to prevent these problems, or to solve them.

To do this effectively, a need exists for an accurate and informative analysis of the baggage handling process. On an individual basis, and cooperatively under IATA, the major carriers have therefore formulated systems to report data about baggage mishandlings with the objective of reducing them.

All of these systems are similar. Each system’s aim is to pinpoint the reason why a bag has been mishandled. Each reason is usually expressed as a code. Within the IATA system, mishandlings are given one of nine primary irregularity codes: 10, 20, 30, 40, 50, 60, 70, 80, 90. Each of these primary irregularity codes is used to identify a general problem. Secondary codes are used to identify more specifically the nature of the problem.
Key Learning Point

Irregularity codes are used by airlines to assist in assessing why baggage mishandlings occur.

6.7.2 Irregularity Codes

The following list of codes shows the standard irregularity codes set by IATA as guidelines for airlines to use in the establishment of their own “Reason for Loss Codes.” The codes are used to assist in assessing why baggage mishandlings occur. However, a point worth noting is that “Reason for Loss Codes” are normally allocated at the reporting (arrival) station—the code allocated is only as good as the information available at the time. Ideally the airline will have a process to update codes when known or as the file progresses. If this is not the case, statistical analysis may not be completely accurate.

Codes

\( P \) = Primary code
\( S \) = Secondary code

**P 10** Origin Station Check-in
- S 11 Incorrect or no entries on tag
- S 12 Not checked to final destination
- S 13 Checked to final destination—2 Separate Contracts
- S 15 Wrong bag labelled (ie, tag switch)
- S 16 Bag received too late from check-in
- S 17 Old tag not removed
- S 18 Bag(s) not authorized to load

**P 20** Origin Station Failed to Load
- S 21 Bag left at station of origin correctly labelled
- S 23 Standby baggage left behind
- S 25 Gate checked baggage left behind
- S 26 Off-loaded due to space/weight restrictions
- S 27 Local passenger rerouted, bag not rerouted

**P 30** Any Station—Loading/Off-loading
- S 31 Sorting or loading error, wrong aircraft
- S 32 Off-loaded by error
- S 33 Not off-loaded
- S 35 Sorting or loading error, wrong container/wrong compartment/behind cargo
**P 40** Arrival Station
- S 41 Delivered to wrong area
- S 42 Delayed delivery to claim area
- S 43 Delayed delivery of oversized/odd-sized baggage to claim area

**P 50** Transfer Station
- S 51 Passenger rerouted, bag not rerouted
- S 52 Interline–MCT (Minimum Connecting Time) available
- S 53 Interline–MCT not available
- S 54 Interline–Bag(s) not made available by inbound carrier per local agreement
- S 55 Online (own carrier)–MCT available
- S 56 Online (own carrier)–MCT not available
- S 57 Alliance partner
- S 58 Codeshare partner
- S 59 Bag(s) not authorized to load

**P 60** Airport–General
- S 61 Industrial dispute (i.e. strike)
- S 62 Other reasons (i.e., meteorological)
- S 63 Airport security
- S 64 Unserviceable equipment (belt/sortation system, etc.)
- S 65 Space/weight restrictions due to meteorological conditions
- S 66 Error by non-aviation carrier (i.e., cruise or ground transportation)
- S 67 Customs, police, immigration actions

**P 70** Miscellaneous
- S 72 Passenger off-loaded, bag not off-loaded
- S 73 Bag not claimed by passenger where required
- S 74 Bag switch (i.e. passenger takes wrong bag)
- S 75 Security (not identified by passenger at security check, security removed item, etc.)
- S 76 Found without tag
- S 77 Errors by other carrier (i.e., tagging, etc.)
- S 78 Reason for mishandling not detectable
- S 79 Report created in error
P 80  Damage
S 83  Damage to security inspected baggage

P 90  Pilferage
S 91  Pilferage, including bag damage
S 93  Pilferage from security inspected baggage
S 95  Pilferage from crew baggage
S 96  Pilferage from crew baggage including bag damage
S 98  Pilferage from security inspected crew baggage

Key Learning Point
Property Irregularity Reports (PIRs) are files kept by the baggage services office. They are used to record baggage mishandling incidents, and include details such as the passenger's name, baggage tag number, flight number, routing, baggage description and contents.

6.7.3 Sample Mishandled Baggage: Analysis Exercise
Baggage mishandling can be analysed two ways: by computer, using reports stored in the luggage tracing system called WorldTracer®, or manually. We are going to do our analysis exercises manually.

In order to analyse inbound baggage mishandlings, we need to take a representative number of the Property Irregularity Reports (PIRs) from the files which are kept by the baggage services office. (To get the most useful information from a PIR, it makes most sense to take a sample number from a recent month or for a current year).

PIRs are used to record baggage mishandling incidents, and include details such as the passenger's name, baggage tag number, flight number, routing, baggage description and contents.

PIRs must be sorted by the primary reason for loss (RL) code, e.g. 10, 20, 30, etc. Secondary codes must then be sorted under the primary code.

For instance, a code 53 would be included in the batch of PIRs for code 50. Having done this, it is then possible to count the number of PIRs in each batch, e.g. twelve code 10s, four code 20s, and so on.

We will now do a sample mishandled baggage analysis exercise.
Key Learning Point

The most effective use of time and effort when reviewing PIRs is to analyse and take care of areas badly in need of improvement, instead of chasing after less frequent mishandlings.

6.7.3.1 Sorting by Primary Code

**SAMPLE EXERCISE**

<table>
<thead>
<tr>
<th>PART 1</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Primary Code</td>
<td>Number of PIRs</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td></td>
<td>12</td>
</tr>
<tr>
<td>20</td>
<td></td>
<td>4</td>
</tr>
<tr>
<td>30</td>
<td></td>
<td>6</td>
</tr>
<tr>
<td>40</td>
<td></td>
<td>0</td>
</tr>
<tr>
<td>50</td>
<td></td>
<td>28</td>
</tr>
<tr>
<td>60</td>
<td></td>
<td>0</td>
</tr>
<tr>
<td>70</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>80</td>
<td></td>
<td>5</td>
</tr>
<tr>
<td>90</td>
<td></td>
<td>4</td>
</tr>
<tr>
<td>TOTAL:</td>
<td></td>
<td>60</td>
</tr>
</tbody>
</table>

It is obvious that transfer baggage mishandlings (28 code 50s) present the most frequent problem in this example. This problem has occurred almost twice as many times as tagging errors (12 code 10s).

The remaining categories are not very significant.

Rather than analysing each individual baggage mishandling occurrence, it is more productive to select one or two of the worst areas and concentrate on improving these. The most effective use of time and effort is to analyse and take care of areas badly in need of improvement, instead of chasing after less frequent mishandlings.

6.7.3.2 Sorting by Secondary Code

We will now take a closer look at the transfer baggage and tagging mishandlings in our example. This means sorting the entire batch of code 50 PIRs and code 10 PIRs by their secondary code.
### SAMPLE EXERCISE

#### PART 2

<table>
<thead>
<tr>
<th>Secondary Code</th>
<th>Number of PIRs</th>
</tr>
</thead>
<tbody>
<tr>
<td>51</td>
<td>2</td>
</tr>
<tr>
<td>52</td>
<td>0</td>
</tr>
<tr>
<td>53</td>
<td>17</td>
</tr>
<tr>
<td>54</td>
<td>3</td>
</tr>
<tr>
<td>55</td>
<td>0</td>
</tr>
<tr>
<td>56</td>
<td>2</td>
</tr>
<tr>
<td>57</td>
<td>3</td>
</tr>
<tr>
<td>58</td>
<td>0</td>
</tr>
<tr>
<td>59</td>
<td>1</td>
</tr>
<tr>
<td><strong>TOTAL:</strong></td>
<td><strong>28</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Secondary Code</th>
<th>Number of PIRs</th>
</tr>
</thead>
<tbody>
<tr>
<td>11</td>
<td>1</td>
</tr>
<tr>
<td>12</td>
<td>10</td>
</tr>
<tr>
<td>13</td>
<td>0</td>
</tr>
<tr>
<td>15</td>
<td>0</td>
</tr>
<tr>
<td>16</td>
<td>0</td>
</tr>
<tr>
<td>17</td>
<td>1</td>
</tr>
<tr>
<td>18</td>
<td>0</td>
</tr>
<tr>
<td><strong>TOTAL:</strong></td>
<td><strong>12</strong></td>
</tr>
</tbody>
</table>

As you can see, in the first example, the majority of the code 50 mishandlings are code 53 (sub-MCT due to late arrival of the delivering carrier).

The second example shows code 10 mishandlings, most of which occur as code 12 (i.e. not checked to final destination).

**6.7.3.3 Sorting by Transfer and Origin Stations**

Following analysis by primary and secondary codes, information from the PIRs can be further broken down to give even more detail. This breakdown involves listing the transfer stations for the code 53 mishandles and the origin stations for the code 12 mishandles.
SAMPLE EXERCISE

PART 3

<table>
<thead>
<tr>
<th>Transfer Airport</th>
<th>Number of PIRs</th>
</tr>
</thead>
<tbody>
<tr>
<td>BOS</td>
<td>1</td>
</tr>
<tr>
<td>ABC</td>
<td>15</td>
</tr>
<tr>
<td>YMX</td>
<td>1</td>
</tr>
<tr>
<td><strong>TOTAL:</strong></td>
<td><strong>17</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Origin Airport</th>
<th>Number of PIRs</th>
</tr>
</thead>
<tbody>
<tr>
<td>MIA</td>
<td>1</td>
</tr>
<tr>
<td>DEF</td>
<td>8</td>
</tr>
<tr>
<td>ATL</td>
<td>1</td>
</tr>
<tr>
<td><strong>TOTAL:</strong></td>
<td><strong>10</strong></td>
</tr>
</tbody>
</table>

What does this breakdown show? The first example shows that ABC (a fictional international airport) is the source of the majority (88%) of problems with transfer baggage.

The second example indicates that DEF (also a fictional international airport) is responsible for most (80%) of the tagging mishandles.

Given this information, the Station Manager can contact the managers at ABC and DEF to brief them on the identified problems.

It would, however, be even more beneficial to give the managers of ABC and DEF specific additional information so that they know exactly how to correct the problems.

The next part of the exercise illustrates how this additional information can be retrieved, listing codes for the connecting airlines at ABC which caused mishandles because of their delays.

SAMPLE EXERCISE

PART 4

<table>
<thead>
<tr>
<th>Transfer Airline</th>
<th>Number of PIRs</th>
</tr>
</thead>
<tbody>
<tr>
<td>XX</td>
<td>2</td>
</tr>
<tr>
<td>YY</td>
<td>1</td>
</tr>
<tr>
<td>ZZ</td>
<td>12</td>
</tr>
<tr>
<td><strong>TOTAL:</strong></td>
<td><strong>15</strong></td>
</tr>
</tbody>
</table>

The figures in this example show clearly that the worst transfer problem lies with ZZ Airlines.

The next most logical step is to see which of ZZ Airlines' flights causes the problem. To do this, it is necessary to list the inbound flight numbers for ZZ Airlines into ABC which caused transfer problems.
SAMPLE EXERCISE

<table>
<thead>
<tr>
<th>PART 5</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Inbound Flight</td>
<td>Number of PIRs</td>
</tr>
<tr>
<td>ZZ001</td>
<td>2</td>
</tr>
<tr>
<td>ZZ444</td>
<td>10</td>
</tr>
<tr>
<td>TOTAL:</td>
<td>12</td>
</tr>
</tbody>
</table>

Key Learning Point

Ensuring there is a proper amount of baggage handling equipment as well as properly trained staff—two of the greatest contributors to delayed baggage—will help to minimise transfer mishandlings.

Once the manager in ABC knows that flight ZZ444 is the specific cause of transfer problems he can discuss this with ZZ Airlines directly in order to try to solve the problem. Maybe further investigation would reveal that all of the ten mishandlings occurred on the same day; if this were the case, then there may be need for any further action.

On the other hand, if the mishandlings were the result of frequent delays of flight ZZ444 then perhaps there is a better way to transfer bags when ZZ444 is operating late.

If this better method can be found and used, then 20% of the inbound baggage problems in this sample station will have been resolved. If this is multiplied by the expense and inconvenience caused by such delays then it becomes obvious that keeping track of and analysing this information can be very worthwhile and productive.

Key Learning Point

A station manager will not be able to reduce baggage mishandlings unless he knows the type of mishandlings which are occurring and what is causing them.

Ensuring there is a proper amount of baggage handling equipment as well as properly trained staff—two of the greatest contributors to delayed baggage—will help to minimise transfer mishandlings.

The many sample mishandled baggage exercises used in this unit were provided to emphasise one very important fact:

A station manager will not be able to reduce baggage mishandlings unless he knows the type of mishandlings which are occurring and what is causing them.

Therefore, it is essential that a station manager regularly analyse and extract relevant information from the PIRs to identify the cause and location of baggage handling problems.

Although this unit showed you how to retrieve and sort data to analyse irregularity codes manually, there are several reports available electronically in WorldTracer® that can quickly and efficiently analyse the data of irregularity codes.
6.7.3.4 Using Irregularity Codes to Track Damage to Baggage

The majority of baggage mishandlings involve the temporary delay of baggage due to a missed flight or connection. However, the IATA irregularity codes are also used to track and analyse damage (primary code 80 and secondary code 83 refer to damage).

Water damage, resulting from rain or liquid spillage in the hold, deserves particular attention. Rain can also cause substantial damage to any baggage stored in a single open cart.

The potential for this type of damage should not be underestimated. As more and more passengers are using softside cloth bags, an increased risk of water damage is created.

As a result, Station Managers must ensure ramp personnel have the resources such as tarps and additional baggage carts to protect baggage from weather conditions, especially rain.

6.7.4 Suggestions for Reducing Mishandlings

Throughout this section of the manual we’ve discussed some of the issues and some of the potential solutions. The following are specific examples of baggage mishandlings and suggested ways of dealing with them.

**Problem:** A sudden increase in mishandlings due to tagging errors.

**Solution:** Investigate PIRs in order to determine if a specific trend exists with regard to time of day or day of week. The problem may be caused by untrained (new) staff, for example. This can be identified by comparing the duty roster against the pattern of tagging errors.

One example of reducing tagging errors is to ensure all agents are recapping the following check-in information with each passenger:

- Number of bags passenger is checking;
- Bags are checked to *correct* final destination Panama City, Panama versus Panama City, Florida USA
- The checked bags belong to the correct passenger;
- The bags have an identification tag attached with the passenger’s name, address and contact information

Recapping this information with the passenger will greatly reduce the number of mischecked bags.

**Problem:** On a multi-sector flight, baggage is often over-carried to the next station. On a single sector flight, baggage is found mixed with cargo and delivered to the cargo area instead of the claim area.

**Solution:** It may be necessary to establish a standard load plan for flights (weight and balance permitting, of course) with baggage and cargo being loaded separately using the same bin positions for each flight.

Load planners must be made aware of the need to maintain separation between baggage and other commodities and to separate baggage by destination and type, e.g. interline, on-line and local.

**Problem:** Baggage delivered to the wrong claim area.
Solution: If not already in place, it may be worth considering the installation of a system which displays the flight number on the ramp side of each claim device as well as on the passenger’s side.

6.7.5 Unit Summary

In this unit, you learned that the most effective way to reduce the rate of baggage mishandlings is to identify the cause(s) of the various problems. You learned how airlines use irregularity codes to record, track, and analyse baggage mishandling situations so that they can be prevented and solved.

You were introduced to the primary and secondary irregularity codes, and you were provided with sample exercises to assist you in your analysis of the codes, and what they mean when correctly interpreted. Ultimately, you learned how to use irregularity codes to track damage to baggage, and for problem-solving issues related to the mishandling of baggage.

This unit ended with a reminder to you of the important role of the Station Manager in analysing PIRs, and using the data to help reduce the rate of baggage mishandling in his station.

Study Check 6.7

1. Place a check in the True or False box beside the following statements.
   
<table>
<thead>
<tr>
<th>True</th>
<th>False</th>
</tr>
</thead>
<tbody>
<tr>
<td>The most effective way to reduce baggage mishandlings is to identify the cause(s) of the various problems.</td>
<td></td>
</tr>
<tr>
<td>Primary irregularity codes are used to identify a general problem, while secondary codes are used to identify the specific nature of the problem.</td>
<td>☐</td>
</tr>
<tr>
<td>Station Managers come from different backgrounds and therefore a limited knowledge of baggage handling is acceptable given that the Station Manager has strong leadership skills.</td>
<td>☐</td>
</tr>
</tbody>
</table>

   Please circle the appropriate answer.

2. Which of the following designations matches the irregularity code P50?
   (a) Arrival station
   (b) Transfer station
   (c) Pilferage
   (d) Damage
3. There has been a transfer baggage and tagging mishandling at your station. What can be done to obtain additional information about both problems?
   (a) Sort the entire batch of each primary code by their secondary codes.
   (b) Sort the entire batch of each secondary code by their primary codes.
   (c) Sort the entire batch of each tertiary code by their primary codes.
   (d) Sort the entire batch of each secondary code by their tertiary codes.

4. Transfer Airline Number of PIRs
<table>
<thead>
<tr>
<th>Transfer Airline</th>
<th>Number of PIRs</th>
</tr>
</thead>
<tbody>
<tr>
<td>XX</td>
<td>2</td>
</tr>
<tr>
<td>YY</td>
<td>1</td>
</tr>
<tr>
<td>ZZ</td>
<td>12</td>
</tr>
<tr>
<td>TOTAL:</td>
<td>15</td>
</tr>
</tbody>
</table>

   Review the information above. What does the data tell you?
   (a) The BSO is preparing too many PIRs
   (b) There is a transfer issue with XX Airline.
   (c) There is a transfer issue with YY Airline.
   (d) There is a transfer issue with ZZ Airline.

5. Baggage has been delivered to the wrong claim area. What could be done to reduce this from happening again?
   (a) Establish a standard claims plan for flights that includes RFID devices.
   (b) Make changes to the baggage tag systems including the numerical code orders.
   (c) Ensure passengers clearly display their baggage tags outwards rather than inwards.
   (d) Install a system which displays the flight number on the ramp side/passenger side of each claim device.
Further Reading

- IATA Baggage Services Manual
- IATA Passenger Services Conference Resolutions Manual (PSCRM):
  - Recommended Practices 1739, 1749, 1750
  - Resolution 740
- AHM 140–Items Removed from a passenger’s possession by security personnel
- AHM 170–Dangerous Goods in Passenger Baggage
- IATA Dangerous Goods Regulations
- IATA Live Animal Regulations
- ICAO Annex 17, Standard 4.3.1

Suggested Further Training

IATA Baggage Handling Services and Systems
(www.iata.org/training/courses/Pages/baggage-handling-services-tapg09.aspx)

IATA Baggage Claims and Proration
(www.iata.org/training/courses/Pages/tapg62.aspx)
Answer Key

Study Check 6.1
1. True, True, True
2. a
3. c
4. c

Study Check 6.2
1. False, True, False, True
2. b
3. b
4. a
5. c

Study Check 6.3
1. True, False, False, False, True, True
2. b
3. b
4. d

Study Check 6.4
1. False, True, False, True
2. a
3. c

Study Check 6.5
1. False, True, False
2. d
3. c
4. d

Study Check 6.6
1. True, True, False, True
2. a
3. c

Study Check 6.7
1. True, True, False
2. b
3. a
4. d
5. d
Module 7:
Passenger Handling Management
Module Learning Objectives

- Explain and describe the components of passenger handling before, during, and after a flight
- Describe ways general boarding processes and passenger handling can be, and are being, improved
- Define techniques for handling passengers with disabilities and special needs, as well as passengers who are difficult
- Describe events that can disrupt normal travel, and list strategies for handling passengers impacted by them

Module Introduction

This module will raise your awareness of the many aspects of airline operations involving passenger handling, from procedures for normal passenger processing and boarding to procedures for assisting passengers during unexpected flight interruptions, delays or cancellations.

You will learn about several IATA initiatives and studies planned to make passenger handling more efficient and effective, and you will be introduced to some of the issues and sensitivities that can arise in special customer handling.

As a Station Manager, you may be required to intervene and provide solutions, in case passenger handling related issues escalate. Therefore, there is an increasing need for you to be skilful in handling passengers, particularly those presenting a certain level of difficulty. In addition, your ability to assist passengers with disabilities and other challenges, will be explored in depth.

And while you yourself may not be able to control unexpected events that can impact passengers negatively, you will be given information on airline resources and policies that can help you ease passengers’ anxieties as they begin or end their journeys.
7.1 Simplifying Passenger Handling

- Describe the Station Manager’s roles and responsibilities in handling passengers.
- List the steps which comprise the passenger handling process
- Describe the various IATA initiatives, programmes, and models which impact the passenger handling process
- Create recommendations for improving the passenger handling process at a Station

7.1.0 Unit Overview

This unit will provide an overview of the station manager’s roles and responsibilities in passenger handling, as well as, the passenger handling process. It will explain IATA’s Simplifying the Business (StB) initiative (www.iata.org/stb) and Fast Travel initiative (www.iata.org/FastTravel). You are encouraged to visit and explore both websites for comprehensive information on Fast Travel and the other StB programmes, and to enhance the content of this unit.

IATA’s Simplifying the Business initiatives, particularly Fast Travel, have contributed greatly minimizing issues faced by passengers during air travel.

7.1.1 The Station Manager’s Roles and Responsibilities in Passenger Handling

Customer service and satisfaction is an important aspect of a successful station. Station Managers should be acutely aware of the policies and procedures guiding passenger services and ensure training and compliance on these issues.

Skilled staff must be in place to interact with passengers and accommodate the needs of passengers with special requirements. The Station Manager will oversee this staffing and should be available to handle issues with passengers as they escalate and answer questions and make judgment calls related to special passenger requirements.

Below is a list of the typical responsibilities of a Station Manager in the area of passenger handling:

- Ensure airline passenger services agents have received training
- Verify that appropriate signage is placed in the check-in or lobby areas related to the airline’s Contract of Carriage policy
- Develop a process to ensure the availability of documents and forms for passenger handling at all service areas
- Assess the station facilities for signage, accessibility and safety in passenger handling
- Attend airport meeting related to passenger handling
- Maintain records related to passenger service performance
- Develop a close working relationship with Customs and Immigrations officials within the airport
Monitor the station's financial budgetary requirements for issues related to passenger handling (ex: oversell compensation payments, premium lounge fees, etc.)

The Station Manager should also have a strong working knowledge of the overall process of passenger handling from start to finish. The remainder of this unit will highlight the major steps in passenger handling, and there sources available to airlines and Station Managers on this topic.

7.1.2 Passenger Acceptance Process

In recent years the passenger acceptance process has changed considerably. Whilst legacy process still remains in many locations much of it is now highly automated, the main objectives being simplified travel for passengers, cost reductions for airlines. However, this cannot result in a deterioration of standards and quality in particular those related to safety and security.

Although automation feels relatively new, it has been around for sometime. Thirty years ago airlines started transitioning to using automated check-in systems that automatically register all of the passenger details and issue bag tags and boarding passes.

During the 1980’s airlines started through checking passengers onto onward flights, using single entries to generate bag tags and boarding passes for all sectors. Eventually this extended to agreements between airlines that could through check a passenger on to another airlines connecting flight.

In the late 1990’s self-service check-in kiosks and bag drops started to appear, however with the advent on checking in on line kiosk use is starting to decline. Associated systems such as Baggage Reconciliation Systems (BRS), linked to check in systems and in some cases weight and balance systems are now common. Online check-in can take various forms including the traditional Internet methods as well use of Apps for smartphones.

However, regardless of methods more or less the same process steps still apply, the change mainly how does it and how:

<table>
<thead>
<tr>
<th>Process step</th>
<th>Legacy</th>
<th>Modern day</th>
</tr>
</thead>
<tbody>
<tr>
<td>Registration</td>
<td>Passenger presents identification documents, tickets etc. at check in desk. API details manually entered or swiped into system. Boarding pass issued</td>
<td>Passenger enters in identification document number and/or Advanced Passenger Information (API) details into online booking in advance. Home printed boarding pass or paperless smartphone boarding pass</td>
</tr>
<tr>
<td>Baggage acceptance</td>
<td>Passenger presents baggage at check in desk</td>
<td>Passenger indicates whether they have baggage or not—either go to bag drop desk or proceed straight to gate (if no bags) Or passenger uses automated self-service kiosk to issue bag tags and accept bags.</td>
</tr>
</tbody>
</table>
### 7.1.3 IATA’s Fast Travel Programme

IATA’s Simplifying the Business initiatives, particularly Fast Travel have largely contributed to minimising the hassles faced by passengers during air travel. While all of these efforts have made distinct contributions in their own areas towards improving the air travel experience, no single project has considered all of the steps from the moment of booking to arrival at the passenger’s destination.

To address this concern, IATA has developed a model for an end-to-end process comprising 14 steps that the passenger would undergo during a journey. The steps that are within airline scope (grey boxes) can be further simplified through the development of pilot programmes and standards (e.g., Fast Travel). For the remaining areas (grey boxes with bold outline), these are regulatory in nature (falling under Security and Facilitation) and solutions can vary from state to state.

<table>
<thead>
<tr>
<th>Process step</th>
<th>Legacy</th>
<th>Modern day</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ancillary services</td>
<td>Limited scope, mostly excess baggage and ticketing, mostly manual documentation &amp; payment</td>
<td>Much of it captured upstream, online prior to arriving at airport.</td>
</tr>
<tr>
<td>Security</td>
<td>Passenger queues at security, boarding pass checked, passenger &amp; hand baggage checked</td>
<td>More efficient security queuing process, boarding pass scanning and more sophisticated screening devices</td>
</tr>
<tr>
<td>Border Control</td>
<td>Manual departure checks of documentation</td>
<td>Automated checks of documentation, in some cases departure checks eliminated.</td>
</tr>
<tr>
<td>Boarding</td>
<td>Manual reconciliation process for passenger &amp; bags</td>
<td>Boarding pass scanning, automated baggage reconciliation</td>
</tr>
</tbody>
</table>

The passenger now has much more control over his/her travel but the significant advantage for the airlines is to generate cost savings in the form of check-in desk and associated resources. Some Low Cost Carriers (LCC) also try to discourage passengers taking hold baggage again a cost saving initiative aimed at reducing handling costs. LCC’s often claim that all of these cost savings are some of the key drivers that enable them to offer low fares.
Figure 7.1.3a—14 Step End-to-End Passenger Process

The development of the IGOM resulted in new IATA recommended practices for the entire passenger process. The IGOM provides industry standards in Passenger Services to drive consistency of process, while allowing for variations to meet local needs and set the baseline for the harmonisation of a globally-accepted passenger process.

IATA's Fast Travel Program is providing self-service options in six areas of a passengers' airport journey—representing annual savings of up to US $ 2.1 billion for the industry. By creating uniform standards and recommended practices, IATA will facilitate industry adoption of these projects—and a better travel experience for the customer.
Fast Travel’s Self Service Options

IATA’s Fast Travel Program is addressing passenger demands for more choice, convenience, and control through self-service options in these areas:

- **Check-in**: allowing passengers to receive their boarding pass via self-service channels (web, kiosk, mobile phone), so they can skip the line at the check-in desk.

- **Bags ready-to-go**: enabling passengers to deliver their bags tagged and ready for acceptance by an airline check-in agent, speeding up the check-in process for those passengers travelling with baggage.

- **Document scanning**: allowing passengers to scan their travel documents at kiosks for onward transmission to government agencies, so they can avoid going to a check-in desk to complete required ID checks.

- **Flight re-booking**: allowing passengers to re-book their flights using kiosks in case of irregular operations, avoiding long lines.
Self-boarding: providing automated boarding process for passengers, like in a train or metro station, reducing boarding lines.

Bag recovery: allowing passengers to report a missing bag through a self-service channel instead of waiting in line at a baggage service counter.

Did You Know?

According to recent Industry surveys, over 50% of passengers worldwide want more self-service options to speed up their journey. Passengers also want to be in control of their journey and avoid long queues, not only at check-in but also at other airport process points. The industry trend shows that passengers are driving increased use of self-service not only at check-in, but throughout the journey. This trend has resulted in passengers coming into contact with agents or “touch points” on fewer occasions or for a reduced period of time. The impact on process and infrastructure is therefore changing radically.

Synergies with Fast Travel and other IATA Projects

During the life cycle of the project, many synergies have been identified between Fast Travel and other projects or areas within IATA:

Passenger Facilitation: This other project under the umbrella of Passenger Experience is focusing on regulatory agencies controlled processes. Passenger Facilitation and Fast Travel are working closely together on areas like passenger data/document verification, self-boarding and regulatory requirement, potential use of biometrics throughout the passenger process as it is already used for automated border control solutions.

Check-Point of the Future: This new IATA project is addressing the security screening process point at the airport and therefore will have a significant impact on the other two projects of Passenger Experience. Depending on the outcome of the undergoing concept definition development, Fast Travel may be strongly impacted.

Baggage Services: Strong dependencies are seen between Fast Travel and the Baggage Working Group. Both groups are working closely together to guaranty proper alignment between both areas.
The change from the traditional check-in lobby of the past with relatively static lines of passengers to be processed by agents to a dynamic one whereby passenger manage a number of separate sub-processes such as baggage processing and documentation checks, results in infrastructure that is different from current designs. In this context, different means a flexible infrastructure to facilitate an increased flow of passengers managing those process steps outlined above.

**Benefits for All Stakeholders**

By implementing the strategies of Fast Travel Programme there is a win-win-win proposition for the main stakeholders involved, specifically:

**Passengers:** Passengers will take advantage of the elements of speed, convenience and control through a greater range of self-service options. Passengers will be able to utilise the full range of self-service options globally.

**Airlines:** Airlines can offer the full range of self-service options to their passengers and so realise the board’s vision of enhancing customer service while reducing unnecessary costs.

**Did You Know?**

The reason for increasing the range of self-service options is passenger driven. From the 2008 IATA Corporate Air Travel Survey, 82% of passengers would like to select their seats or manage seat changes via the web, 62% would like to access last minute upgrade options at the gate and 55% said they would like to be able to make reservation changes using a self-service option.

**Airports:** Airports will be in a position to develop appropriate facilities to provide an improved proposition to meet the needs of all passengers, airline customers and their handling agents. In addition, the improved flow of passengers using self-service will enable a change in the design and layout of airports in the future translating to more efficient capital investment for airport construction.
CUTE (Common User Terminal Equipment) and CUSS (Common User Self Service) are used at small and large airports to improve passenger check-in processing facilities.

CUTE

Since the number of airlines departing from an airport usually exceeds the number of counters at the airport, CUTE enables the operator at the counter to switch between different check-in systems from the same counter. This eliminates the need to install multiple counters for each airline, since CUTE allows the best utilisation for the counters. CUTE adjusts the departure control systems (DCS) at each counter according to the departing flights and the airline that these flights belong to.

Employment of counters for a specific airline at a time mainly depends on the airport traffic and the number of departing flights for each airline.

CUTE provides a standard computer system at each check-in counter that can access individual airline DCS. CUTE can be introduced to give greater flexibility in the allocation of check-in desks as it means that all desks are available to all airlines.

The Airport Authority will administer the equipment, or the airlines will form a CUTE Club and deal directly with the service provider to agree to a charge (which is normally based on a cost-per-passenger checked in). As a Station Manager, you are responsible for representing your airline’s interests during meetings of the CUTE Club within your airport.

CUSS

CUSS stands for Common Use Self-Service. It is a shared kiosk offering convenient passenger check-in whilst allowing multiple airlines to maintain branding and functionality. As kiosks can be located throughout the airport, congestion is alleviated and passenger flow improved.

CUSS kiosks enable many more airlines to offer self service facilities to passengers, and airlines currently using self service expand their offering at more locations.

At any airport where there is a service provider supplying CUSS kiosks (this could be the airport, an airline or an independent service provider) all airlines with a CUSS compliant application (DCS) will be able to “plug-in”. This means no matter how small their own operation is, the facility for self-service applications will be available.

Passengers using a CUSS can avoid, or only partially use (e.g. bag drop), check-in desks. CUSS can form part of the CUTE arrangements.

Although CUSS is not a new concept, not all airports or airlines provide passengers with this facility. However, more and more airlines and airports realise the benefits that CUSS brings to their operations. These benefits include:
• Customer interaction with airline application at single point of contact;
• Optimum use of airline facilities with no need to dedicate special areas for different airlines;
• Shared running costs;
• It permits airlines to deliver a proprietary Self Service check-in product, thus not requiring them to use systems provided by airport authorities or handling agents, which might not be compatible with their host computer systems;
• In common user areas, Airports only have to provide space for the CUSS kiosks thus reducing the amount of space an airport needs to set aside for proprietary Airline kiosks.

Nevertheless, the Airport Authority must be consulted as to the location of kiosks in the general check-in area and any associated installation costs. The Station Manager should refer issues regarding CUTE and CUSS to his Head Office.

7.1.5 Unit Summary

This unit provided you with an overview of the passenger handling process, and explained IATA’s initiative in Simplifying the Business (www.iata.org/stb). The benefits of CUTE and CUSS programmes were also explained in this unit.

You learned how IATA’s continuing efforts to bring efficiency to the passenger handling process and the various programmes and initiatives introduced by this organisation, have greatly contributed to alleviating the hassles faced by passengers during air travel.

Apply Your Learning

Reducing costs and decreasing wait times while balancing safety is an important part of the passenger handling process. In this activity you will make recommendations for improving steps in the 14 Step End to End Passenger Process presented in this unit at an airport you have visited.

Step 1: Review Figure 7.1.3b,
Step 2: Choose one of the grey boxes that is not bold from the figure (e.g. Check-In, Boarding, etc.)
Step 3: Examine your current place of employment or an airport that you have visited as a passenger. What aspects of this service are effective at this location and what aspects could be improved upon?
Step 4: Using the four basic management skills of a Station Manager (Plan, Organize, Lead, and Control) develop a plan to improve this area. Your solutions may include technology (ex: CUSS or CUTE) or can related to improving customer service, training, or work-flow issues.
Study Check 7.1

1. Place a check-in the True or False box beside the following statements.

   - The Station Manager will oversee this staffing and should be available to handle issues with passengers as they escalate and answer questions and make judgment calls related to special passenger requirements. [ ] TRUE [ ] FALSE
   - The last step of the 14-Step End-to-End Passenger Process is immigration entry control. [ ] TRUE [ ] FALSE
   - New security standards and passenger authentication checks require more intensive checks of passenger ID’s. [ ] TRUE [ ] FALSE

Please circle the appropriate answer.

2. Which of the following steps in IATA’s 14 Step End to End Passenger Process is regulatory in nature and therefore solutions for efficiency will vary from state to state?
   (a) Pre-travel
   (b) Customs
   (c) Baggage Processing
   (d) Flight Re-booking

3. What main function does CUTE serve?
   (a) It improves the speed in which bags move from logistics to aircraft.
   (b) It tracks passenger arrival times at the boarding gates and automates calls for late passengers.
   (c) It adjusts the departure control systems at each counter according to the departing airline’s flights.
   (d) It coordinates passenger and baggage reconciliation.

4. You are working at a small regional airport as a Station Manager. A meeting has been scheduled to discuss the implementation of CUSS at the airport and the pros and cons of the system. In this meeting which of the following points would be valid to present to the airport management?
   (a) CUSS reduces the amount of space an airport needs to set aside proprietary Airline kiosks.
   (b) CUSS increases the amount of space an airport needs to set aside proprietary Airline kiosks.
   (c) CUSS provides passengers with longer wait times due to increased screening regulations.
   (d) CUSS removes the need for passenger screening and therefore reduces wait times.
5. Recently, there have been a number of problems at your small, regional airport. The main issue appears to be that there is limited counter space. This has meant delays in flights, reduced capacity, and general tension between Station Managers. What advice would you give to the airport to improve the situation?

(a) Create a lottery system for the various counters as a means to settle disputes

(b) Set-up a CURB system to ensure that more counters are available to the airlines.

(c) Examine ways to improve the 14 Step End to End Passenger Process.

(d) Implement the CUTE system so that counters can switch between airlines.
7.2 Special Customer Handling

- Identify and describe the types of special needs passengers an airline may carry
- Describe methods of handling special customers
- Organize a list of best practices for ensuring the safety of blind passengers at an airport

7.2.0 Unit Overview

This unit will introduce you to some of the issues and sensitivities that can arise in special customer handling.

Passengers who need special assistance require extra attention, and it is important for you to understand the procedures used to ensure they receive appropriate and timely attention. IATA has developed recommended practices for member airlines on how to handle the above-mentioned special passengers. Airlines may issue their own processes and procedures based on IATA recommendations. Non-IATA member airlines usually set their own processes and procedures. It is therefore necessary to check your company manuals and your state's legal framework.

Whichever the case may be, disabled, pregnant, or otherwise disadvantaged, all passengers deserve the best treatment possible. Your role is to make sure that your staff provides excellent service to these passengers, as this is critical.

This unit will also provide you with tips for dealing with VIP customers, as well as passengers who are difficult or otherwise uncooperative.

Key Learning Point

When working with passengers requiring special assistance, it is important to know the appropriate rules and procedures to ensure both they, and the other passengers, enjoy a safe and comfortable flight.

7.2.1 Passengers with Special Requirements

The traveling public is made up of people with diverse needs. To assist airlines with meeting the needs of passengers requiring special assistance, IATA publishes both the Passenger Services Conference Resolution Manual and the IGOM. These manuals and the airline's own company manuals serve as a framework for handling issues related to customers with special requirements.

In addition to these manuals it is important that staff who interact with customers with special requirements offer considerate and personalised service. All staff dealing directly with customers should be assessed on their interpersonal skills before being hired, and should also be given thorough training in the area of customer care.

The IGOM Chapter 1.4 “Special Categories of Passengers” describes passenger handling best practices and should be consulted for additional information.
7.2.2 Special Assistance Categories

Passengers requiring special assistance due to a disability or medical need are typically broken down into the following three categories:

- Passengers requiring special assistance due to a disability such as:
  - Hearing or Visually
  - Intellectually or developmentally disabled
  - Language impaired (either mute or unable to speak the language)
  - Requiring wheelchair assistance
  - Needing “Meet and Assistance” due to other causes
  - Traveling with a service animal

- Passengers requiring assistance due to a medical need, such as:
  - Broken limbs, such as a broken leg
  - Requiring on-board oxygen or infusions

- Passengers requiring medical clearance to travel, such as
  - Stretcher patients
  - Pregnant women and new born infants
  - Passengers with communicable diseases

The handling of these types of customers will require that a Station Manager and his staff are sensitive to the needs of the passenger. In cases where passengers require medical clearance to travel, the Station Manager may be called upon to provide guidance and make important decisions.

If upon screening a passenger for medical clearance it is deemed they are to be denied transportation, the station must notify all down line and destination stations with the reason for the refusal. Additionally, information must be provided about what actions have been taken in the past on the case, and what actions need to be taken in the future on the case.

An example of how the medical clearance works is as follows: a passenger presents himself for check-in and is visibly covered with red, swollen rash. Upon discussion with the passenger, the passenger services agent discovers that he has been recently stricken with with measles (rubeola), however the passenger states that he “feels fine to travel”. The passenger services agent then follows his airline’s procedures to determine if the passenger can be medically cleared to travel. Despite how the passenger feels, it is often necessary to obtain guidance from a medically qualified person, provided by entities such as International SOS or local hospital. In this case, the passenger is deemed to have a highly contagious disease that is transmitted virally by air so he is denied medical clearance to travel.

Detailed documentation within his record must be made and all involved stations on his itinerary notified. The consequent actions in this example may be to allow the passenger to reschedule his travel at a later date providing he presents a medical clearance from a physician. This type of process protects the healthy passengers traveling on those particular flights, but also provides the passenger with medical needs some options as well. Documentation made by your station personnel must be clear and all required reports and notifications conducted according to airline policy.
IGOM 1.4.6.2.2 describes the reasons that passengers may be refused for medical reasons.

Additionally, IATA Recommended Practice 1700a will provide guidance on medical clearance requirements for expectant mothers and newborn babies. These passengers are not regarded as incapacitated passengers, however they do have special rules due to the nature of the situation.

7.2.3 Unaccompanied Minors

Unaccompanied minors (UM) are another category of passengers who require special assistance. An unaccompanied minor is a child who is traveling alone, under airline escort. They are 12 years of age and under, or at the request of parents, 15 years and under. Each airline is responsible for safe delivery of an unaccompanied minor to the receiving airline at the transfer station. At transfer points, it is suggested that signatures be obtained from the airline the child is delivered to.

Unaccompanied minors are only allowed to travel if all legs of their itinerary are confirmed. Handling information for the UM must be provided on a specified form (see Figure 7.2.3 on next page), whose original is retained by the issuing office. A copy of the form is then attached to the UM’s ticket and contained within a UMNTR travel envelope. Many airlines have a policy whereby UM’s can only be seated next to a female adult or other UM’s.

Ticketing information must include the designation “UM” (followed by age) after the name (entered in “Name of passenger” box).

A special identification tag/badge containing the letters “UM” is also used. The colour scheme for any UM material is red diagonal bars on white or silver background.

All tickets and related travel documents for an unaccompanied minor must be handed over to the cabin crew in charge.

As a Station Manager, you must have local procedures in place on how to handle instances where arriving unaccompanied minors who are not met by an adult. Additionally, if you are a station manager in an airline’s hub city, you should have procedures on how to handle UM’s who have missed their connections due to late aircraft or weather.
Additional information on how to handle Unaccompanied minors can be found in IATA's Recommended Practice 1753 and the IGOM 1.4.1 “Minors Traveling Alone”.
RECOMMENDED PRACTICE 1753
Attachment ‘A’

UNACCOMPANIED MINOR
Request for Carriage — Handling Advice

ASC AIRLINE

FULL NAME OF MINOR

SEX

AGE

LANGUAGES Spoken

PERMANENT ADDRESS

AND TELEPHONE No.

OF MINOR

FLIGHT DETAILS

FLIGHT NO. DATE FROM TO

FLIGHT NO. DATE FROM TO

PERSON SETTING OFF ON DEPARTURE — Name, Address and Telephone No.

PERSON MEETING AND SETTING OFF AT STOPOVER POINT — Name, Address and Telephone No.

PERSON MEETING ON ARRIVAL — Name, Address and Telephone No.

SIGNATURE FOR RECEIPT OF MINOR FROM AIRLINE CARRIER

DECLARATION OF PARENT/GUARDIAN

1. I confirm that I have arranged for the above-mentioned minor to be accompanied to the airport on departure and to be met at stopping point to be arraigned by the person named. The person will remain at the airport until the flight has departed or is available at the airport at or on the scheduled time of the flight.

2. Should the minor not be met at stopping point or destination, I authorize the carrier(s) to take whatever action it considers necessary to ensure the minor’s safety, including returning the minor to the original departure point and making the carrier(s) for the costs and expenses incurred by them in taking such actions.

3. I certify that the minor is in possession of all necessary documents (passport, visa, health certificates, etc.) as required by applicable laws.

4. I, the unrepresented parent or guardian of the above-mentioned minor, agree to and accept the terms and conditions stated above and authorize the information provided to be accurate.

Name, Address and Telephone No.

SIGNATURE

DATE

AIRCRAFT STAFF IN CHARGE OF MINOR WHILST IN THEIR CARE

escort at the departure airport

Name

Department/Kin:hone code

escort in flight

Name

Department/Kin:hone code

escort at arrival airport

Name

Department/Kin:hone code

ESPECIAL INSTRUCTIONS, IF ANY (to be completed by lessor airline)

Figure 7.2.3—Sample of UM Form, Label and Handling Tag

RECOMMENDED PRACTICE 1753
Attachment ‘B’

UNACCOMPANIED MINORS
LABELS, TAGS AND CHECKED BAGGAGE

Self-adhesive Label

String Tag

Figure 7.2.3—Sample of UM Form, Label and Handling Tag
7.2.4 Inadmissible Passengers & Deportees

Inadmissible passengers and deportees (INAD) relates to passengers who are refused admission to a country by authorities of such country, or who are refused onward carriage by an IATA member airline or government authority at a point of transfer, e.g. due to lack of visa, not holding requirements for entry (onward ticket or funds) or expired passport.

When an inadmissible passenger holds a ticket for outbound carriage, where there are restrictions such as minimum stay, fare validity, and travel together, etc. such restrictions may be waived and the ticket used for immediate outbound carriage. In the endorsement box state “Restrictions waived due INAD” in all remaining flight coupons and the passenger coupon. Notwithstanding any restrictions on the ticket, no endorsement requirements shall apply.

When an INAD passenger does not hold a ticket for outbound carriage, then the inbound carrier will ticket the INAD to his last point of stopover. If the passenger is not admissible at the last point of stopover, then he should be re-ticketed to his point of origin. The fare to be charged will be the applicable fare for return travel from origin at time of purchase prior to commencement of the inbound journey. Any unused flight coupons remaining in the passenger’s ticket shall be withdrawn, and their value will be applied towards payment for the new ticket.

The inbound carrier is responsible for the collection of the fare from the INAD passenger. The inadmissible passenger/deportee is required to pay for any hotel, meal and ground expenses. If he is unable to pay himself, then the carrier will pay the expenses. Should they be in excess of USD $25, they will be prorated between all participating inbound airlines. (When applicable, this includes fees for guarding).

Key Learning Point

In the event of a deportee, ticket information should include the passenger’s name, followed by the notation “DEPA” (accompanied) or “DEPU” (unaccompanied).

If the inbound airline cannot issue the ticket for the return journey, any IATA member may issue the ticket and the inbound carrier shall be responsible for the full transportation charges. The ticketing IATA member airline shall immediately inform the inbound carrier on the action taken.

Deportees:

In the event of a deportee and unless otherwise required by country or government law, the authority of the country ordering the deportation shall pay for the carriage of the DEPA/DEPU. Ticket information should include the passenger’s name, followed by the notation “DEPA” (accompanied) or “DEPU” (unaccompanied).

The carrier has the right to be informed of the reasons for the deportation of the passenger, and can also insist on the deportee being accompanied by a representative of the deporting country (travelling on a fully paid ticket), with due regard to their responsibility and obligation for the safety and security of their passengers. Ultimately, the carrier can refuse to accept the deportee on their services, and no airline is obliged to assume responsibility for carriage on their services. In some cases DEPO passengers are escorted on the flight due to a potential risk of violence or disruption. Where possible they should be seated away from other passengers. By their very nature, most are returning home involuntarily.
Finally, after flight departure the destination station must be advised of:

- deportee’s name and status (DEPA or DEPU)
- complete routing and flight details, whether escorted or not
- all connecting airlines

Please refer to AHM 120—Inadmissible Passengers and Deportees, which is based on the provisions of Resolution 701. Additionally, processes for airline staff to follow are spelled out in IGOM 1.4.10 “Admissible Passengers and Deportees”.

### 7.2.4.1 Control of Inadmissible Passengers

Many countries impose heavy fines to airlines that transport passengers to their country with incorrect documentation, such as passports or visas. In addition, costs may be levied for the detention or deportation of an inadmissible passenger at a later date.

When this happens, the Station Manager should investigate the circumstances of each case, as it may be possible to make an appeal against the fine. It is therefore important for the Station Manager to alert his Head Office, and other route stations, as soon as fines are incurred or if there is a change in any station’s (country’s) entry requirements.

### Key Learning Point

Countries and airports are now developing biometric identification solutions to provide enhanced security and speedier border clearance for the travelling public.

Airlines can only take measures to prevent passengers arriving to a destination with incorrect documentation. It is therefore important that check-in staff performs thorough checks on passengers documentation to comply with the provisions of TIMATIC, the database used to check the cross-border documentation requirements for International passengers. In some cases, check-in agents may be required to undergo specialised training in order to be able to detect fraudulent travel documents. Embassies or consulates of countries whose passports or visas may have been a subject of a high ratio of forgery, may provide such a training to passenger services staff.

In addition, countries and airports are now developing biometric identification solutions to provide enhanced security and speedier border clearance for the travelling public. Facial recognition was selected as the globally interoperable biometric for machine-assisted identity confirmation with Machine-readable Travel Documents (MRTDs).

In a comprehensive analysis of various available biometrics, the face rated highest in terms of compatibility with key operational considerations, followed by fingers and eyes. The face has long been used by border control authorities and airline staff at airports to confirm identity with a “photo ID”. Facial recognition technology automates this process, using a camera to capture the image of the face, while a computer validates facial characteristics.
Key Learning Point

All airlines have different procedures for VIPs, and there is no IATA procedure laid down. For handling passengers of some note or title, such as a dignitary, prince, ambassador, and so on, you should refer to the appropriate protocol for addressing them, and treat them with the respect and courtesy that you would provide to all your passengers.

7.2.5 VIPs

All airlines have different procedures for VIPs, and there is no IATA procedure laid down. For handling passengers of some note or title, such as a dignitary, prince, ambassador, and so on, you should refer to the appropriate protocol for addressing them, and treat them with the respect and courtesy that you would provide to all your passengers.

Usually, VIP passengers and their accompanied member(s) are welcomed in a dedicated lounge of the airport terminal, where all departing or arriving processes take place. The VIP lounge is usually operated by the airport authority or a ground service provider who may be specialised in the handling of VIPs (and private aircraft handling). The area is guarded and additional security measures are taken in the case of people who could be subject of acts of unlawful interference.

Services provided at the VIP lounge may include the following:

- Personalised VIP service for passengers and their companions
- Baggage handling
- Check-in, passport control and security control in the VIP lounge
- Individual apron transfer to/from the aircraft
- Parking in front of the VIP area or in a guarded parking area adjacent to the VIP area for the duration of the formalities

In case the VIP passenger and his escorts travel on a scheduled carrier, the airline will assign a staff member at the VIP lounge who will co-ordinate all activities relating to this type of passenger(s).

7.2.6 Airline Lounges

Depending on the size of the station, airlines will either provide their own lounge facility for Commercially Important Passengers (CIPs), premium passengers and frequent flyers, or make use of another carrier’s lounge, or one owned and operated by the airport authority or a ground service provider.

In the case that the airlines operates their own lounge, the Station Manager (with the assistance of the airline head office) is often responsible for arranging the lease, as well as the set-up, catering, and staffing of the lounge. If another carrier or airport authority lounge is used, this will probably be charged on an agreed upon per-passenger basis.
7.2.7 Unit Summary

In this unit, you learned about types of passengers who may need special handling and assistance. These passengers include able-bodied people with attitude problems, others designated as INAD, pregnant women and newborn babies, and passengers with physical challenges. In addition to being provided with tips on how to deal with these types of travellers, you were reminded yet again of the importance of treating all passengers with respect and courtesy.

Study Check 7.2

1. Place a check-in the True or False box beside the following statements.

<table>
<thead>
<tr>
<th>TRUE</th>
<th>FALSE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carriers can refuse to accept deportees on their services.</td>
<td></td>
</tr>
<tr>
<td>IATA procedures for the correct way to handle VIP travellers are very strict and precise.</td>
<td></td>
</tr>
</tbody>
</table>

Please circle the appropriate answer.

2. What are the three MAIN categories of passengers requiring special assistance?

   (a) Passengers with disabilities, medical needs, and those requiring medical clearance
   (b) Passengers requiring wheelchair access, medical assistance or medical clearance
   (c) Passengers with first aid issues, communicable diseases, and stretcher patients
   (d) Passengers with language impairment, hearing impairment, and visual impairment

3. Up to what age can a parent request a child to have unaccompanied minor (UM) status?

   (a) 12 years old
   (b) 13 years old
   (c) 14 years old
   (d) 15 years old
4. Recently a passenger arrived at the airport with a visible rash on his face, hands, arms, and legs. What should the station staff do?
   (a) Ensure the man does not feel embarrassed and allow him medical clearance as rashes are rarely critical issues on flights.
   (b) Discuss the issue with the passenger to determine if they have been diagnoses with a serious medical condition and if concerned ask that the patient to speak with a medically qualified staff member to determine the risk.
   (c) Visible rash are considered a serious threat to cabin safety, without a doctor’s note the passenger cannot board the flight.
   (d) Provide the patient with topical cream to prevent an outbreak onboard the aircraft.
7.3 Passengers with Reduced Mobility (PRM)

- Describe the obligations of airports and their employees with respect to assisting passengers with disabilities
- Research and summarize the PRM policies in your region related to impaired vision
- Create a list of best practices for assisting passengers with impaired vision

7.3.0 Unit Overview

This unit provides you with a brief overview of North American and European recommendations governing services to, and treatment of, passengers with disabilities.

7.3.1 Assisting Passengers with Reduced Mobility

Recommendations for the handling of Passengers with Reduced Mobility (PRM) can be found in AHM 176. In addition, AHM 176A presents the best practices for the acceptance and carriage of incapacitated passengers as described in the IATA Resolution 700 of the Passenger Services Conference Resolution Manual (PSCRM).

Here are some examples of regulations required by countries/member states in regards to the handling of passengers with disabilities:

**USA**

Effective May 13, 2009, the majority of international carriers are affected by the new U.S. Air Carrier Access Act (ACAA). The ACAA requires that every affected airline employee and vendor who interacts with the public undergo new training on how to properly assist passengers with disabilities.

**Key Learning Point**

The ACAA requires that every affected airline employee and vendor who interacts with the public undergo new training on how to properly assist passengers with disabilities.

The U.S. Department of Transportation's 14CFR Part 382 regulation affects all U.S. commercial carriers, including regional airlines and aircraft charter companies, as well as all non-U.S. carriers that fly to and from the U.S. and/or have a code share arrangement with a U.S. carrier.

**Canada**

Under subsection 170(1) of the Canada Transportation Act, regulations were put in place to eliminate undue obstacles in the transportation network under federal jurisdiction. The Act regulates:

- signage;
- the design, construction or modification of means of transportation and related facilities and premises and their equipment;
- training of personnel interacting with persons with disabilities;
• the tariffs, rates, fares, charges and terms and conditions of carriage of persons with disabilities; and
• communication of information for persons with disabilities.

European Union (EU)
EC regulation 1107/2006, effective 26 July 2008, includes the following:
• Obligation of contracting air carriers to receive information of disabled persons on required assistance and to forward this information to the management of airports concerned and to operating air carriers
• Training of employees on how to deal with disabled persons and what special treatment different disabilities require
• Obligation of airports to render assistance to disabled passengers
• Costs for services rendered by airports to disabled persons can be transferred to the airlines based on the total amount of carried passengers to and from the respective airport
• Liability for loss or damage of mobility equipment and assistance devices according to international, EU and national law
• Several free services to be provided for free by carriers (carriage of dogs in cabin, seating, accompanied persons' seating)

7.3.1.1 Disability Etiquette
Disability etiquette is a set of guidelines dealing specifically with how to approach people with disabilities. Most disability etiquette guidelines seem to be predicated on a simple dictate: “Do not assume ...” They are written to address real and perceived shortcomings in how society as a whole treats people with disabilities. These guidelines can be broken down into the several broad categories.

“Do not assume ...”:
• “... a person with a disability either wants or requires assistance.”
• “... rejection of aid is meant as a personal affront.”
• “... upon acceptance of your help, that you know, without being told, what service to perform.”
• “... a person who appears to have one kind of disability also has others.”
• “... a disabled person is dissatisfied with his/her quality of life, and is thus seeking pity.”
• “... a person with a disability is easily offended.”
• “... that a person who does not appear disabled, or who uses assistive devices intermittently instead of all of the time, is faking or imagining their disability.” (see invisible disability)
• “... companions accompanying a person with a disability are there strictly to render service.”
• “... a person with a disability will be receptive to personal questions, particularly in a public setting.”
• “... that when a person with a disability is in a public place, that they are being escorted by a caretaker, instead of traveling alone.”
Each category encompasses specific “rules.” For example, the last two of these would include guidelines such as:

- “Ask questions of the person with a disability, and not of his/her companions.”
- “Hand grocery or other receipts to the individual who is paying the bill.”
- “Only ask questions about the person's disability if you know that person.”

People writing on specific disabilities have given rise to their own unique guidelines. Wheelchair users may, for example, include the rule, “do not grab the push handles of a person’s wheelchair without permission.” Visually impaired people often list a request to, “identify yourself when you enter a room.”

7.3.2 Electric Mobility Aids (EMA)

Specific rules and regulations now exist relating to the acceptance of EMA’s onto commercial aircraft. Whilst this varies from state to state, IATA AHM 345 also provides some guidance on this. In general the following should be considered and documented within airline procedures:

**Acceptance:**

- Generally a PRM must not travel without his/her EMA, it should never be offloaded. If there is a risk of this happening, the passenger should be immediately consulted prior to departure.
- Despite the difficulties that may occur during the handling stage (size, weight, airport infrastructure), an airline must make every effort to accept an EMA. In the event that acceptance is refused, it must fully justified in doing so.
- PRM’s often only elect to vacate their EMA at the boarding gate, shortly before departure.

**Loading:**

- Health and safety of staff must be considered—handling down stairs, into ULD’s/aircraft holds—some EMA’s weigh in excess of 150 kg
- Should be included within respective weight and balance calculations
- Power source must be deactivated and checked prior to loading
- Dangerous Goods requirements must be considered (wet/dry cell batteries)
- Adequate restraint inside ULD/Aircraft hold to prevent inflight movement
- Loaded in a manner that prevents any accidental inflight activation of EMA (load shift etc.)
- Communication—informing down line stations

**Repatriation:**

- EMA must be repatriated to a place agreed with passenger—arrival gate or baggage reclaim—health and safety of staff to be considered, especially when repatriating to arrival gate
7.3.3 Unit Summary

In this unit, you were provided with information related to North American and European recommendations and legislation governing services to, and treatment of, passengers with disabilities. You learned that airlines must be compliant with new procedures, and implement new training programs for employees, to properly assist passengers with disabilities.

Apply Your Learning

Persons with reduced mobility have certain needs that the airline must meet when safely transporting them to their final destinations. Passengers who are visually impaired have a high risk of falling or being injured at your site. In this activity you will research and summarize the regulation related to passengers with impaired vision in your area and create a list of best practices for assisting these passengers.

Step 1: Review the local and state regulations related to visually impaired passengers in your region.

Step 2: Walk around an airport in your region and note where these measures have been followed, as well as, any places they could be improved.

Step 3: Reflect on what it may be like to navigate through a space without the aid of your eyes and how this would impact a passengers needs.

Step 4: You may wish to go one step further and consult resources of blind advocacy groups in your area.

Study Check 7.3

1. Place a check-in the True or False box beside the following statements.

   Costs for services rendered by airports to disabled persons can be transferred to the airlines based on the total amount of carried passengers to and from the respective airport.

   True [ ] False [ ]

   Please circle the appropriate answer.

2. In which region does the Air Carrier Access Act ACAA apply?
   (a) United States of America
   (b) Canada
   (c) European Union
   (d) China
3. An audit will be conducted at your airport in Canada to ensure that it is in compliance with subsection 170 (1) of the *Canada Transportation Act*. The airport has clear signage, and has invested considerable money into an obstruction-free design. What additional areas should be considered for the auditing process based on this act?

(a) Implementing complimentary service dogs for each PRM passenger as they enter the airport.

(b) Offering seminars to PRM to train them on how to navigate the station.

(c) Providing PRM with surveys to rate the airport.

(d) Ensuring that you have detailed training from when your staff completed PRM training.
7.4 Special Handling During Delays and Irregular Operations

- Describe IROPS, and the type of events and circumstances in which it is used
- Describe procedures and strategies for handling delays and cancellations
- Develop a communication process to articulate clear, rapid, and accurate information to passengers, using the four basic management skills

This module concludes with information regarding the types of events that can sometimes affect customers’ flight experiences in a negative manner.

The unit will list some of these events for you, and provide you with knowledge and techniques for handling unexpected passenger interruptions or delays. The information will allow you to ease your passengers’ anxieties about their unforeseen circumstances.

7.4.1 Irregular Operations Handling (IROPS)

An irregularity is an abnormality which may alter the course of normal expectations, a behavior or a situation that changes the course of an ordinary event.

In the airline industry, these irregularities most often occur when flights are interrupted, delayed or cancelled. Usually, carriers have a passenger care policy to take care of passengers when these situations happen. Procedures and guidelines for handling these unexpected events are covered in the airline’s Irregular Operations Handling (IROPS) policies. Most types of disruption can be foreseen and planned for. Contingency planning and exercises is an essential part of IROPS and in general plans should exist for most, if not all, scenarios. Regular exercises and practices can ensure staff are familiar with what to do. These will go a long way to at least maintaining some sort of passenger service and minimising disruption.

A simple example of this could be regular manual check in or baggage reconciliation exercises right up to full emergency exercises.

Did You Know?

Force Majeure (French for “superior force”) is a term used to depict an unusual or extraordinary event or circumstance beyond our control, such as war, strike, riot, crime; or “Acts of God,” such as flooding and earthquake events.

Airline IROPs policies may be impacted by country or state regulations, which means that the Station Manager needs to be familiar with both the company and country IROPS policies, and with managing unexpected events. This is particularly important in the event that a country law requires that compensation be paid to passengers, and/or special arrangements to be made to accommodate and cater for passengers who have been impacted by several irregular circumstances.

Irregularities may occur beyond the control of the carrier, due to extraordinary circumstances, which include:
- all cases of Force Majeure for example environmental issues
- technical aircraft problems (including damage to aircraft)
- crew shortage
Irregularities caused by the carrier include:

- Delays
  - Delay known before boarding
  - Delay known after boarding
  - Delay on arrival
- Flight Cancellation
- Flight Diversion
- Downgrading of aircraft equipment
- Denied boarding
- Change of aircraft type
- Incidents that have high emotional impact, such as:
  - emergency landings, in-flight engine shutdown
  - deployment of oxygen masks
  - emergency evacuation
  - heavy turbulence in-flight
  - loss of compression and rapid descent to lower flight level

You can find additional information on steps to take when handling irregular operations in IGOM 1.5 “Passenger Irregularities”.

**Key Learning Point**

The number one complaint from passengers when a delay or canceled flight occurs, is the lack of communication provided by the airline staff.

**7.4.2 Delays and Cancellations**

As delays and cancellations often happen at short notice it is vital for the Station Manager to have a prepared local plan to handle such situations.

The local IROP plan should include details regarding airport food and refreshment outlets, who can accept airline vouchers at set values, local hotels and ground transport contacts (taxi and coach) will assist staff in making alternative arrangements for passengers.

The provision of emergency overnight amenity kits, baby supplies and telephone charge cards should also be considered as this will take help with meeting the passenger’s immediate needs when irregular operations occur.

The Airport Authority should always be advised of any delay handling plan. If a number of flights are involved (for example, in the event of bad weather) airport
facilities could be severely stretched. It is therefore important that the Station
Manager communicates all issues relating to any major delay or cancellation to
the airline’s operational control centre so they may also assist where possible.

It is important to note, however, that the number one complaint from
passengers when a delay or canceled flight occurs, is the lack of communi-
cation provided by the airline staff.

Keeping this in mind, passenger service agents should provide regular
operational updates which will greatly assist in reducing complaints, as these
give passengers a greater understanding of the situation and action being
taken to overcome any problems. Even if there is no change in a situation, it is
better to say so rather than give passengers the impression that nothing is
being done.

Apply Your Learning

As noted in this unit, passengers frequently complain about a lack of
communication from airline staff when there is a delay and/or cancellation of
their flight. In this activity, employing the four basic management skills of a
Station Manager you will develop a communication process to articulate clear,
rapid, and accurate information to passengers.

Step 1: Choose a “Force Majeure” from those discussed in the unit (E.g. riot,
major weather storm, etc.)

Step 2: Brainstorm 3-4 planning, organizing, leading, and controlling steps you
could take in the event of this kind of Force Majeure.

Step 3: You may also wish to consult specific policies on your choice from your
place of employment and/or your State.

Step 4: Based on your brainstorming and consequent research develop a
reasonable communication plan.

7.4.3 Unit Summary

This unit provided you with information regarding the types of events that can
sometimes affect customers’ flight experiences in a negative manner.
Examples of these types of events were given to you, along with information on
passenger care policies and suggestions for assisting the passengers impac-
ted by unforeseen events.

You learned that even when some of these events are beyond our control, it is
always important to communicate with passengers to let them know what is
happening, and what is being done about it.
Study Check 7.4

1. Place a check-in the True or False box beside the following statements.

   - In the event of a flight delay or cancellation, a local IROP plan will assist staff in making alternative arrangements for passengers.
   - An example of a force majeure incident would be a major car pile-up with several fatalities.

   **Please circle the appropriate answer.**

2. The French term “Force Majeure” is defined as:
   (a) Measures taken by airports to prevent strikes.
   (b) A flood that grounds aircraft and lead to flight cancellations
   (c) An unusual or extraordinary event or circumstance beyond control.
   (d) Unforeseeable aircraft malfunctions that require immediate landings.

3. What policies should the Station Manager be familiar with when it comes to irregular operations?
   (a) Corporate and International IROPS policies
   (b) Country and Company IROPS policies
   (c) Country and International IROPS policies
   (d) Corporate and Company IROPS policies

4. You are reviewing customer complaints concerning flight cancellations. Before even looking at the data, what would you hypothesize is the most common complaint?
   (a) Anger over a lack of compensation
   (b) Anger over a lack of respect from station staff
   (c) Frustration over lost baggage as a result of the delay/cancellation
   (d) Frustration over a lack of communication
Module Summary

There are many ways an airline can approach passenger handling so that the experience of travel is simplified, less costly and more satisfying to customers. Nevertheless, the Station Manager should make sure that his staff apply the regulations and procedures pertaining to the handling of special customers, whether these are state or company specific.

This module introduced some of the ways airlines can do this, by streamlining procedures for normal passenger processing and boarding to implementing procedures for assisting passengers during unexpected flight interruptions, delays or cancellations.

Many of the units in this module reminded you again of the importance of treating all passengers, regardless of their physical abilities, circumstances or attitudes, with courtesy and respect.
Further Reading

IATA initiative in Simplifying the Business (www.iata.org/stb).
IATA Fast Travel Programme: www.iata.org/FastTravel
Fast Travel Group on LinkedIn: http://www.linkedin.com/groups?gid=25694198trk=hb_side_g
Fast Travel Group on Facebook: https://www.facebook.com/FastTravel
IATA Ground Operations Manual (Passenger Services)
AHM 120–Inadmissible Passengers and Deportees
AHM 176–Acceptance and carriage of incapacitated passengers
AHM 176 and 176A–Recommendations for the handling of passengers with reduced mobility (PRM)
U.S. Customs and Boarder Protection http://www.cbp.gov/
PSCRM, Resolution 700–Acceptance and Carriage of Passengers Requiring Special Assistance
PSCRM, Resolution 1700b–Carriage of Passengers with Reduced Mobility and Escorts Requirement
Centers for Disease Control and Prevention http://www.cdc.gov/

Suggested Further Training

IATA Airport Services–Passenger Handling course, (information at www.iata.org/training/courses/Pages/airport-passenger-services-talp10.aspx)
IATA Passenger Ground Services, (information at www.iata.org/training/courses/Pages/passenger-ground-services-talp51.aspx)
IATA Passenger Assessment and Travel Document Checks (www.iata.org/training/courses/Pages/passenger-document-checks-tapp34.aspx)
Answer Key

Study Check 7.1
1. True, False, True
2. b
3. c
4. a
5. d

Study Check 7.2
1. True, False
2. a
3. d
4. b

Study Check 7.3
1. True
2. a
3. d

Study Check 7.4
1. True, False
2. c
3. b
4. d
Module 8:
Airline Catering
Module Learning Objectives

- Describe the features and functions of airline catering services
- Outline the role and responsibilities of the Station Manager in airline catering operations
- Discuss cost control and competitive issues related to airline catering operations
- Explain the function of hygiene audits, and the importance of hygiene, in airline catering services
- Describe IATA’s involvement in airline catering operations

Module Introduction

Airline catering (also known as inflight catering) is the general term applied to the complex process of providing airline passengers with meals and beverages as part of an airline’s inflight services. The meal which the passenger receives during his flight is the end product of an enormous amount of very carefully controlled, and monitored, activity.

This module describes, and takes you through, each of the operations involved in airline catering, and in providing passengers with healthy, safe, and high quality food services. It provides details of many critical issues affecting the provision of food and beverage services on flights, and it introduces you to some of the legislative authorities, organisations, acts, and measures which govern catering services of airline operations.

This module will also describe the role IATA plays in airline catering services. By developing, offering and implementing various programmes, services, and expert assistance, IATA’s involvement in airline catering services is a significant factor in their successful operations.
8.1 What Is Airline Catering Today?

- Describe the features and function of airline catering
- Outline the process used by airlines to provide passengers with inflight meals
- Create a catering logistics plan for the development and addition of a new airline menu item.

8.1.0 Unit Overview

Airline catering is a complex process by which airline passengers are provided with inflight meals and beverages.

This unit provides you with a general introduction to airline catering and an overview of the many activities and systems involved in the airline catering business. It will also introduce you to some of the issues related to the airline catering industry.

8.1.1 Airline Catering–An Overview

The Station Manager should always be aware of the nature and logistics of his airline’s catering activities, regardless of whether they are provided on an in-house basis or outsourced. The logistics put in place must ensure that the right quantities of food are provided for the number of passengers travelling on each flight. It must do so on time, through the effective and efficient employment of resources such as staff, equipment and materials. The actual logistics may vary depending on the scale of the operation and the service level of the flights. However, should a problem arise in those logistics, it is the Station Manager’s responsibility to investigate and resolve the issues at hand.

Key Learning Point

The development, production, assembly, storage and transportation of inflight meals constitutes the bulk of airline catering logistics.

Airline catering (also known as flight catering) is the general term applied to the complex process of providing airline passengers with meals and beverages as part of an airline’s inflight services.

The bulk of airline catering logistics is formed by the:
1. development
2. production
3. assembly
4. storage
5. transportation of inflight meals

The meal which the passenger receives is the end product of an enormous amount of activity. This activity must be carefully controlled and monitored in order to ensure that the food served on board the aeroplane is served at the right time, at an acceptable cost to the airline, and is of an acceptably high quality.
Key Learning Point

The most critical aspect of airline catering is food hygiene. On a seven-to-eight hour flight, with no medical help readily available, an attack of food poisoning at 30,000 feet in the air could be a major problem.

The most critical aspect of airline catering, however, is food hygiene, both in the catering kitchen and on board. Food is responsible for the transmission of a large number of diseases. The subject of food sanitation and hygiene is sufficiently important that International Health Regulations govern the storage and handling of food. It is important to recognise that in view of the millions of passengers now travelling by air, the incidence of food-borne infections and related disorders is remarkably small due to the vigilance of airlines and their catering departments and suppliers. However, poor hygiene or unsatisfactory disposal of food wastes can result in the contamination of food and thus influence safety on board.

On a seven-to-eight hour flight, with no medical help readily available, an attack of food poisoning at 30,000 feet in the air could be a major problem. Safety can also be compromised in the event a crew member is suddenly incapacitated or collapses due to food poisoning. For this reason, caterers should comply with HACCP/International Hygiene codes (Hazard Analysis and Critical Control Point).

Did You Know?

In-flight catering is an $18 billion worldwide industry employing up to 200,000 people.

8.1.2 How Does Airline Catering Work?

The logistics involved in airline catering are, of course, extremely complex. The way in which airline food is prepared and cooked increasingly resembles the activities of a manufacturing plant, rather than a catering kitchen. The way in which food and equipment is stored resembles a freight warehouse, while the way in which meals and equipment are transported and supplied could be compared to the type of precise logistics and distribution systems used by an army!

Below are details on important parts of the catering process:

8.1.2.1 Passengers' Assessment

Airline catering starts with an assessment of the number of passengers involved and the needs of those passengers. Such information can be obtained through market research and from observing actual passenger behaviour.

8.1.2.2 Product and Service Development

Based on the information mentioned in the previous point, airlines develop their product and service specifications (often in consultation with caterers and suppliers). These specifications determine the precise amount and type of food, drink and equipment to be carried on each route for each class of passenger.
8.1.2.3  The Flight Production Unit
This is the core of the flight catering process. Based on forecasted passenger numbers for any given flight, the production unit will prepare and produce the correct amount of trayed meals and non-food items (e.g. cutlery and crockery) ready for transportation to the aircraft. The production unit fulfils many roles: it is a warehouse, a food manufacturing plant, a kitchen and an assembly plant, all in one.

8.1.2.4  Security
Security procedures are conducted to secure the catering supplies and carts for transportation from the catering facility to the aircraft.

8.1.2.5  Transportation
Special high-loader trucks, which enable meal trolleys to be rolled on and off the aircraft, are used to transport food and drinks.

8.1.2.6  Storage
Once loaded onto the aircraft, trolleys and other items must be properly stored and secured so that they do not get damaged or cause an accident during the flight. Foodstuffs must be stored in accordance with rules of hygiene (discussed later in this Module).

8.1.2.7  Service
At the appropriate time during the flight the cabin crew carry out the inflight service by providing passengers with meals, snacks and other items.

8.1.2.8  Cleaning Up
Upon arrival at its destination, each aircraft is stripped of all the catering equipment and trolleys. These are then returned to the production units for cleaning and re-use.

The Importance of Catering Activities
The importance of the role played by airline catering activities should never be underestimated. The quality of the inflight product exerts a significant influence on the passenger’s overall opinion of the airline with which he is travelling. It is therefore absolutely essential that catering activities be performed in a professional and efficient manner. Efforts to secure top quality and a consistently high standard are fully justified.

Did You Know?
A popular website is www.airlinemeals.net which features photos of airline meals choices and examples of in-flight menus served all over the world.
8.1.3 Competitive Awareness

Inflight service managers aiming to provide passengers with appetizing meals and a high standard of service face a constant and tough challenge. This task is complicated by the fact that they must also try to keep costs down. Regardless, this is a goal which must be achieved in an increasingly competitive global airline industry.

Many airlines develop their own catering systems, with complete integration into overall operations. In other words, catering activities are run entirely on an in-house basis: the airline controls every aspect of these activities and there is no contracting out to suppliers.

Today, most major airlines retain this pattern at their home station or base. However, the pattern is changing as, increasingly, flight catering is becoming distanced from the core business of airlines. It is frequently developed as an entirely new subsidiary or contracted out to a specialised flight catering company.

Based on fare type and cabin class of service (e.g. first class, business class) many airlines use caterers with professional experience gained from working in hotels and high-class restaurants, concentrating their efforts on preparing elaborate meals in small quantities.

At the other end of the scale some carriers provide pre-packaged food for sale on board (e.g. low cost one-class operations) using totally disposable equipment. This food is generally supplied by a third party, often located off-airport. An aircraft is fully supplied at the start of the day and topped up at airports on the aircraft’s planned flight cycle.

By necessity, airline catering today is largely process-driven. It simply has to be because the numbers of people being catered for are now so large. In fact, airline catering could almost be viewed as an industry in its own right which, like many other industries, depends on sophisticated systems and skilled management for its success.

Customer Feedback

Why seek feedback? Excellent service will result in contented passengers who are likely to fly with the airline again in the future. The airline must be aware of what its passengers think of the standard of its catering service. In order to obtain this information, the airline must elicit feedback from its passengers.
This introductory unit to the airline catering business provided you with a snapshot view of the many factors involved in bringing food and beverages to passengers, including the importance of food hygiene, cost control, competitive awareness and customer feedback.

You also learned that this growing and very competitive business relies on sophisticated processes and systems, as well as skilled management, for its success.

Apply Your Learning
Understanding all of the steps in the logistics of catering at your airline will ensure that you effectively lead your personnel in this area. Food served on your flights must be appealing, safe and cost-effective. In the following activity you will create a catering logistics plan for the development and addition of a new airline menu item.

Step 1: Go online and search the menus and in-flight services available on your airline or an airline you have flown with.

Step 2: On a scale of 1 to 10 how would you rate the presentation of the food?

Step 3: Is there any item on the menu that you would like to see on the menu?

Step 4: Choose an item that you would like to add to the menu.

Step 5: Develop 3–4 strategies that you would need to follow in the 5 logistical catering steps listed in the unit, to being serving this item on your flights.

(a) Development
(b) Production
(c) Assembly
(d) Storage
(e) Transportation of in-flight meals
Study Check 8.1

1. Place a check in the True or False box beside the following statements.

<table>
<thead>
<tr>
<th>Statement</th>
<th>True</th>
<th>False</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low cost one-class operations will generally use caterers with professional experience to prepare elaborate meals in small quantities.</td>
<td>☐</td>
<td>☑</td>
</tr>
<tr>
<td>The most critical aspect of airline catering operations is food hygiene.</td>
<td>☐</td>
<td>☑</td>
</tr>
<tr>
<td>Airline catering depends on sophisticated systems and skilled management for its success.</td>
<td>☐</td>
<td>☑</td>
</tr>
</tbody>
</table>

Please circle the appropriate answer.

2. It is important to monitor and control airline catering operations to ensure that:

(a) food is served at the right time, at an acceptable cost, and of an acceptably high quality
(b) first class passengers are assured that their inflight beverages and food are of a higher quality than regular fare passengers
(c) food that is provided conforms to the dietary needs of all passengers
(d) the airline maintains control of every aspect of the catering activities to prevent contracting out to suppliers

Please circle the appropriate answer.

3. What is the most critical aspect of airline catering?

(a) Hygiene
(b) Transportation
(c) Flavour
(d) Assembly

4. What is the first step in the airline catering process?

(a) Product and Service Development
(b) Flight Production Unit
(c) Storage
(d) Passengers’ Assessment
8.2 Important Operational Aspects

- Describe the process of delivery and acceptance of catering supplies on aircraft
- Identify safety standards and security issues related to airline catering services
- Describe the cleaning, maintenance, recycling and waste disposal activities related to airline catering services
- Define HAACP and describe its importance in food production

8.2.0 Unit Overview

A great deal of activity is involved in the delivery, acceptance, cleaning, replenishment and disposal of food, equipment and other catering supplies. This brief unit will describe these activities for you, as well as the safety and security issues associated with airline catering.

As always, the Station Manager plays a key role in these operations. This unit will therefore elaborate on his responsibilities with respect to these aspects of airline catering services.

8.2.1 Delivery and Acceptance of Catering Supplies on Aircraft

In general, once a flight has landed and passengers have disembarked, a galley exchange occurs whereby inbound galley equipment is removed and the outbound galley is loaded. Inbound trolleys and boxes are loaded onto trucks to be transported to the kitchen.

Key Learning Point

Kitchen procedures must avoid cross-contamination between inbound galleys and outbound galleys at all times.

Upon arrival at the kitchen, trolleys and boxes are emptied, sorting rotatable equipment to be cleaned, unused items to be stored and waste to be disposed of. Rotable equipment is then sent for cleaning and storing, unused items are sent for storing and waste is recycled or disposed off according to strict rules.
(which vary from country to country). Kitchen procedures must avoid cross-contamination between inbound galleys and outbound galleys at all times.

### 8.2.1.1 Ramp Safety

The caterer is responsible for providing suitable approved vehicles, drivers, equipment and facilities for the transportation of all meals and supplies to and from the aircraft. Loading actions should occur only when all passengers have disembarked from the aircraft or immediately prior to the next group of passengers embarking.

Furthermore, the handling, loading, stowing, unloading and transferring of all meals and supplies must be conducted in accordance with established ramp handling regulations.

Should loss or damage to the aircraft and loads be noticed in the course of the handling, such incidents must immediately be reported to the Station Manager, who will take appropriate action as the airline's representative.

### 8.2.1.2 Ramp Security

Security regulations must always be strictly obeyed. In view of the risk posed by international terrorism, it is important that only authorised personnel be involved in loading operations. Each airport has its own security rules and regulations; individual airlines, however, will also add their own security requirement to loading operations.

Typical security measures for catering operations include the following:

- control of access to the catering unit
- proper identification and authorisation of staff
- security supervision during food preparation
- security check of catering uplifts
- sealing of food and/or bar trolleys/containers
- physical examination of catering vehicles prior to loading

The Station Manager must report any breach of security procedures to the caterer so that corrective action is taken immediately.

### 8.2.1.3 Delays/Cancellations

In case of a change in aircraft or schedule (due to delayed or cancelled flights), it is the Station Manager's responsibility to liaise with the caterer to make the necessary changes to the delivery arrangements as it relates to the time of delivery or quantities of catering supplies to be delivered. These new instructions must be relayed in a timely fashion in order to avoid any delays in flight departure time.

Also, in the case of unexpected delays, after the food has been loaded on the aircraft, the length of the delay will determine the course of action to be taken. The responsibility for determining the course of action will depend on individual airlines' policies and the prevailing circumstances.

Nonetheless, once the Crew has accepted a delivery of food, it becomes the responsibility of the airline to ensure appropriate measures are taken to prevent spoilage of food. In the event of delays of several hours, if the Cabin Crew has any doubts as to safety of the food, the Station Manager should ask the caterer to examine the food and if necessary, arrange for off-loading of food and the re-catering of the flight with completely fresh meals.
**8.2.1.4 Expected Food Safety Standards**

Effective interaction between the caterer and Cabin Crew is particularly important. The Senior Cabin Crew member acts as the interface with the caterer and should supervise the delivery of catering supplies onto the aircraft. It is therefore important that the Cabin Crew be informed of the type of service and what is being delivered on board, so that they are in a position to ensure that the delivery corresponds to the airline’s catering order (ACO). Cabin Crew are the airline management’s link with the performance of the caterer and it is therefore essential that they report to the Station Manager any discrepancies with respect to the delivery and quality of catering supplies. This will allow the airline to review problems with the caterer and to avoid recurrences.

It is extremely important for the caterer to pay very close attention to the freshness and quality of all food loaded onto aircraft, and especially to perishable items. The caterer must ensure that food is properly refrigerated at all times. Normally, neither the loading vehicles nor the aircraft galley compartments are refrigerated, so all trolleys must be cooled to below 8 degrees Celsius. This temperature can be achieved in one of two ways:

1. By packing the top of each trolley with dry-ice packs
2. By giving each trolley a blast from a carbon dioxide until the food has been loaded onto the aircraft and signed for by the cabin crew.

Until the food has been loaded onto the aircraft and signed for by the cabin crew, it is the catering unit’s responsibility to ensure that it is fresh. From then on, the cabin crew (i.e. the airline) are responsible for the quality and safety of food served to the passenger.

**8.2.2 Cleaning and Maintenance of Rotable Equipment**

The airline is responsible for supplying the catering provider with all necessary equipment, including dishes, eating utensils, service trays, trolleys, aircraft ovens and liquid jugs. The catering provider must ensure that no equipment is dispatched to an aircraft in an unserviceable condition and must withdraw from service any defective items or equipment.

Airlines must ensure that careful hygiene procedures are in place for the cleaning of equipment between flights. Different equipment requiring cleaning includes:

- Trolleys/Boxes
- Trays
- Crockery
- Cutlery
- Laundry

**8.2.3 Replenishment of Supplies**

Airlines must ensure that procedures are in place for the replenishment of supplies between flights. Different items requiring replenishing include:

- Beverages/Coffee/Tea
- Condiments (sugar, cream)
8.2.4 Recycling/Waste Disposal

Airline catering activities also produce significant amounts of waste. As a result, airlines are mandated by law to implement an efficient and effective system of waste disposal.

Key Learning Point

The cleaning of rotable equipment, replenishment of supplies, and the disposal of waste are three extremely important issues related to airline catering services.

Food:
Many countries require the incineration of food product waste to avoid spreading of disease.

Items Sent for Recycling:
Protecting the environment is an industry priority. Consequently, most kitchens recycle paper (newspapers, magazines), plastic (cups, swizzle sticks, etc.), glass (wine bottles, etc.) and metal. Several carriers have installed garbage compactors on board to facilitate this recycling.

8.2.5 Unit Summary

At the end of this unit, you should be able to describe the process of delivery and acceptance of catering supplies on aircraft. You should also be able to identify safety standards and security issues related to airline catering services, and, finally, describe the cleaning, maintenance, recycling and waste disposal activities related to airline catering services.

This unit also provided you with information expanding, once again, on the Station Manager's role in airline catering operations.

Apply Your Learning

In this activity you will be given the opportunity to research Hazard Analysis and Critical Control Points (HACCP), become familiar with its purpose, as well as, learn its importance in the food production industry in your area.

Step 1: Go online and search for information on HAACP.

Step 2: See if you can find answers to the following questions:

(a) What is the history of HACCP?
(b) Does HACCP focus on food as it is being prepared or the auditing of food once it is prepared?
(c) Does HACCP relate only to food products or is it used in other industries?
(d) Can you name 2 of the HACCP seven principles?
(e) Can you identify 2–3 food production companies that use HAACP in your area?
Study Check 8.2

1. Place a check in the True or False box beside the following statements.

   Normally, neither the loading vehicles nor the aircraft galley compartments are refrigerated, so all trolleys must be cooled to below 10 degrees Celsius.
   TRUE □ FALSE □

   Waste is recycled or disposed off according to strict rules, which vary from country to country.
   TRUE □ FALSE □

   The catering unit is responsible at all times for the quality and safety of food served to the passenger.
   TRUE □ FALSE □

   Please circle the appropriate answer.

2. There has been a major flight delay at your airline. What should the Station Manager do?
   (a) Liaise with the caterer to make the necessary changes to the time of delivery and the quantities of supplies as needed.
   (b) Alert the passengers that there will be no inflight service and request that they purchase food from the concessions on-site.
   (c) Throw out the meals on-site immediately, as the timeframe for the delay could be extended and hygiene is paramount.
   (d) Offer the meals as a complimentary gift to customers for waiting.

3. Who is responsible to supervise the direct delivery of catering supplies onto the aircraft?
   (a) Station Manager
   (b) Catering Manager
   (c) Senior Cabin Crew
   (d) Junior Cabin Crew
8.3 Monitoring and Control

Unit Learning Objectives

- Describe the Station Manager's duties in overseeing airline catering activities
- List and describe the ordering, checking, and billing control procedures related to airline catering activities and services

8.3.0 Unit Overview

Airline catering activities require careful monitoring and control, and it is therefore essential that the Station Manager be familiar with what is happening in each of the catering activities.

This unit will introduce you to the changing face of inflight catering, and features of cost control used by airlines to ensure that catering services remain a viable component of airline operations.

8.3.1 Cost Control Measures

The concept of inflight catering has undergone a change.

On one hand, the 'no frills/low cost' airlines are successfully enhancing their economy-only air traveler base by offering low airfares to the price-sensitive leisure travel segment. In exchange, as part of their overall cost reduction strategy, they propose a reduced on-board service. Additional revenue can then come from the sale of on-board catering.

**Did You Know?**

A U.S. carrier saved $40,000 in 1989 by removing 1 olive from each salad served in first class.

On the other hand, legacy carriers are applying some cost controlling strategies similar to those of the low cost carriers: maintain and increase their economy travelers' market share by offering affordable airfares in exchange of light meals.

However, on longer flights, a more elaborate inflight catering service is still provided, especially to first and business class passengers who look forward to a satisfying meal on board.

8.3.2 Ordering

Whether it is a 'no frills/low cost' airline, or a legacy carrier, to ensure that airline catering activities are running smoothly, the Station Manager should keep regularly updated computerised records. This includes making sure that:

1. the correct procedures with regard to ordering and checking goods are observed at all times;
2. the billing system for the various catering operations is in place and running satisfactorily

As mentioned earlier in this module, some airlines run their food catering operations on an ‘in-house’ basis, while others contract such activities out to private caterers.
Did You Know?

One of the biggest U.K. based carriers says that catering is its third biggest cost after fuel and engineering-maintenance.

Regardless of which system his airline chooses to employ, there are certain matters which must be overseen by the Station Manager. As such, the Station Manager has a number of ordering duties—he must ensure that:

1. The correct number of meals is ordered for every flight.
2. Over-ordering of meals is minimised for any flight.
3. The catering unit is kept informed of any special catering requests for flight crew and passengers on each flight. Passenger special meal requests are communicated in the following way:

   Reservations
   Catering department
   Aircraft
   Passenger

Key Learning Point

The Station Manager has a number of ordering duties—he must ensure that:

1. The correct number of meals is ordered for every flight.
2. Over-ordering of meals is minimised for any flight.
3. The catering unit is kept informed of any special catering requests for flight crew and passengers on each flight.

In order to achieve these three goals, the Station Manager must ensure that effective channels of communication are in place. These channels can be used to inform the catering unit in advance if, for example, there are any special catering requests from aircrew on each flight.

Computerised records of the meals and goods needed for each flight must be kept. Over time, these records can be used to build profiles of flight catering requirements. These profiles are relatively consistent and can therefore be used to check and fulfil the catering needs of each flight.

However, should any special or unusual circumstances arise, the Station Manager can inform the food production unit of the new requirements through the appropriate channels. This arrangement, and the food production unit’s own regular and careful stock-taking, helps to prevent unnecessary and costly ‘overcatering’.
8.3.3 Checking Procedures

The Station Manager must ensure that satisfactory checking procedures are in place and that they are performed regularly and satisfactorily. These procedures relate to three main areas:

1. Inflight meals
2. Cleanliness
3. Catering equipment

Key Learning Point

The Station Manager ensures that satisfactory checking procedures are in place for three main areas:

1. Inflight meals
2. Cleanliness
3. Catering equipment

It should be noted that inflight meals and cleanliness are two areas mentioned here because of their importance in monitoring and controlling catering activities, but bear no direct link to cost control. Furthermore, although airlines may perform checks in these areas at their own discretion, these do not replace the industry’s standard quality assurance auditing.

However, it is in the area of catering equipment that airlines should implement checking procedures as a cost control measure.

1) Inflight Meals

The quality and presentation of meals must be checked on a regular basis.

- **Quality control** must be thorough and rigorous due to the fact that most inflight meals are produced using the cook-chill process. The danger represented by the potential growth of harmful micro-organisms which might cause food poisoning cannot be ignored under any circumstances. As a result, one of the Station Manager’s duties is to ensure that microbiological testing is carried out on a routine basis. Normal procedure involves taking a sample meal from each batch and testing the samples in a laboratory immediately. Any adverse findings must, of course, be acted upon promptly.

- **Presentation** of aircraft meals must also be of a consistently high standard. Each meal is chosen by the airline and photographed for future reference. The Station Manager should ensure that he himself, one of his staff, or the Head Chef routinely checks a set number of meals from each batch against the appropriate photographs. Deviations from the required standard should be reported immediately and steps must be taken to prevent them from recurring.

Key Learning Point

Because of the danger represented by the potential growth of harmful micro-organisms in food, one of the Station Manager’s duties is to ensure that microbiological testing is carried out on a routine basis.
2) Cleanliness
It is important that the food production areas of the catering unit be kept extremely clean. The Station Manager should ensure that these areas comply with the required standards. It would be recommended practice for senior staff to regularly submit report forms outlining the level of cleanliness of staff, areas and equipment. Any faults can then be quickly identified and resolved.

3) Catering Equipment
The Station Manager has a number of duties with regard to the equipment used in airline catering activities:

- The Station Manager must ensure that the large array of equipment employed during airline catering activities is properly cleaned and maintained.
- He must ensure that equipment usage is carefully monitored.
- He must ensure that the caterer does not employ any of the airline’s equipment for his own private purposes. This means making certain that the caterer (whether contracted or ‘in-house’) keeps complete and reliable inventories of all items used in the preparation/production of meals in the food production unit. It is also necessary to keep inventories of equipment used during the inflight meal service.

Ideally, the Station Manager should check these inventories on a monthly basis, so that any irregularities are quickly identified. If a surplus of any particular items is noticed, the Station Manager must arrange for them to be sent to the airline’s homebase. Similarly, if any equipment shortages are identified (i.e. items which are either under-stocked or missing) arrangements must be made for rapid replenishment.

- The Station Manager must regularly check that the areas in which the various items of equipment are stored are properly maintained and clean, and that equipment is arranged in an orderly manner. These storage areas should be dustproof.

Key Learning Point
The Station Manager must ensure that a dependable billing system, covering the entire range of catering activities and services, is securely in place.

8.3.4 Billing Control
The Station Manager must ensure that a dependable billing system, covering the entire range of catering activities and services, is securely in place. Every month senior catering staff must provide the following information:

- Number of meals uplifted according to orders
- Commissary charges per aircraft type (to cover bar and duty free items, tray building, newspapers, etc.)
- Transport charges per aircraft type
It is up to the Station Manager to check that the information provided in each of these monthly bills is accurate. Each bill must be checked against the relevant catering purchase orders. Any discrepancies or errors must be fully investigated. The Station Manager should also ensure that all financial transactions relating to catering activities are correctly recorded and that the appropriate delivery documents and vouchers, etc. are kept on record. He should examine these records on a regular basis.

When flight volumes are high, automated systems highlight billing discrepancies that the Station Manager must resolve with the Caterer.

8.3.5 Unit Summary
This unit taught you the need for careful monitoring and control of airline catering activities. You learned more about the critical role of the Station Manager, who is key in ensuring that cost control measures are effectively applied to the ordering, checking, and billing processes of airline catering services. You learned that by implementing these measures and monitoring airline catering activities, catering services can remain a viable component of airline operations.

Study Check 8.3

1. Place a check in the True or False box beside the following statements.

   To control costs, all carriers provide simple and economic inflight catering services to passengers. □ True □ False

   One of the Station Manager’s ordering duties is to ensure that there is no over-ordering of meals for any flight. □ True □ False

   The Station Manager is responsible for ensuring that random microbiological testing is carried out on food. □ True □ False

   Circle the appropriate answer.

2. What is the most important reason that food should be regularly tested at an airline?

   (a) to ensure that the presentation is good
   (b) to ensure that the taste is good
   (c) to ensure that the recipe is consistent
   (d) to ensure that there is no growth of micro-organisms
3. Performing microbiological testing on flight meals falls under which food procedure?
   (a) presentation
   (b) equipment
   (c) cleanliness
   (d) quality control

4. You are overseeing the ordering of meals at your station. Which of the following food practices should be avoided?
   (a) developing a communication channel for food requests to be articulated
   (b) ordering extra meals as a preventive measure for running out
   (c) using available data to order the correct number of meals for each flight
   (d) taking pictures of meals for future reference

5. Ideally the Station Manager should check food inventories on a ________ basis.
   (a) hourly
   (b) weekly
   (c) monthly
   (d) yearly

6. There have been a number of errors at your station with the number of meals ordered on flights, in particular with “over-catering”. You are currently working on a plan to improve this. What measures should you implement to directly target this problem?
   (a) Fine the catering companies for billing for too much.
   (b) Ask your staff to stop serving passengers more than one meal.
   (c) Build profiles of flights and catering needs.
   (d) Decrease the price of tickets and in-flight service.
8.4 Food Hygiene

- Explain the basic features of personal and food-related hygiene practises
- List and describe the steps to take when a foreign object is identified in food items
- Describe IATA's coding system for special meal requests
- Apply the four basic management skills to the issue of improving personnel hand washing at a station

8.4.0 Unit Overview

Throughout this module on airline catering operations, you have been introduced, several times, to the importance of hygiene in food services. This unit, which is entirely devoted to the subject, highlights the critical significance of food safety, and hygiene.

You will explore in detail the many aspects of food safety, including quality assurance programs and auditing procedures used to ensure food is properly and safely handled, and served, to passengers.

Additionally, you will learn how a Station Manager responds to incidents of foreign objects in passenger food items.

Key Learning Point

Food composition, food security, food hygiene, passenger and crew food related information.

8.4.1 Food Processing Safety

In the airline business, the safety of passengers and crew is an absolute must. It applies to every aspect of airline travel, including food. Every airline must ensure that food being served on their flights is prepared according to methods that protect the health and safety of passengers and crew. Also, since passenger satisfaction is always a concern for airlines, they must ensure that the caterers they contract are operating their facilities effectively so that the airline's inflight food meets passengers' quality expectations.

However, because the industry uses multiple standards and audit methodologies, effective monitoring of the safety and quality of food being served can be costly and difficult.

Key Learning Point

To prevent contamination of food stuffs, a very strict standard of personal hygiene must be observed by all cabin crew handling food in the aircraft galleys.

8.4.2 Hygiene for Cabin Crew

With regard to catering activities hygiene is, of course, an extremely important consideration. Personal hygiene is a necessary ingredient for the health and well-being of individuals. Public hygiene (e.g. food control) is necessary to ensure the health of groups of people, such as passengers on an aeroplane.
It is essential, therefore, that every Station Manager be aware of the hygiene procedures and standards required to guarantee the safety and well-being of both passengers and crew.

The following section deals with the basics of food-related hygiene. It is divided into two main parts: personal hygiene and food handling hygiene.

8.4.2.1 Personal Hygiene

To prevent contamination of food stuffs, a very strict standard of personal hygiene must be observed by all cabin crew handling food in the aircraft galleys. All cabin crew members should undergo medical screening when they first join the airline.

On a daily basis, the two single most important elements of personal hygiene for cabin crew are general body care and, most importantly, the cleanliness of their hands.

General Body Care:

- Airline employees must be clean and presentable at all times. Senior staff should be instructed to ensure that basic standards of personal hygiene are observed. In addition to physical cleanliness, uniforms must also be kept clean and tidy.

Did You Know?

As many as 76 passengers onboard an Aerolineas Argentinas flight became ill after the food service. The cause of the illnesses was shrimp tainted with cholera. Unfortunately, one elderly passenger died after consuming the meal.

Washing Hands:

- Clean hands are essential, especially when working around food, as they come into frequent contact with foodstuffs and surfaces. Dirty hands easily spread bacteria and may contaminate food intended for consumption by passengers. Cabin Crew employees' hands must be washed whenever they are dirty and:
  - before starting work
  - frequently during work
  - after breaks
  - after handling raw materials
  - after using the toilet

8.4.2.2 Food Handling Hygiene

As mentioned previously, hygiene is of maximum importance where food is involved. Therefore, when handling food, cabin crew must adhere to the following guidelines in order to prevent food spoilage or contamination and ensure the well-being of both passengers and crew:

(a) Never touch the food itself.

(b) Ensure that food on board the aircraft is properly stored (for example, milk should not be left out on the counter).

(c) Never mix waste with food supplies.
8.4.3 Food and Foreign Object Standard Operating Procedures

When food does become contaminated by foreign objects it is important that a procedure is in place for reporting this incident. In the event that a foreign object is located in a food item on a flight and it is designated as a “non-threatening object” (like a small fruit fly or a piece of hair), a report may be filed by the in-flight crew leader. This will depend on the severity of the incident. Although these are generally non-threatening objects, if for example hair is regularly found in the products of a particular caterer this could be a serious problem with the hygiene practices at their facility and could upset customers.

In the event of a “dangerous object”, then the case will be escalated to the Station Manager. Objects that would not be reasonably transferred by accident to food such as needles or larger shards of glass and pose major health concerns will be classified as dangerous objects. This type of incident must be addressed immediately in the air. The staff will report what happened and the Station Manager should then meet the passenger and or staff member who first identified the item and conduct interviews.

The International Flight Services Association stipulates that, the object too is part of the investigation and should be identified and marked “UNSAFE PRODUCT”.

To follow-up, the Station Manager should also notify the supplier of the issue. Additional items from that supplier should then be searched.

8.4.4 Special Meals

Some passengers have important special meal requests. For example some passengers may be allergic to certain food products or others may not eat meat due to religious and or ethical reasons.

In order to promote worldwide special meal definition standardisation, IATA Inflight Services has led an initiative to provide special meal definitions and code guidelines, based on the conclusions of its members. At the time of print, IATA had coded 21 special meals, including 6 vegetarian meals.

Whilst passengers' special meal needs should be handled at the time of reservation, and reflected on the Passenger Information List (PIL), cabin crew should be familiar with the characteristics of the different meal types in order to be able to identify such meals and respond appropriately to passenger needs.

It is important that caterers, receiving special meal requests from airlines using IATA codes, follow the guidelines as specified in IATA’s Recommended Practice 1773. According to this recommended practice, special meals should be identified by the caterer by attaching a special meal tag or label to the cart or container that the meals are in. The number and types of special meals are listed on the Aircraft Catering Order (ACO). Crew should verify that the appropriate numbers of meals have been delivered and the passenger’s name(s) and seat number correspond to the information provided on the passenger information list.
8.4.5 Unit Summary

This unit described the standards and audit methodology as related to airline catering operations. Again, the critical need for preparing, handling, and serving food with the highest standards of care and safety was emphasised to you.

You learned, ultimately, that the only way of guaranteeing top-quality meals, and to ensure the safe handling and provision of meals to passengers, is to adhere strictly to all personal-handling and food-related hygiene precautions.

Apply Your Learning

As you have learned when passengers become ill on an aircraft due to food contamination it can be a very dangerous situation. In this activity you will create a plan for dealing with flights with on-board food contamination incidents.

Step 1: Read the case below:

You are the Station Manager at a large airport. You have just received a notification that an inbound flight has had an incident regarding possible food contamination. Shortly after in-flight meal service, multiple passengers began complaining that they felt ill. The aircraft is requesting assistance for the passengers upon arrival.

Step 2: Create a plan for dealing with this type of situation, making certain that you have the following areas in the plan:

- What information needs to be collected from the crew
- What information needs to be collected from the passengers
- How the passengers will be treated upon landing
- A chart with all necessary airport departments and personnel you think should be notified and involved in the process
Study Check 8.4

1. Place a check in the True or False box beside the following statements.

   The two single most important elements of personal hygiene for cabin crew are general body care and, most importantly, the cleanliness of their hands.
   - TRUE ☐  FALSE ☐

   In the event that a foreign object is located in a food item on flight and it is designated as a “non-threatening object” (like a small fruit fly or a piece of hair) a report may be filed by the in flight crew leader.
   - TRUE ☐  FALSE ☐

   IATA has developed a coding system for special meal requests on flights.
   - TRUE ☐  FALSE ☐

2. A Cabin crew member enters the aircraft and proceeds to prepare the inflight service meals. After his morning coffee he washes his hands. He is careful not to touch the passenger’s meals as he serves them and to ensure that the food does not come in contact with waste. Based on this description what important steps are missing in the FOOD handling hygiene procedures?
   (a) Washing hands before starting work
   (b) Washing hands after handing raw materials
   (c) Never touching food itself
   (d) Ensuring proper store of food onboard the aircraft
Module Summary

This module explored with you the many operations and services of airline catering, from providing airline passengers with meals and beverages to understanding the safety, cost, and regulatory aspects of inflight food service operations.

A recurring theme throughout this module was the importance of food safety and good hygiene practises. Additionally, you were provided with details of other critical issues affecting the provision of food and beverage services on flights, and you were introduced to some of the legislative authorities, organisations, acts, and measures which govern catering services of airline operations.
Further Reading

Flight Catering, Peter Jones
Publication date: 13 January 2004
Imprint: BUTTERWORTH HEINEMANN

International Travel Catering Association
www.itcanet.com

http://en.wikipedia.org/wiki/HACCP

International Flight Services Association
**Answer Key**

**Study Check 8.1**
1. False, True, True  
2. a  
3. a  
4. d

**Study Check 8.2**
1. False, True, False  
2. a  
3. c

**Study Check 8.3**
1. False, True, False  
2. d  
3. d  
4. b  
5. c  
6. c

**Study Check 8.4**
1. True, True, True  
2. d
Module 9: Handling Agreements
Module Learning Objectives

- Explain the development and uses of a Standard Ground Handling Agreement
- Describe the Station Manager’s role with respect to Standard Agreements in force at his station
- Identify and describe the components of a Standard Ground Handling Agreement

Module Introduction

This module explains in detail the development of agreements between airlines and Ground Service Providers (GSP). As has been discussed throughout this course, airlines sometimes contract out ground handling services to a GSP to reduce costs.

While most agreements are executed between the airline’s and GSP’s headquarters or legal department, a Station Manager must be familiar with the requirements contained within as his role is crucial in monitoring of service provided.

In this module you will learn about the four types of ground handling the service configurations at a station, as well as, the specific agreements that are typically drafted in these cases: Standard Ground Handling Agreements (SGHA) and Service Level Agreements (SLAs).
9.1 The Standardisation of Handling Agreements

- List and describe the four types of ground handling configurations at a station
- Describe the purpose and function of a SGHAs and SLAs
- Explain the significance of the word “standard” as it applies to the SGHA
- List the four parts of a SGHA
- Describe the purpose and function of the IATA Ground Handling Council, and list its members
- Research the pros and cons of the four main ground handling service configuration options

9.1.0 Unit Overview

This unit will discuss the possible ground service handling service configurations at a station. Such configurations will impact the focus and role of the Station Manager as his station.

Additionally, this unit will highlight the trend towards standardisation of agreements between airlines and GSPs. Two types of handling agreements will be introduced: SGHAs and SLAs. Lastly, a brief history of IATA’s role in handling agreements and IATA’s Ground Handling Council will be provided.

9.1.1 Ground Handling Service Configurations

Ground handling is at the heart of air transportation. It is both an expensive venture and an essential one for successful service in competitive airline markets. Ground handling costs today are great—comprising an estimated 9% of total operating expenses for airlines. Airlines must find a balance between providing quality service and keeping costs at a manageable level. For this reason, as is the case in all businesses, airline management have sought measures to remain competitive. One such measure is the contracting out of ground handling services to GSPs.

There is a growing trend towards airlines contracting ground handling services to third party GSPs at airline stations. It is estimated that GSPs now handle over 50% of the world’s ground handing operations at airports.

Today there are four main configurations for airline ground handling services at a station:

(a) The airline performs the function itself
(b) The airline partially contracts out its ground handling function
(c) The airline completely contracts out its ground handling function
(d) The airline performs the function itself and also performs this service for other airlines
Key Learning Point

It is estimated that GSPs now handle over 50% of the world’s ground handling operations at airports.

Each of these four options has varying degrees of complexity depending on the context. The decision to perform this function through the airline or to hire third party GSPs is always made based on a detailed analysis of the needs of the station. Below is a description of each of the four main options.

9.1.1.1 Ground Handling by the Airline Itself

When an airline chooses to perform its own ground handling it means that it has direct control over this function, including ensuring a high degree of quality. Also, the airline does not have to spend time negotiating and drafting a service agreement. The major drawback of this option is that it can be very expensive. Therefore, most airlines that choose to control their own ground handling function will do so at locations where they have a large number of flights throughout the day. This option is typically very expensive for smaller stations with infrequent flights, and it does not make the best use of the airline’s staff and resources.

9.1.1.2 Partially Contracted Out Ground Handling

In the case of partially contracted out ground handling at a station, the airline will still perform several functions as negotiated with the GSP. The airline will typically maintain control over their organisation’s direct contact with customers. This means that the airline will be responsible for passenger check-ins, cargo sales, and documentation. The GSP on the other hand is often responsible for the physical aspect of cargo handling, load control, and aircraft loading. This option is good for airlines that want to still maintain some control of the quality of customer service, while reducing costs for ground handling.

9.1.1.3 Completely Contracted Out Ground Handling

When a station wishes to significantly reduce costs it may wish to contract out all of its ground service functions to a third party GSP. In some cases they may choose two separate GSPs. GSPs often specialise in particular services and the airline may be able to negotiate for one GSP to have direct contact with passengers and another to perform functions like cargo handling, load control, and aircraft loading. The major drawback in choosing this option is that the airline loses some control over the quality of this function. It will still hold a supervisory role in the process.

9.1.1.4 Performing Ground Handling for another Airline

At particular stations there may also be opportunities for an airline to perform some ground handling functions for another airline. This is a good option when one airline has an excess of staff and resources and another airline has limited available resources. Additionally, if an airline has a large volume of flights and wishes to maintain control over its ground handling services and an other airline has a limited number of flights and wants to reduce costs then the relationship is mutually beneficial.

9.1.2 Defining SGHAs and SLAs

Whenever a third party GSP becomes involved at an airline, both parties need to negotiate and draft an agreement regarding their responsibilities. This can
be a challenging process. Units from the past have led to a move towards standardising parts of this process to reduce time and value revenue.

Standard IATA procedures have been of great help to airlines wishing to negotiate handling agreements. These procedures were designed for two reasons:

- to specify all functions of the handling services required
- to standardise the format of the ground handling agreement

The SGHA fulfils both of these requirements. Due to its flexible nature and its use of well-established airline industry terminology, it is used by carriers all over the world.

Once the SGHA, which is a legally binding document is signed, a Service Level Agreement (SLA) is typically created to highlight the expected quality level of the service. SLAs will be discussed in greater detail later in this module.

Even though the airline contracts out a service it must still do everything it can to ensure quality. The Station Manager plays a pivotal role in this area and monitors the quality of the service provide by the GSP.

**Key Learning Point**

“A Ground Handling Agreement is a Standard Ground Handling Agreement when, and only when, the wording of its Main Agreement and of its Annex A corresponds, without any alteration whatsoever, to the text published in AHM 810.”

### 9.1.3 What Does “Standard” in a SGHA Mean?

The word “Standard” in the title SGHA means that the agreement cannot be modified. The official definition placed at the beginning of the “Introduction to IATA Standard Ground Handling Agreement (SGHA)” in the IATA Airport Handling Manual (AHM) is very clear on this point:

“A Ground Handling Agreement is a Standard Ground Handling Agreement when, and only when, the wording of its Main Agreement and of its Annex A corresponds, without any alteration whatsoever, to the text published in AHM 810.”

Any agreement whose text deviates from the wording specified in the manual may still constitute a legally enforceable contract. It cannot, however, be identified as an “IATA Standard Ground Handling Agreement”. Any document which deviates from the standard, yet includes “AHM 810” in its title, is a misrepresentation.

The SGHA is made up of 3 parts: the Main Agreement, Annex A and Annex B. Each of these Agreements is discussed in detail further in this unit. While the Main Agreement and Annex A cannot be altered, the third component of the SGHA, Annex B, can be amended and adapted to suit the needs of all parties. The “Introduction to IATA Standard Ground Handling Agreement (SGHA)” is quite clear on this matter, also:

“Any difference from the Standard text agreed to between the parties are to be recorded in Annex(es) B formatted in accordance with this procedure.”
9.1.4 IATA's Role in Standard Ground Handling Agreements

The first attempt to standardise Handling Contracts within Europe with a view to submitting a proposal to IATA for worldwide implementation took place in 1958. This resulted, in 1964, in the first Standard Ground Handling Agreement (SGHA). Initially, it was used by several European airlines, but was soon taken over by IATA for worldwide use. The SGHA is updated every five years, unless there is a need for earlier updating. (Please refer to Chapter 8 of the IATA Airport Handling Manual to see a copy of the current SGHA).

Over the years, the Airport Handling Agreements Sub-Committee (AHASC) of the Airport Handling Committee (AHC) has ensured that the Standard Ground Handling Agreement keeps pace with developments in the airline industry. Changes which have taken place during the last thirty years include the introduction of automation, increased security requirements, and so on. The AHASC broadened its scope and the AGSA Working Group (Aviation Ground Services Agreements) has replaced it. It is composed of representatives of IATA member airlines working in cooperation with other airlines and non-airline handling companies. Today, AGSA, together with the Ramp Equipment Safety (RAMPSG) and Airside Safety (ASG) Working Groups participate in the IATA Ground Handling Council.

Key Learning Point

The IGHC is composed of representatives of airlines, independent ground handling companies, airport authorities and other parties directly involved with the provision of ground handling activities.

The IATA Ground Handling Council (IGHC) was formed in 1988, in response to the increasing demand from non-IATA airlines and independent handling companies to participate in handling agreement discussions. The IGHC is composed of representatives of airlines, independent ground handling companies, airport authorities and other parties directly involved with the provision of ground handling activities.

The IGHC works on development, use, maintenance and standard interpretations of the SGHA and related matters. The IGHC places great emphasis on stability. As a result, necessary revisions are only made at intervals, after thorough consideration. Care is taken to provide sufficient advance notice to all users, so that smooth implementation of changes is guaranteed.

Additionally, IATA offers workshops throughout the year to provide a Station Manager with the foundations to write and prepare a service level agreement contract. The SGHA-SLA and Effective Negotiation Behaviors Workshop is offered several times each year and enrollment and course information can be found on IATA's training website.
Apply Your Learning

Although, a Station Manager will not directly choose the configuration of his station, he may have the opportunity to give input to management about the station’s configuration. For this reason it is important that a Station Manager know the pros and cons of each of the four configurations. In this activity you will research the pros and cons of the four main ground handling service configuration options:

(a) The airline performs the function itself
(b) The airline partially contracts out its ground handing function
(c) The airline completely contracts out its ground handing function
(d) The airline performs the function itself and also performs this service for other airlines

Step 1: Go online and input the terms “insourcing” and “outsourcing” into a search engine.
Step 2: Record the definitions you find for these terms.
Step 3: Next examine the listed advantages and disadvantages that you find for each of these options.
Step 4: Attempt to find resources that directly relate to the aviation industry. If you have trouble, use your own critical thinking skills and try to make a list of pros and cons for each of the four configuration options.

9.1.5 Unit Summary

In this unit you learned that there are four main types of ground service configurations at a station. You also learned that in order to remain competitive many airlines contract out certain ground handling functions to GSPs.

This module, explained the history and the importance of SGHAs. The parts of an SGHA were also discussed, as well as, its relationship to SLAs. Finally in this module you learned that the IGHC works on development, use, maintenance and standard interpretations of the SGHA.

Study Check 9.1

1. Place a check in the True or False box beside the following statements.

<table>
<thead>
<tr>
<th>Statement</th>
<th>TRUE</th>
<th>FALSE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ground handling comprises an estimated 10% of an airline’s operating costs.</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>The first SGHA was implemented in 1965.</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>The IGHC works on development, use, maintenance and standard interpretations of the SGHA and related matters. There are three possible configurations for ground handling services at a station.</td>
<td>□</td>
<td>□</td>
</tr>
</tbody>
</table>
Please circle the appropriate answer.

2. What does the word “standard” mean in the context of a standard ground handling agreement (SGHA)?
   (a) All airlines in the world use it.
   (b) It is optional to use such an agreement
   (c) It is not modified.
   (d) It is not a true contract.

3. When is a SGHA necessary?
   (a) When ground handling occurs at a station.
   (b) When a third party GSP is contracted to fulfill aspects of the ground handling function at a station.
   (c) When IATA deems it to be necessary.
   (d) When a third party GSP no longer wishes to offer services to an airline.

4. What is the difference between a standard ground handling agreement (SGHA) and a service level agreement (SLA)?
   (a) A SGHA is legally binding document, and a SLA explains the standard to which the service is expected to be performed.
   (b) A SLA is a legally binding document, and a SGHA explains the standard to which the service is expected to be performed.
   (c) A SGHA is not required when a SLA is in place.
   (d) A SLA is not required when a SGHA is in place.

5. An airline is in the process of deciding on how to configure the ground handling at a station. Currently, it fulfills the ground handling function itself. The station has few flights, and many of the flights it does have are infrequent. Additionally, the expenses for its ground handling have increased significantly over the last five years. Which ground handling service configuration is a good option for this station?
   (a) Continuing to fulfill its own ground handling function
   (b) Asking the government to step in
   (c) Completely contracting out ground handling services to a GSP
   (d) Closing the station
9.2 The Station Manager's Role in Handling Agreements

- Describe the Station Manager's role in monitoring and enforcing service agreements with GSPs
- Describe the interests of airlines and GSPs in adhering to handling agreements
- Identify methods for collecting data on a particular area of a SLA

9.2.0 Unit Overview

In this unit you will learn about the role the Station Manager plays in working with third party GSPs. This unit will introduce the Station Manager's responsibilities in monitoring a GSPs quality at a station and enforcing elements of his airline's SGHA and SLA with the GSP. Lastly, you will learn that the Station Manager can be a valuable resource when determining how to configure the ground handling function at a station and when re-negotiating service agreements.

This unit will introduce you to the four alternatives for providing ground handling services, and the role of the Station Manager in ensuring that the SGHA is strictly adhered to when ground handling services are contracted out.

Key Learning Point

The Station Manager is one of the best defenses to ensure that a cost cutting measures such as using a GSP does not result in the depreciation of the quality of service and in turn the profitability of the business.

9.2.1 Monitoring and Implementation of the Handling Agreements

The Station Manager plays an important role in monitoring and implement the details of his airline’s SGHA and SLA at his station. This role cannot be underestimated. As you learned in the previous unit, when an airline contracts out some of its ground handling functions, it loses central control of them. The Station Manager is one of the best defenses to ensure that a cost cutting measures such as using a GSP does not result in the depreciation of the quality of service and in turn the profitability of the business.

In order to monitor the quality of the services, the Station Manager must diligently collect data about the service. There are three main ways a Station Manager can do this, through:

- Taking specific measurements
- Collecting carrier feedback
- Conducting random samples and spot checks
Specific Measurements provide quantitative data that reports on the GSP’s performance, such as what percentage of flights departed on time. Flight reports and daily flight statistics may also provide specific measurements that a GSP can use to demonstrate their performance.

Carrier Feedback provides the GSP with results from passenger surveys, comments, compliments and complaints relevant to the services provided.

Random Sampling provides the GSP and airline with an indication of service performance when the information cannot be gained by Specific Measurements or Carrier Feedback. Typically this information is gathered by random auditing or monitoring.

Station Managers will also utilize information from all three above data sources to monitor the GSP’s performance. Additionally, a Station Manager will also perform audits or inspections periodically to verify performance. These audits can be combined within the Station Self Audit or as stand alone audits/inspections of the specific functions being outsourced to a GSP.

As the Station Manager is required to ensure strict accordance with the SGHA an SLA, measures must be taken in the event that his data collection suggests issues.

In the event that there is an issue the Station Manager complete the following actions:

- Contact the GSP and advise them that there is an issue
- If the GSP does not correct the issue then contact Head Office
- Report exactly how the GSP is not meeting its service agreement commitments

Key Learning Point

When an airline has contracted out its ground handling, the Handling Agreement is of the utmost importance as it specifies, in great detail, the services which are to be provided. It also lays down certain legal aspects, such as duration, termination, standards and liability.

9.2.2 The Interests of all Parties

The Handling Agreement is of the utmost importance as it specifies, in great detail, the services which are to be provided. It also lays down certain legal aspects, such as duration, termination, standards and liability.

It is, therefore, in the best interest of all parties involved (i.e. airline and handling company station staff) to ensure that it is adhered to. The handling company's primary aim is to ensure that the customer/airline is satisfied with the standard of service. If an airline expresses dissatisfaction, e.g. if something goes wrong, if services are not being provided in strict accordance with the Handling Agreement, it is up to the handling company's station manager to deal with the airline and rectify the situation.

If another airline expresses interest in negotiating a Handling Agreement, or if an airline wishes to re-negotiate the terms of an existing Agreement, it is up to the handling company's Station Manager to advise his superiors. Like the airline’s Station Manager, he must report on the viability and financial implications of a proposed handling contract.
9.2.3  Unit Summary

In this unit, you learned that the Station Manager plays a central role in monitoring the performance of the GSP at his station. You also learned that he can be a resource to airport management when deciding on how to configure a station and whether or not to re-negotiate handling agreements. Lastly, this unit showed that all parties have a vested interest in conforming to the stipulations of the handling agreement.

Apply Your Learning

As you have learned it is the responsibility of the Station Manager to monitor that the terms of the SLA are being followed. In this apply your learning activity you will identify methods for collecting data on a particular area of a SLA.

Step 1: Read through the chart below

Step 2: Determine which data collection method (or combination) should be used

(SM = specific measurement; CF = carrier feedback; RS = random sampling)

<table>
<thead>
<tr>
<th>Ramp Handling—Baggage</th>
<th>Data Collection (SM, CF, RS)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Mishandled baggage, 1 maximum per 1000</td>
<td></td>
</tr>
<tr>
<td>2. 1st premium bag to be delivered by 8 minutes after on blocks</td>
<td></td>
</tr>
<tr>
<td>3. Last premium bag to be delivered by 15 minutes after on blocks</td>
<td></td>
</tr>
<tr>
<td>4. 1st economy bag to be delivered by 15 minutes after on blocks</td>
<td></td>
</tr>
<tr>
<td>5. Last economy bag to be delivered by 22 minutes after on blocks</td>
<td></td>
</tr>
<tr>
<td>6. Premium bags to delivered first in all circumstances</td>
<td></td>
</tr>
<tr>
<td>7. Make transfer baggage available to the accepting Carrier 10 minutes after on blocks</td>
<td></td>
</tr>
<tr>
<td>8. Departure Baggage segregation as per carrier requirements</td>
<td></td>
</tr>
</tbody>
</table>
### Ramp Handling—Arrival/Departure Data Collection

<table>
<thead>
<tr>
<th></th>
<th>Data Collection (SM, CF, RS)</th>
</tr>
</thead>
<tbody>
<tr>
<td>9.</td>
<td>Appropriate Ground Support Equipment to be available at parking position at 15 minutes before on blocks</td>
</tr>
<tr>
<td>10.</td>
<td>Chocks to be positioned by 2 minutes after on blocks</td>
</tr>
<tr>
<td>11.</td>
<td>Passenger disembarkation to commence within 5 minutes after on blocks</td>
</tr>
<tr>
<td>12.</td>
<td>Pushback equipment available 8 Minutes prior to ETD</td>
</tr>
</tbody>
</table>

### LOAD CONTROL AND OPERATIONS Data Collection

<table>
<thead>
<tr>
<th></th>
<th>Data Collection (SM, CF, RS)</th>
</tr>
</thead>
<tbody>
<tr>
<td>13.</td>
<td>Loadsheet and NOTOC to be delivered by 12 minutes prior ETD</td>
</tr>
</tbody>
</table>

### Ramp Handling—Baggage Data Collection

<table>
<thead>
<tr>
<th></th>
<th>Data Collection (SM, CF, RS)</th>
</tr>
</thead>
<tbody>
<tr>
<td>14.</td>
<td>Pre flight documentation to be delivered to the aircraft by 5 minutes prior ETD</td>
</tr>
<tr>
<td>15.</td>
<td>Load Distribution Message (LDM) to be sent by Actual Time Departure + 5 minutes</td>
</tr>
</tbody>
</table>

### Step 3: Compare your answers with the answer key below

1. SM, CF
2. RS, CF
3. RS, CF
4. RS, CF
5. RS, CF
6. RS, CF
7. CF (where the CF is from the accepting carrier), RS
8. RS, CF (where the CF is from the arrival station)
9. RS
10. RS
11. CF, RS
12. RS
13. CF (where the CF is from the flight crew), RS
14. CF (where the CF is from the flight crew), RS
15. CF (where the CF is from the flight crew), RS
Study Check 9.2

1. Place a check in the True or False box beside the following statements.

   It is in the best interest of all parties involved (i.e. airline and handling company station staff) to ensure that service agreements are adhered to.
   □  TRUE  FALSE

   If an airline has contracted out its ground handling, the Station Manager has only a secondary role in ensuring handling services are performed in accordance with the Handling Agreement.
   □  TRUE  FALSE

Please circle the appropriate answer.

2. Which of the following measures can a Station Manager take to monitor a GSP at his station?
   (a) Collect carrier feedback
   (b) Outsource this function
   (c) Draft a SLA
   (d) Draft a SGHA

3. What does taking specific measurements at a station entail?
   (a) Drafting service agreements
   (b) Re-negotiating service agreements
   (c) Performing random audits
   (d) Reviewing flight reports and daily flight statistics

4. What is the Station Manager’s role in re-negotiating a Handling Agreement?
   (a) Reporting on the viability and financial implications of a proposed service agreement
   (b) Drafting the service agreement and seeking advice from legal council
   (c) Scouting the GSP and negotiating a deal
   (d) Contacting IATA for a copy of the SGHA
9.3 The Main Agreement of a SGHA

- List and describe the two main types of handling agreements
- Describe the 11 articles in a Main Agreement
- Describe the layout of a Main Agreement

9.3.0 Unit Overview

After outlining the uses of the Main Agreement, this unit will help you distinguish the different parts of the Agreement, and demonstrate how each part is used.

You will learn what information is required on a Standard Ground Handling Agreement, and how to correctly enter it.

9.3.1 The Types of Handling Agreements

The Station Manager is not responsible to draft the Main Agreement of a SGHA. As the last unit indicated, he may offer important advice based on his monitoring and data collection to the airline's management. This advice may be taken into consideration when configuring the airline's ground handling services or when negotiating agreements.

The Station Manager should have an awareness of the types of handling agreements and the necessary components of a handling agreement.

There are two main types of handling agreements described below: bilateral agreements and reciprocal agreements.

9.3.1.1 Bilateral Agreements

Under this arrangement, one party known as the Handling Company (which may be either an airline or a non-airline company) provides services and/or facilities to the other party known as the Carrier (which is an airline). This is the most common situation today.
9.3.1.2 Reciprocal Agreements

As shown in Figure 9.3.1 below, under this arrangement, two airlines provide services and/or facilities to each other at different locations, i.e.:

At one airport, AAA:
Party No. 1, the Carrier, receives services from...
Party No. 2, the Handling Company.

At another airport, BBB:
Party No. 1 is the Handling Company providing services to...
Party No. 2, who is the Carrier at that location.

Figure 9.3.1—Uses of the Agreement
The common core of the agreement, which outlines general clauses defining their relationship, refers to both parties as “the Carrier” or “the Handling Company,” as the case may be.

Those parts of the agreement which deal with specific locations identify, without ambiguity, which party is the “Carrier” and which party is the “Handling Company”.

**Key Learning Point**

The wording of the SGHA is aimed at achieving logic, flexibility and simplicity. The wording of the SGHA is aimed at achieving logic, flexibility and simplicity. The SGHA describes the services to be performed and what the customer will pay for those services. If any terms or conditions are changed, the relevant part of the Agreement is rewritten in order to include the alterations. In this way, neither party is left in any doubt as to which clauses remain valid and which have been changed or eliminated. Although the SGHA is a legally enforceable document, it is accessible and easy for field personnel to use.

**9.3.2 The Articles of a Main Agreement**

As we mentioned earlier, the Main Agreement is one of three parts which make up the Standard Ground Handling Agreement. In the Main Agreement, the parties involved agree on and lay down the legal and administrative rules for the agreement including, for example:

- date of effectiveness
- termination period
- liability and indemnity
- standards of work
- accounting and settlement.

The Main Agreement contains the legal framework of the agreement as well as general conditions such as Fair Practices, Subcontracting, Liability and Indemnity, Arbitration, Duration, Modification, Termination.

As you know, the Main Agreement is a standard document. As such, its wording cannot be changed. If both parties decide that they would like to deviate from the text of the Main Agreement, they must include such deviations in Annex(es) B. Like Annex A, the Main Agreement is intended to cover all agreements between the parties involved.

The Main Agreement is divided into parts known as Articles, which are, in turn, divided into Sub-Articles.

**Key Learning Point**

The Main Agreement is divided into parts known as Articles. There are 11 Articles, which are, in turn, divided into sub-articles.

There are 12 Articles in the Main Agreement:

- Article 1 Provision of Services
- Article 2 Fair Practices
- Article 3 Subcontracting of Services
- Article 4 Carrier’s Representation
• Article 5 Standard of Work  
• Article 6 Remuneration  
• Article 7 Accounting and Payment  
• Article 8 Liability and Indemnity  
• Article 9 Arbitration  
• Article 10 Stamp Duties, Registration Fees  
• Article 11 Duration, Modification and Termination.  
• Article 12 Authorization To Contract

All Articles of SGHA are important however Articles 1, 5, 8 and 11 are of most interest to students of this manual because they are related to the role of the Station Manager.

Articles 1, 5, 8 and 11, discussed here, are quoted from the Main Agreement.

**Article 1: Provision of Services**

Sub-Article 1.3–Scheduled Flights:

“The Handling Company agrees to provide for the Carrier’s Aircraft for flights operating on an agreed schedule at the location(s) mentioned in the Annex(es) B, those services of Annex A as are listed in the Annex B for the respective locations. The Carrier, in turn, agrees to inform the Handling Company as soon as possible about any changes of schedule and/or frequencies and/or types of aircraft”.

It is extremely important that the parties involved reach a very strict agreement on this point. Many airports close at midnight and re-open in the early morning; others operate under very tight schedules with restricted access times, and so on. All time restrictions must be made clear to all parties from the beginning.

Sub-Article 1.5–Priority:

“In case of multiple handling, priority shall, as far as possible, be given to aircraft operating on schedule”.

What this means is that if one or more of the airline’s flights are late, they may have to wait until on time airlines have left on schedule. All such rules and stipulations must be clearly laid out in contract form. If either party feels that the other party is not honouring this or any other element of the agreement, both parties must consult the relevant Article.

**Article 5: Standard of Work**

Sub-Article 5.3:

“The Handling Company agrees to take all possible steps to ensure that, with regard to contracted services, the Carrier’s Aircraft, crews, passengers and load receive treatment not less favorable than that given by the Handling Company to other Carriers or its own comparable operation at the same location”.

Because each airport is different, the standards in this Article are generic. It is up to the airline, therefore, to individualise this section of the Agreement in a separate attachment, in order to satisfy its own requirements.

This attachment would be included as an appendix to Annex B. For example, the airline may wish to include specifications outlining the length of time allowed for handling cargo and baggage following an aircraft’s arrival, the
average length of the queue for business and economy passengers (i.e. the average time the passenger spends waiting to check in), and so on.

Such specifications may frequently change and their period of effectiveness does not necessarily coincide with that of the Annex B to which they relate. It is for this reason, and also to ensure that the text of Annex B is as clear and uncluttered as possible, that these specifications may be listed in a separate document such as an appendix.

Sub-Article 5.12 in 2013 version of the SGHA:

“The Handling Company shall be able to demonstrate a Safety Management System in use following IATA AHM 610 and/or ICAO, local and international regulations, or other governing rules.”

It is clear that the existence and the implementation of a Safety Management System (SMS) in ground operations is very important to promote safety culture and reduce ground damage. Setting the mechanisms of monitoring and implementing safety standards is a key role for the station management.

Did You Know?

27,000 ramp accidents and incidents—one per 1,000 departures—occur worldwide every year.

Article 8: Liability and Indemnity

In this Article, all references to the Carrier or the Handling Company shall include their employees, servants, agents and subcontractors.

Sub-Article 8.1:

“The Carrier shall not make any claim against the Handling Company and shall indemnify it (subject as hereinafter provided) against any legal liability for claims or suits, including costs and expenses incidental thereto, in respect of:

(a) delay, injury or death of persons carried or to be carried by the Carrier; and

(b) injury or death of any employee of the Carrier; and

(c) damage to or delay or loss of baggage, cargo or mail carried or to be carried by the Carrier; and

(d) damage to or loss of property owned or operated by, or on behalf of, the Carrier and any consequential loss or damage arising from an act or omission of the Handling Company in the performance of this Agreement unless done with intent to cause damage, death, delay, injury or loss recklessly and with the knowledge that damage, death, delay, injury or loss would probably result.

PROVIDED THAT all claims or suits arising hereunder shall be dealt with by the Carrier; and

PROVIDED ALSO THAT the Handling Company shall notify the Carrier of any claims or suits without undue delay and shall furnish such assistance as the Carrier may reasonably require.

PROVIDED ALSO THAT where any of the services performed by the Handling Company hereunder relate to the carriage by the Carrier of passengers, baggage or cargo, then if the limitations of liability imposed by the Warsaw Convention and/or the Montreal Convention (1999) as applicable and as amended from time to time would have
applied if any such act or omission had been committed by the Carrier but are held by a Court not to be applicable to such act or omission committed by the Handling Company in performing this Agreement then upon such decision of the Court the indemnity of the Carrier to the Handling Company hereunder shall be limited to an amount not exceeding the amount for which the Carrier would have been liable if it had committed such act or omission”.

Please refer to Sub-Article 8.5 of the AHM for the current liability clauses, which have been recently undated to reflect changes in the current aviation operating environment.

At the time of publishing of this course textbook, AHM Sub-Articles 8.5 and 8.6 state the amount that the Handling Company shall take responsibility for any damage it causes to the Carrier’s Aircraft by negligent operation of Ground Service Equipment (GSE).

It is also worth mentioning that at present, the airline industry suffers from a USD $ 4 billion per year because of ground damage. Hence liability clauses do not fully cover the cost of ground damage. Several IATA initiatives, such as ISAGO and standardised I-GOM procedures, have been developed in order to mitigate ground damage risks and minimise airlines’ cost of ground damage.

**Key Learning Point**

Handling Agreements always require at least sixty days notice for termination.

**Article 11: Duration, Modification and Termination**

Sub-Article 11.1

“*This agreement shall be effective from ..........................*

*It shall supersede any previous arrangements between the parties governing the provision of services at locations for which there are valid Annex(es) B to this Agreement*.”
Sub-Article 11.2

“Modification of or additions to this Agreement shall be recorded in Annex(es) B”.

Sub-Article 11.3

“Any notice referred to under this Article 11 given by one Party under this Agreement shall be deemed properly given if sent by registered letter, or by other means where proof of receipt or acknowledgement is obtained, to the respective office of the other Party as recorded in the Annex(es) B. In the case of a registered letter notice shall be considered to be served on the date of receipt”.

Sub-Article 11.4

“This Main Agreement shall continue in force until terminated by either party giving sixty days previous notice to the other party”.

Handling Agreements always require at least sixty days notice for termination. If the two parties involved would like to negotiate a longer term they are, of course, free to do so. If the Handling Company wishes to negotiate a change in the handling charges set out in Annex(es) B it must give the Carrier not less than thirty days previous notice, specifying the revised charges which it proposes to introduce. The Handling Company must also notify the airline of the date (not earlier than the expiration of such notices) on which the new handling charges are to be brought into effect.

9.3.3 The Layout of a Main Agreement

The Main Agreement of a SGHA has four important components to be aware of: the title page, the header, the body, and the signature block. The Main Agreement is standardised and will contain the necessary components for the SGHA version being used. It is important to note that the SGHA is updated periodically. The wording is very important and the legal department must carefully fill it out.
9.3.3.1 Title Page

The Main Agreement of a SGHA has a title page. This title page will include the exact legal names of the airline and the GSP. It will also provide details on version of the agreement that is used. Figure 9.3.3.1 highlights what the parts of the title page.

```
STANDARD GROUND HANDLING AGREEMENT (SGHA)

between: High Airlines
and: Super Airport Services

The agreement consists of:
MAIN AGREEMENT, and, as required,
ANNEX A (description of services)
ANNEX(ES) B (location(s), agreed services and charges)
```

Figure 9.3.3.1—Example of Title Page

**Important Note:**

A ground handling agreement is regarded as “Standard” only when the wording of its Main Agreement and Annex A is not altered in any way. Any wording intended to supersede Article 8 of the Main Agreement must now be included in the appropriate Annex(es) B.

**Key Learning Point**

The exact legal names of the airline and GSP are used when filling out the Main Agreement of the SGHA.
9.3.3.2 The Header

The header of the Main Agreement also contains the exact legal names, as well as, the principle offices. This will be listed before the articles. Figure 9.3.3.2 illustrates the header of a main agreement.

MAIN AGREEMENT

An Agreement made between: High Airlines
having its principal office at: 241 High Street
Surbiton, LONDON
SE10 2JW England
United Kingdom
hereinafter referred to as ‘the Carrier’ or ‘the Handling Company’ as the case may be,
and:
Super Airport Services
having its principal office at: Menara Cardig
Jl. Raya-Protokol
Halim Perdanak
13650 Jakarta
Indonesia
hereinafter referred to as ‘the Handling Company’ or ‘the Carrier’, as the case may be,

[the Carrier and/or the Handling Company may hereinafter be referred to as “the Party(ies)”]

WHEREBY THE PARTIES AGREE AS FOLLOWS:

ARTICLE 1. PROVISION OF SERVICES

1.1 General

The services will be made available within the limits of possibilities of the Handling Company and in accordance with the applicable IATA and/or ICAO and/or other governing .......

Figure 9.3.3.2—Example of Header

Unit 9.3: The Main Agreement of a SGHA 445
Key Learning Point

Any desires to change aspects of the articles must be done in Annex B, as the main agreement is standardised and cannot be modified.

9.3.3.3 The Body

As we said earlier, the Main Agreement is comprised of 11 Articles. These Articles contain the legal and administrative clauses governing (i.e. controlling, determining) the contractual relationship between the parties.

The 12 articles discussed previously, are placed in the body of the main agreement. This truly contains the contractual relationship between the parties.

The articles are standard and therefore cannot be modified. Any desire to change aspects of the articles must be done in Annex B, which will be discussed in detail later in this module.

The body contains information about when the agreement will take effect and when it needs to be renewed. Figure 9.3.3.3 shows the main components of the body of the main agreement.

Figure 9.3.3.3—Sample of the Body of the Main Agreement
9.3.3.4 The Signature Block

The instructions for the completion of the signature blocks of the Main Agreement are straightforward and apply equally to the signature blocks of the Annexes A and B. They are as follows:

- Ensure that all entries are made in their proper place.
- Where the Agreement says “Signed the ...”: Enter the date, spelling out the name of the month in full. This rule applies throughout the entire Agreement, i.e. Main Agreement, Annex A, any of the Annexes B, whether in the preamble (see Section 6.7 - the Simplified Procedure), the main body, or the signature blocks.

11.12 Notwithstanding Article 11.11, when changes occur in the schedule, and/or frequencies and/or types of aircraft, other than those set out in Annex(es) B, which affect the handling costs, either Party shall have the right to request an adjustment to the handling charges as from the date of the change provided that the Party concerned does inform the other Party within thirty days of the change.

Signed the 12 January 2015

at London, United Kingdom

for and on behalf of High Airlines

by Alfred B. Careli, Director Service Contract

Figure 9.3.3.4—Example of the Signature Blocks

9.3.4 Unit Summary

In this unit, you learned the uses of a Standard Ground Handling Agreement (SGHA). You reviewed the different components and body parts of an SGHA, including the Articles and sub-articles it contains. Finally, you identified the information needed to properly and correctly complete an SGHA.
Study Check 9.3

1. Place a check in the True or False box beside the following statements.

<table>
<thead>
<tr>
<th>Statement</th>
<th>TRUE</th>
<th>FALSE</th>
</tr>
</thead>
<tbody>
<tr>
<td>The minimum period of notice required to terminate a ground handling agreement is at least three months.</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>The Main Agreement is comprised of ten Articles which are broken down into sub-articles.</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>A ground handling agreement is regarded as “Standard” only when the wording of its Main Agreement and Annex A is not altered in any way.</td>
<td>☐</td>
<td>☐</td>
</tr>
</tbody>
</table>

2. What are the two main types of Handling Agreements?
   (a) Unilateral/bilateral
   (b) Unilateral/reciprocal
   (c) Bilateral/trilateral
   (d) Bilateral/reciprocal

3. What is the purpose of the Main Agreement?
   (a) to discuss amendments to the 11 articles
   (b) to lay down the legal and administrative rules of the SGHA
   (c) to modify the standard agreement section
   (d) to change the wording of the previous handling agreement

4. Which of the following parts of the Main Agreement contains the 12 articles?
   (a) Title Page
   (b) Header
   (c) Body
   (d) Signature Block

5. Where in the Main Agreement will the principles’ addresses of the parties be listed?
   (a) Title Page
   (b) Header
   (c) Body
   (d) Signature Block
9.4 Annex A of the SGHA

- Describe the purpose of Annex A within the SGHA
- List and describe the components of Annex A
- Describe the layout of Annex A
- List the sections of Annex A that apply to the Station Manager's position

9.4.0 Unit Overview

This unit explores the second part of the Standard Ground Handling Services Agreement, Annex A. You will be able to define its relationship to the SGHA, and you will learn what issues and services it addresses to make the SGHA for ground handling services complete.

You will also be able to describe the sections of Annex A that are of primary interest to the Station Manager.

9.4.1 The Sections of Annex A

The Main Agreement is the legal framework of the Standard Ground Handling Agreement. Annex A is the specification of the items which make up Ground Handling. Basically, it is like a menu of all the available services which must be performed to make handling complete.

The carrier and the handling company must hold negotiations in order to establish which services are required at which location(s). Then they must decide if it is possible for the handling company to deliver these services at a price which suits both parties.

Key Learning Point

Annex A is the specification of the items which make up Ground Handling. It is like a menu of all the available services which must be performed to make handling complete.

Annex A is a full catalogue of every service which could possibly be demanded of a handling company by an airline. However, it does not mean that the handling company must provide all of the services listed, nor does it mean that the handling company is capable of providing all of the services listed in Annex A.

The first part of Annex A is a glossary containing definitions of the terms used in the document (a glossary is a partial dictionary relating to a particular subject). It can be found at the very beginning of the Main Agreement and the purpose of this glossary is to eliminate, or at least reduce, the possibility of ambiguous interpretations. If these definitions were not laid down, differences would undoubtedly arise due to the large number of people who are involved in the negotiation and implementation of this contract. It is essential that all parties involved apply the same definition to every term used in the SGHA.

Annex A is split into eight Sections, which are divided into Sub-Sections. Each of the Sections covers different aspects of handling.
They are:
- Section 1: Management Functions
- Section 2: Passenger Services
- Section 3: Ramp Services
- Section 4: Load Control and Flight Operations
- Section 5: Cargo and Mail Warehouse Services
- Section 6: Support Services
- Section 7: Security
- Section 8: Aircraft Maintenance

Each section represents a complete handling aspect. Of particular interest to a Station Manager is Section 1: Management Functions. Article 4 in the Main Agreement (entitled Carrier’s Representation) states that, when a Ground Handling Agreement exists between two parties, the Carrier may maintain its own representatives at that location. These representatives may inspect the services and facilities.

As an alternative to maintaining its own representative, the Carrier may choose to appoint another company to act as its representative. This company is known as the ‘supervisor’, as it supervises the handling of the Handling Company on behalf of the airline. Section 1 is included in Annex A in order to cover these situations. However, it is not to be used when the Handling Company is performing handling fully or partly. In this instance, these subsections are to be included in the sections contracted.

Occasionally, the parties involved may wish to contract for services which are not included in Annex A. In such cases, those particular services are included in Annex B, using very plain language (known as ‘free-flow’).

Terms and conditions which have been clearly defined in Annex A, e.g. ‘turnaround flight’, may be used in Annex B without any further explanation. However, terms and conditions which are not defined somewhere in the document must be explained in Annex A, even when such terms are commonly used in the airline industry. For example, the term ‘layover’ must not be left open to the reader’s interpretation. It should be explained the first time it occurs in the text of the Agreement, e.g. minimum duration between the arrival and subsequent departure of an aircraft.

9.4.2 The Layout of Annex A

The Header contains includes the date the agreement takes effect and the the exact legal names of the parties.

The Body is where content from the main sections is listed. No modification of any kind may be made to the text of Annex A. Again, if modifications need to be made to these sections, this is done in Annex B of the SGHA, as Annex A is a standard form and cannot be modified.
The *Signature Block* is the same as the one used in the Main agreement. Figure 9.4.2 shows the layout of Annex A.

![Diagram of IATA Standard Ground Handling Agreement Annex A](image-url)

---

**Figure 9.4.2**—Completion of Annex A
Key Learning Point
Section 1, 2 & 7 of Annex A are of importance to a Station Manager.

9.4.3 Sections of Importance to the Station Manager

Before we move on to the next unit of this module, certain elements of Annex A deserve special mention.

Section 1: Management Functions (of services provided by others)

This section is only used if the airline hires a handling agent to act as its Station Manager in a given location. Specifically, it is only used if the airline does not have its own Station Manager at a particular location.

Section 2: Passenger Services

2.2 Departure

2.2.3 (a) Check travel documents for the flight(s) concerned. In the event that the Handling Company does not have access to information that verifies visa validities the Handling Company will not have liability. The Handling Company shall not be liable for immigration fines in the event of non-bona fide travel documents or other events which are outside of their control.

(b) Enter required passenger and/or travel document information into Carrier’s and/or government system.

This is very important as it means that the airline (and not the handling company) can, for example, be fined USD $1,000 if someone travelling on one of their flights arrives from a foreign destination (where the passengers were handled by the handling company) without a passport.

The TIM (Travel Information Manual), published monthly by IATA, outlines the legal requirements for each country, e.g. passport required/not required, visa required/not required, vaccination required/not required. The handling company should consult this manual before sending passengers on a flight to any given country. The electronic version of TIM, TIMATIC is linked to the company’s DCS. In order to make this easier, some airlines and handling companies employ the services of companies whose sole purpose is to complete passport and visa checks. For example, a company called Customer Ground Service (CGS) (operating in Zurich) completes passport and visa checks for people travelling to certain countries.

Section 7: Security

This is an important section dealing with the provision of security services throughout handling. Usually, the airline or the handling agent outsources this function to a specialised aviation security company.
9.4.4 Unit Summary

This unit explored the second part of the Standard Ground Handling Services Agreement, Annex A. We defined its relationship to the SGHA, and you learned what issues and services it addresses to make the SGHA for ground handling services complete.

You should be now able to list the section in Annex A and, especially, those sections that are of primary interest to the Station Manager.

Study Check 9.4

1. Place a check in the True or False box beside the following statements.

<table>
<thead>
<tr>
<th>TRUE</th>
<th>FALSE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annex A is a full catalogue of every service which could possibly be demanded of a handling company by an airline.</td>
<td></td>
</tr>
<tr>
<td>Under special circumstances it is permissible to modify the body of Annex A.</td>
<td></td>
</tr>
</tbody>
</table>

Circle the appropriate answer.

2. What content is listed in the body of the Annex A?
   (a) 12 articles
   (b) 10 signatures
   (c) 9 paragraphs
   (d) 8 sections

3. Which sections of Annex A are important for a Station Manager to review?
   (a) Sections 1,2,3
   (b) Sections 5,6,7
   (c) Sections 1,2,7
   (d) Sections 1,4,8

4. What topic is covered in section 7 of Annex A?
   (a) Support Services
   (b) Security
   (c) Aircraft Maintenance
   (d) Ramp Services
9.5 Annex B of the SGHA

- Describe the purpose of Annex B within the SGHA
- Describe the paragraphs that comprise Annex B
- Describe the layout of Annex B
- Describe how official codes are used in Annex B
- Analyse an example of an SGHA and determine how it impacts the role of a Station Manager

9.5.0 Unit Overview

This unit explains, in detail, the third and last component of the Standard Ground Handling Agreement, Annex B. Annex B is different from the Main Agreement and Annex A in that it can be modified without impacting the other two components of the SGHA. Again, you will learn about the components and layout of this part of the SGHA.

Key Learning Point

Annex B is regarded as being less permanent than the Main Agreement and Annex A as it can be cancelled, added to, updated or superseded without having any effect on the other two elements of the SGHA.

9.5.1 The Paragraphs of Annex B

As you know, the Main Agreement and Annex A are standard and cannot be changed. Annex B is regarded as being less permanent than the Main Agreement and Annex A as it can be cancelled, added to, updated or superseded without having any effect on the other two elements of the SGHA. This does not apply in reverse, i.e. if the Main Agreement is cancelled, all annexes automatically disappear. Annex B is divided into parts known as Paragraphs which are then divided into Sub-Paragraphs.

Annex B is often considered to be the ‘real’ agreement, as it is the actual contract of agreement relating to ground handling. It states for which location(s) that particular Annex B is valid. It also lays down who is the Carrier and who is the Handling Company at a particular location(s), which handling services have been chosen from Annex A, the date from/the period during which the services are provided, and the agreed handling fee(s) for these services. In fact, it could be said that Annex B is the only part of the Standard Ground Handling Agreement that is not standard!

Having said that, there is one clause in Annex B which is usually standard:

Key Learning Point

Annex B describes, in great detail, exactly which services are to be rendered by the Handling Company at a particular location(s).

Paragraph 1: Handling Services and Charges

1.1 For a single ground handling consisting of the arrival and the subsequent departure at agreed timings of the same aircraft, the
Handling Company shall provide the following services of Annex A at the following rates.

From this point on, however, it is up to the carrier, as negotiator, to draft whatever it wishes to include in Annex B.

For example, if the parties agree, they can decide to assess charges on some basis other than per call (i.e. for the arrival and subsequent departure) as named in the sub-paragraph 1.1. They may decide instead to amend this clause to show that charges are based on mutually agreed methods, e.g. per kilogramme handled, per sector, per month, per technical service rendered, etc.

It is permissible for one Annex B to cover several locations, whether or not the terms and conditions are similar. Not only this, but it is also permissible to attach more than one Annex B to just one location, to cover different services. There is no limit to the number of Annexes B.

Annex B describes, in great detail, exactly which services are to be rendered by the Handling Company at a particular location(s). This can be done in one of two ways:

- by mentioning all subsections separately
- by stating all sections and listing only the exclusions.

**Key Learning Point**

The Main Agreement and Annex A are signed by top management once every five years, on average. However, Annex B changes more frequently, as a result of price rises, for instance.

Those services which are to be performed only on request are named in further sub-paragraphs.

Annex B can contain specific agreements in further paragraphs, relating to the following areas:

(a) Method of settlement (i.e. payment) if there is a deviation from the rule that all settlements will take place via the IATA Clearing House, as mentioned in the Main Agreement. An alternative method of payment must be agreed upon if the handling company is not, or cannot become, a member of IATA.

(b) A deviation from the liability and arbitration rule as laid down in the Main Agreement (Articles 8 and 9).

(c) A deviation from the normal termination clause in case it is considered necessary to have a longer period than the 60 days mentioned in the Main Agreement.

### 9.5.2 The Layout of Annex B

#### 9.5.2.1 The Header

*The Header of Annex B contains multiple elements:*

- Annex number
- Effective from date
- Name of the parties
- Location
- Date of Validity
Figure 9.5.2 highlights what the header looks like.

Figure 9.5.2—The Header of Annex B

As you can see in figure 9.5.2, we have included separation lines (dashes/dots) below (C) and (F). These lines do not appear in the Airport Handling Manual. They are used here to break up what is, potentially, a long and confusing statement into its two simple components:

- the first part (A–C) establishes the connection with a specific SGHA
- the second part (D–F) identifies that particular Annex B without any ambiguity.

This separation is particularly useful in illustrating that the date of effectiveness is a feature of the Main Agreement, while the date of validity is a feature of the Annex.
Key Learning Point

The approach to composing the body of Annex B is one of full flexibility, using a recommended format of Paragraphs and Sub-Paragraphs.

9.5.2.2 The Body

The approach to composing the body of Annex B is one of full flexibility, using a recommended format of Paragraphs and Sub-Paragraphs. This 'full flexibility' is required in order to record all the details of the agreement to the satisfaction of both parties. The 'recommended format' provides a basic structure which enables the reader to locate the information he requires quickly and with minimum effort.

Formatting (Structure)

The body of Annex B has a basic structure consisting of a series of paragraphs. Each paragraph covers a specific aspect of the handling agreement. These paragraphs can be further sub-divided into sub-paragraphs, if necessary. There is no limit to the number of paragraphs and sub-paragraphs which can be included in Annex B. The main goal of the formatting is to produce a clear, logically sub-divided document which can be easily used by people in different locations.

The point-numeric system (which uses numbers only, unlike the alphanumeric system mentioned earlier) is used within each paragraph to identify sub-paragraphs, for example:

(Note: The paragraph titles used in this manual are for illustrative purposes only.)

**Paragraph 1: Handling Charges**

1.1 Basic Handling Charges
   1.1.1 for Passenger and Ramp Services
   1.1.2 for Cargo and Mail Services
   1.1.3 for Flight Operations Services

1.2 Special Handling Charges
   1.2.1 for Technical landings
   1.3.1 for Ferry flights, etc.

Within the paragraphs, the services contracted for are identified by the same numerical code used for those services in Annex A. This is an excellent method for providing a lot of information in a clear and compact fashion.

Those services which have not been numbered in Annex A are described in clear, simple language in Annex B.
The charges for the services will reflect the method (or combination of methods) agreed upon by the parties, such as:

- per call (the arrival and subsequent departure of the same aircraft)
- per tonnage, e.g. kilogrammes handled in/out for cargo/mail
- per sector, e.g. for Flight Dispatch services
- for a particular period, e.g. per month. Figure 9.5.2.2 highlights the way that the Annex B can look.
9.5.2.3 The Use of Official Codes

The use of official codes is a recommended practice for the preparation of Annexes B. As we mentioned before, the IATA Airline Coding Directory is a good source of reference for such official codes. As well as listing the two- and three-letter codes for airlines and location designators, it also lists the ATA/IATA aircraft type codes and the currency codes.

The ISO (International Standards Organisation) Currency Codes are utilised to identify payment currency.

These Currency Codes are extremely useful in eliminating possible ambiguities. For instance, in the case of an annex whereby Air Canada provides service to Air Jamaica in Miami, the rates and charges would be expressed in dollars. Without the use of currency codes, these amounts could be legitimately interpreted to mean either Canadian dollars (CAD), Jamaican dollars (JAD) or United States dollars (USD).

Despite their obvious usefulness, the use of official currency codes is not compulsory. In their absence it is perfectly acceptable to use another unambiguous designation such as, for instance, “Seychelles rupee” or “Lebanese pound”.

Sample of ISO Currency Codes

<table>
<thead>
<tr>
<th>Country</th>
<th>Currency</th>
<th>ISO Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>Australia</td>
<td>Dollar</td>
<td>AUD</td>
</tr>
<tr>
<td>Japan</td>
<td>Yen</td>
<td>JPY</td>
</tr>
<tr>
<td>United Kingdom</td>
<td>Pound</td>
<td>GBP</td>
</tr>
<tr>
<td>Canada</td>
<td>Dollar</td>
<td>CAD</td>
</tr>
</tbody>
</table>

9.5.3 Unit Summary

In this unit, you learned the purpose and function of the third of the three components (Annex B) which together comprise the Standard Ground Handling Agreement. You learned that Annex B is often considered to be the ‘real’ agreement, as it is the actual contract of agreement relating to ground handling, and as you with Annex A, you learned what the components of the form are and what the layout is like.
Apply Your Learning

In this Apply Your Learning you will analyse an example of an SGHA and determine how it impacts the role of a Station Manager.

**Step 1:** Search for an example of an SGHA online.

**Step 2:** Using the example analyse the contents of the SGHA

- How many sections are provided?
- How long is each section?
- Who is the handling company?
- Who is the carrier?
- What information is provided in Annex B?
- What information in this document would be important for a Station Manager in his role?
- How would this specific SGHA impact the role of the Station Manager?
- What aspects of the GSP’s operations will the Station Manager have to monitor?

**Study Check 9.5**

1. Place a check in the True or False box beside the following statements.

   ![True or False](image)

   - **True** ☐  **False** ☐
     - The date of effectiveness is a feature of the Main Agreement, while the date of validity is a feature of the Annex.
   - **True** ☐  **False** ☐
     - It is permissible for one Annex B to cover several locations, whether or not the terms and conditions are similar.

   **Circle the appropriate answer.**

2. Which of the parts of the SGHA is commonly referred to as the ‘real’ agreement?
   - (a) Main Agreement
   - (b) Annex A
   - (c) Annex B
   - (d) Annex C
3. What is the ISO Currency Code for Japan?
   (a) AUD
   (b) JAPN
   (c) JPY
   (d) CAD

4. Complete the sentence: The approach to composing the body of Annex B is one of full ___________.
   (a) Rigidity
   (b) Flexibility
   (c) Regulatory compliance
   (d) Reflection
9.6 The Simplified Procedure

- Describe the purpose, function, and components of the Simplified Procedure
- Identify the advantages and disadvantages of using this procedure

9.6.0 Unit Overview

Now that you have learned about the SGHA and its three major components, you are ready to move on to “the simplified procedure,” the quick and easy way used by airlines to create and handle agreements. In this unit, you will learn about the similarities and differences, and the pros and cons, of using this method to manage ground handling agreements.

9.6.1 Origins of the Simplified Procedure

The component parts of the Standard Ground Handling Agreement (i.e. Main Agreement, Annex A, Annex(es) B), with some relatively minor changes, have served the needs of the international airline industry over many years. The short, creative part of the SGHA, i.e. Annex B, combines with the Main Agreement and Annex A to form a whole. Both the Main Agreement and Annex A have been standardised and, therefore, cannot be changed. The resulting document is rather large and bulky, with little “new information” value. Despite this, the entire document is traditionally prepared, executed, stored and duplicated at several stages.

Key Learning Point

The Simplified Procedure replaces the various “Main Agreements and Annexes A” created by numerous pairs of parties all over the world with a unique master set of “Main Agreement and Annex A”.

This ‘unique master set’ is entitled AHM 810 and is published in the IATA Airport Handling Manual.

In order to eliminate this relatively unproductive workload, a Task Force of the IATA Ground Handling Council devised the Simplified Procedure. This approach is intended to simplify the creation and further handling of agreements by eliminating unproductive tasks. The Simplified Procedure replaces the various “Main Agreements and Annexes A” created by numerous pairs of parties all over the world with a unique master set of “Main Agreement and Annex A”.

This ‘unique master set’ is entitled AHM 810 and is published in the IATA Airport Handling Manual. It means that users need no longer prepare a Main Agreement and Annex A. All they have to do is create Annexes B in the traditional manner, but with one important difference. They have to include standard wording (known as a preamble) indicating that these Annexes B are governed by the provisions of the SGHA published by the International Air Transport Association.
Key Learning Point
The use of the Simplified Procedure is neither compulsory nor mandatory. Rather, it is a suggested alternative. It is available to all users who wish to reduce the huge amount of paper associated with the more traditional approach to the SGHA.

9.6.2 The Preamble
The insertion of a preamble in Annex B—Simplified making reference to the Main Agreement and Annex A is as follows:

“This Annex B is prepared in accordance with the simplified procedure whereby the Parties agree that the terms of the Main Agreement and Annex A of the SGHA of January 2013 as published by the International Air Transport Association shall apply to this Annex B as if such terms were repeated here in full. By signing this Annex B, the Parties confirm that they are familiar with the aforementioned Main Agreement and Annex A.”

Key Learning Point
There is one crucial added advantage associated with the Simplified Procedure. Previously, some parties made various modifications to the text of the Main Agreement and of Annex A with (or sometimes without) the knowledge of the other party, despite the fact that such modifications are strictly prohibited. When the Simplified Procedure is used, it is absolutely impossible to make such changes, because the parties do not exchange these documents (Main Agreement and Annex A)—they only make reference to their standardised contents.

9.6.3 Advantages Associated with the Simplified Procedure
As you know, one of the advantages associated with using a standard document is the elimination of the need to read the entire text. Any deviations from the text of the Main Agreement, and any qualifications relating to the services in Annex A, are included in the wording of Annex B. This is also the case when the Simplified Procedure is used.

However, there is one crucial added advantage, and an additional guarantee, associated with the Simplified Procedure. Previously, some parties made various modifications to the text of the Main Agreement and of Annex A with (or sometimes without) the knowledge of the other party, despite the fact that such modifications are strictly prohibited. When the Simplified Procedure is used, it is absolutely impossible to make such changes. Why? Because the parties do not exchange these documents (Main Agreement and Annex A), they only make reference to their standardised contents.

Another advantage associated with using the Simplified Procedure is the instant availability of the "Main Agreement and Annex A of January 2013". Although this document may remain dormant for some time, it is immediately activated as soon as two parties decide to append an Annex B, and it covers their relationships. This is especially useful with regard to arrangements made
on very short notice (e.g. casual, ad hoc aircraft handling). In this kind of situation, both parties agree (in their message exchange outlining the details of services and conditions) that the conditions of the SGHA apply.

The advantages associated with the new Simplified Procedure are summarised in the following list:

- time and effort are saved, as a result of the elimination of locally created and held ‘umbrella’ documents
- both parties will save money because of the reduction in typing, paper, mailing fees and file space needed to accommodate the Simplified Procedure
- the integrity (i.e. honesty and entirety) of the document is guaranteed
- the document is instantly available
- tampering and potential errors are eliminated.

Key Learning Point

It is extremely important for each airline to maintain a Central Inventory which will detail the status of all of its current agreements. Such an inventory is extremely useful in alerting the airline to the dates when annexes must be renewed and updated.

9.6.4 Summary

The SGHA/SP is an officially approved and recommended approach to handling agreements. It is optional—if both parties agree, they can use it as an alternative way of recording their handling agreement.

The SGHA/SP may be described as an expanded Annex B, with five significant features:

1. A title identifying the document as a Simplified Procedure Agreement.
2. Identification of the specific SGHA version: January 2013.
3. Identification of the principal offices of the parties involved.
4. The date of effectiveness of the agreement.
5. A preamble which formally connects the document to a unique master set of a Main Agreement and Annex A.

Regardless of which Agreement is used, the full form or the Simplified Procedure, it is extremely important for each airline to maintain a Central Inventory which will detail the status of all of its current agreements. Such an inventory is extremely useful in alerting the airline to the dates when annexes must be renewed and updated.

9.6.5 Unit Summary

In this unit, you learned that a new method of managing ground handling services contracts is called The Simplified Procedure. You learned that this new approach is intended to simplify the creation and handling of agreements by eliminating unproductive tasks. This unit provided you with an overview of the advantages and disadvantages of using this form over the Standard Ground Handling Agreement.
Study Check 9.6

1. Place a check in the True or False box beside the following statements.

   The Simplified Procedure replaces the various “Main Agreements and Annexes A” with a unique master set of “Main Agreement and Annex B”.

   Since its approval in 1990, the use of the Simplified Procedure is now compulsory and mandatory.

   Both types of Annex B (one with, and one without, the preamble) are acceptable.

   **Circle the appropriate answer.**

2. What is the purpose of IATA’s Simplified Procedure?
   (a) To prevent people from improperly filling out Annex B
   (b) To remove unproductive tasks from the process of creating a SGHA
   (c) To prevent mistakes in a SGHA
   (d) To remove the need for SGHAs

3. Which of the following statements is TRUE with regards to the Simplified Procedure?
   (a) It is used by 95% of airlines.
   (b) It is use by 35% of airlines
   (c) It is quite difficult to implement, and requires many hours of labour.
   (d) It acts as a suggested alternative to developing a process for each airline.

4. Which of the following markings must be used to identify that a SGHA has been developed using the Simplified Procedure?
   (a) A title stating SGHA SP and the year
   (b) A preamble
   (c) Annex C
9.7 The SGHA in Context

- Explain the practical use of the SGHA in airline operations.
- List and describe the sequence of events which take place during the relationship between a handling company and a carrier.
- Describe measures taken when SGHAs are updated.

9.7.0 Unit Overview

So far, this module has dealt with the Standard Ground Handling Agreement itself; its preparation, composition, etc. In other words, we have discussed the SGHA in theory. Now we will discuss it in practice.

This unit will examine the SGHA in the context of the real world in which it is used. In this way, you will have a better understanding of the Agreement and its environment. It will be easier to see the SGHA as it is—a meaningful, functional document.

Key Learning Point

The sale and purchase of ground handling services is an extremely complicated area. Flights can be handled by several different types of firms, from independent ground handling companies (sometimes known as fixed base operators) to airport authorities and airlines performing handling functions for other carriers.

9.7.1 Sale and Purchase of Ground Handling Services

The sale and purchase of ground handling services is an extremely complicated area. Flights can be handled by several different types of firms, from independent ground handling companies (sometimes known as fixed base operators) to airport authorities and airlines performing handling functions for other carriers.

These companies range from:
- small firms where part of one manager’s duties relate to ground handling agreement activities
- large multinational organisations with entire departments dedicated to dealing with different aspects of handling services (e.g. the purchase or sale of services within departments such as Customer Service, Cargo, Maintenance, etc.).

As you are aware, the airline industry is becoming ever more competitive. This is true not only for airlines (in their capacity as carriers), but also for handling companies. When a carrier and a handling company work together, however, they create a relationship which is mutually beneficial (i.e. it benefits both parties). This cooperative relationship is especially important with regard to the sale of services, which is where the SGHA comes into operation, of course.
9.7.2 The 5 Phases of Relationship Building

The diagram at the end of this section illustrates the usual sequence of events which take place during the relationship between a handling company and a carrier. It also illustrates the information which flows between and within the parties. As you can see, the diagram is divided into five phases. We will discuss each phase individually:

**Phase 1–Contact**
Here, the Handling Company, having already defined its policies while marketing its services, comes into contact with the Carrier. The Carrier, in the context of its future operating plans, has already compared the option of self-handling with that of contracting out its ground handling services. Naturally, each party wants to know as much as possible about the other before entering into a serious business relationship. They will each examine the other’s reputation within the industry, study the other’s credit rating, and so on.

**Phase 2–Economics**
Here, both parties move one step closer to initiating a working relationship. The Handling Company prepares a comprehensive quote, which it has tailored to the Carrier’s requirements. During the costing process, the Handling Company will assess the impact which the Carrier’s operations would have on its own costs. Based on the projected cost figure, and keeping in line with company policy, the Handling Company will determine what price it will charge for the services required by the Carrier. Having received the quote, the Carrier will evaluate it carefully and compare it with other options. It is at this point that the Carrier decides to a) continue the process or b) abort the process.

**Phase 3–Adjustments**
This phase is where both parties attempt to (and hopefully, succeed in) harmonising their approaches. They work together to resolve any differences they might have, to their mutual satisfaction. When the process was initiated, each party had its own expectations, which probably differed from those of the other party. For example, from the point of view of simplicity and efficiency, the Handling Company would be in favour of identical scope and standards of service for all of its customers. The Carrier, however, is interested in differentiating its image from that of other airlines.

**Phase 4–Documentation**
Here, the Handling Company produces two ‘original’ sets of the SGHA. These reflect the arrangements which have been agreed upon. Both parties execute the documents and retain an original set. They can duplicate the documents for internal company purposes.

**Phase 5–Operation**
This phase represents the culmination or conclusion of the efforts which preceded this phase. Both parties now enter the period of validity of the agreement and fulfil its terms. The Carrier operates its flights, and the Handling
Company performs the services for which it is being paid. Both parties monitor the performance closely to ensure that it is in keeping with the Agreement.

This phase continues until either (or both) of the two parties decides it is necessary to modify their existing Agreement. Should this occur, a new cycle of events begins, which repeats Phases 2 to 5. However, as the entire process was first completed during the initial negotiation, the updating process will be a lot easier and will take less time. It is simply a matter of making adjustments to an existing agreement.

9.7.3 Updating SGHAs

Annexes B cannot exist without the Main Agreement and Annex A. However, both of those documents can remain in force even if all Annex Bs have been terminated.

This may happen when two parties are not doing business with each other at the present, but wish to keep their agreement in order to retain their present liability coverage (in case of occasional non-scheduled operations).

Another reason for maintaining an agreement in this type of situation is when both parties anticipate that they will resume doing business together at some
time in the future. Therefore, when this happens, there will be no need to create a Standard Ground Handling Agreement. All they will have to do is append a new Annex B to the existing Agreement.

One SGHA is sufficient to cover all ground handling arrangements between any two parties, for any number of locations. However, there is one set of recognised circumstances when two parties may decide to have a second SGHA. This happens when both parties decide to update to a new version of the agreement and the previous SGHA included Annexes B with varying dates of renewal.

They phase-in the renewed Annexes B under the new agreement until the switch is complete, at which time they officially terminate the older agreement. For this interim period they record their temporary arrangements on a side letter to the effect that the old agreement is being phased-out and will be considered terminated only when all annexes have been revised and appended to the new SGHA.

9.7.4 Unit Summary

This unit provided you with an opportunity to examine the SGHA in the context of the real world in which it is used. At the end of this unit, you should have a better understanding of the Agreement and its environment. You will be able to see the SGHA as it is—a meaningful, functional document. Lastly, you learned that certain measures are taken when an SGHA needs to be updated.

Study Check 9.7

1. Place a check in the True or False box beside the following statements.

   In one of the phases described in this unit, the Handling Company produces two ‘original’ sets of the SGHA, reflecting the arrangements which have been agreed upon.

   TRUE □ FALSE □

   Circle the appropriate answer.

2. What happens haver the economics phase of the SGHA relationship building process?

   (a) Contact
   (b) Adjustments
   (c) Documentation
   (d) Operation

3. Which of the following statements is TRUE with regards to GSPs?

   (a) Small firms are the most competitive in the market
   (b) Large firms are the most competitive int the market
   (c) Small firms administer 90% of all GSP services
   (d) The market is highly diverse and highly competitive
9.8 Service Delivery Standards and Agreements

- Describe the purpose and function of a supplier management system and service level agreements
- Explain the operator’s responsibilities and obligations with respect to outsourcing and product control

9.8.0 Unit Overview

This unit will introduce you to Supplier Management and Service Level Agreements (SLAs), and the elements of outsourcing and product control that are essential to an airline in developing and controlling the provision of its services.

In this unit, you will learn that in addition to the SGHA (AHM 810), air operators set specific service delivery standards which can be used as a structure for measuring the performance of ground handling service providers. These standards will be explained to you in this unit.

Key Learning Point

A Supplier Management System is an organised approach to managing operational contractors, including the necessary organisational structures, accountabilities, policies and procedures.

9.8.1 Supplier Management and Service Level Agreements

When outsourcing a ground handling service, the conduct of this operational function is transferred to an external service provider under the provisions of a contract or other legal mechanism, such as the SGHA. In such cases, even though the operational function is conducted by a third party, the operator retains full responsibility for ensuring the function is conducted in a manner that meets its operational safety, quality, and security requirements. Such responsibility, and hence the requirement for monitoring, is retained by the airline. Station Managers must ensure that monitoring, which can be accomplished by auditing, is conducted on a frequent basis.

What is a Supplier Management System (SUMS)?

A Supplier Management System is one of the component systems of the IATA Integrated Airline Management System (IAMS) for Air Operators. Just like the other Management Systems you have learned about - SMS, SeMS, QMS—The Supplier Management System is an organised approach to managing operational contractors, including the necessary organisational structures, accountabilities, policies and procedures. A SUMS is a businesslike approach to supplier management and is performed by the carrier centrally (at Headquarters). As with any business plan, goals are set, levels of authority are established and so on.
Key Learning Point

An operator always retains responsibility for outsourced operations, maintenance or security functions that have been voluntarily transferred to an external service provider (IOSA ORG 3.5.1 and IAMS/SUMS).

9.8.2 Contracting Out Services to GSPs

Selecting a Service Provider

According to the IATA Integrated Airline Management Systems/Supplier Management System requirements and IOSA standard, an operator always retains responsibility for outsourced operations, maintenance or security functions that have been voluntarily transferred to an external service provider. A contract of agreement is necessary to ensure the outsourced services to be provided and functions to be conducted by the external service provider are formally documented. Inclusion of measurable specifications, usually in the form of a Service Level Agreement (SLA), provides the basis for a monitoring process.

What is a Service Level Agreement?

The agreement that is made between the Air Carrier and the Service Provider at a specific location and concerns the Service Delivery Standards for the ground handling services contracted by the two parties is called Service Level Agreement (SLA).

Therefore, in addition to the SGHA (AHM 810), air operators set specific service delivery standards which can be used as a structure for measuring the performance of ground handling service providers. The standards listed relate to items in the SGHA which can be measured. An example of an SLA is provided in AHM 803.

Purchasing Process

Supplier development and an airline’s relationship with its supplier(s) are crucial aspects ensuring the Corporation’s overall health. The supplier can often be a valuable source of information and knowledge beneficial to the airline. As such, developing a close working relationship with the supplier, involving the supplier in improvement efforts, and in developing the most mutually beneficial purchasing process, can increase the effectiveness of both parties.

In developing the purchasing processes, airlines should ensure that they include timely and accurate identification of needs and specifications. Where activities such as special source inspection are required, this should be identified and specified. Any unique requirements for traceability, documentation and records should also be included.

Purchasing Information

Airline managers are responsible to ensure that the supplier knows and understands what is required in the purchasing contract. This should be obvious, similar to reviewing the purchase documents for accuracy prior to releasing them. If special requirements exist for approval of the product, Airline Business Unit Heads, or delegates, must conduct a source inspection prior to shipment. The type and extent of control applied to a supplier and product is dependent upon the effect of the purchased product on the operation and Safety.
Managers at all levels ensure that this requirement is included in the purchasing documentation. Purchasing documentation must describe the product, including:

- Approval requirements for product, procedures, processes, and equipment;
- Personnel qualification requirements and training;
- Required Quality management system including documentation and record controls;
- Safety and Security of product and personnel.

It is important to note that airlines should expect the same level of quality from its suppliers as it demands from itself. Managers must require that suppliers adhere to either the Civil Aviation Authority Regulations and Standards or equivalent Quality management system (e.g., IOSA, ISO, ANSI). Contracts must be explicit in the requirements for quality, safety and security. Any exceptions must be explicitly authorised by the applicable Business Unit (or Department) Head(s) on behalf of the Accountable Executive.

**Key Learning Point**

Air Operators need to ensure that services or products which directly affect the safety or security of operations or the airworthiness of aircraft that are provided by external organisations meet required specifications.

**9.8.3 Obligations of the Service Provider—Maintaining Product Control**

Air Operators need to ensure that services or products provided by external organisations, which directly affect the safety or security of operations or the airworthiness of aircraft, meet required specifications.

To do so, airlines must consider the following elements:

**Security Standards and Procedures**

- All passenger, cargo and aircraft handling services need to include a security aspect in accordance with Air Operator’s Security Standards and Procedures.
- Supplier must also implement all security measures as required in the Air Carrier Security Measures issued by the Civil Aviation Authority.
- Supplier must comply with any local security standards or requirements.

**Safety Standards and Procedures**

- All passenger, cargo and aircraft handling services need to have a safety aspect in accordance with Air Operator’s Safety Management System.
- Supplier must comply with all applicable safety regulatory requirements issued or published by the Civil Aviation Authority, the International Civil Aviation Organisation or any other regulatory agencies.
Personnel
- All personnel performing such services are qualified and competent.
- Any employee of the Supplier found to have committed gross misconduct or to have an established drug or alcohol addiction shall be subject to disciplinary action, up to and including discharge.

Subcontracting of Services
- Supplier shall not subcontract any service that affects safety or security, except in special circumstances and as shall be mutually agreed between the parties.
- Subcontractors shall be deemed to be under the same obligations as the original party and subject to the same standards and oversight.

Reporting Obligation
- Supplier must report to Air Operator immediately any hazard, accident, incident or event, threatened or actual, which may affect safety of the aircraft, passengers, employees or cargo and noticed in the course of performance of contract or which in any other way comes to the knowledge of the Supplier.
- Supplier agrees to ensure that its personnel performing services for the Air Operator that affect safety or security are made aware of such obligation.
- Supplier also agrees to provide the Air Operator with the results of all investigations relating to such hazard, accident or incident.

Audit
- The Air Operator may, by prior written notice, audit the Supplier’s compliance with the foregoing safety and security requirements or require Supplier to perform such audit, at a minimum, on an annual basis.
- Supplier agrees to supply any records, training manuals, code of conduct or similar internal policies or procedures having a safety or security aspect as may be required by the Air Operator.
- Supplier shall cooperate with the Air Operator and undertake immediately any corrective action required.

According to the IATA Integrated Airline Management Systems/Supplier Management System requirements and IOSA Standard ORG 3.5.1, an operator always retains responsibility for outsourced operations—especially for maintenance or security functions—that have been voluntarily transferred to an external service provider.

A contract of agreement is necessary to ensure the outsourced services to be provided and functions to be conducted by the external service provider are formally documented.

Inclusion of measurable specifications, usually in the form of a service level agreement, provides the basis for a monitoring process.

In addition, AHM 803 provides guidance for the use of the Service Level Agreement, while AHM 804 provides a detailed instruction on how a system for the performance measurement of service delivery standards can be established in order to achieve the standards set in AHM 803.
9.8.4 Unit Summary

At the end of this unit, you should be able to describe the purpose and function of a supplier management system and service level agreements, and explain the operator’s responsibilities and obligations with respect to outsourcing and product control. You should also be able to relate this to the use of the SGHA and other agreements and contracts in force at an airline and its station.

Study Check 9.8

1. Place a check in the True or False box beside the following statements.

<table>
<thead>
<tr>
<th>Statement</th>
<th>TRUE</th>
<th>FALSE</th>
</tr>
</thead>
<tbody>
<tr>
<td>An operator always retains responsibility for outsourced operations, maintenance or security functions that have been voluntarily transferred to an external service provider.</td>
<td>☐</td>
<td>☑</td>
</tr>
<tr>
<td>It is not the airline manager’s responsibility to ensure that the supplier knows and understands what is required in the purchasing contract.</td>
<td>☐</td>
<td>☑</td>
</tr>
<tr>
<td>All passenger, cargo and aircraft handling services need to include a security aspect in accordance with Air Operator’s Security Standards and Procedures.</td>
<td>☑</td>
<td>☐</td>
</tr>
</tbody>
</table>

Circle the appropriate answer.

2. What is a SUMS?
(a) A system management summary
(b) A supplier management system
(c) A state management system
(d) A supplier management summary

3. What is the purpose of a SUMS?
(a) An organised approach to managing operational contractors, including the necessary organisational structures, accountabilities, policies and procedures.
(b) A complex approach to managing safety, security and fraud in SGHAs.
(c) A tool for station delegation to GPS.
(d) An executive summary of the systems in place at station presented to the GSP.

4. What does SLA stand for?
(a) Service Level Agreement
(b) Standard Level Agreement
(c) System Level Agreement
(d) State Level Agreement
Module Summary

In a situation where an airline operates a station(s) away from its main base, it may decide to contract out its ground handling services. In other words, it will arrange to have another airline or a ground handling company perform the ground handling services for all of its flights.

This module explained how airlines manage their services in these cases, through the development and use of the Standard Ground Handling Agreement. You learned that the SGHA is an extremely flexible document which is basically quite easy to use, once you have an understanding of the basic concepts.

This module has dealt with the parts and interpretation of a typical Standard Ground Handling Agreement. In reality, of course, airlines have a number of such agreements as they deal with many different companies for the purchase and sale of ground handling services. This module provided you with an understanding of the purpose and function of some of these other agreements and contracts, as well.
Recommended Reading

*IATA Airport Handling Manual*
Rhymes, D., “The Market Makers,” Airline Business,

*Supplier Management System (SUMS) of the Integrated Airline Management System*

Suggested Further Training

IATA SGHA–SLA and Effective Negotiation Behaviors course, (information at www.iata.org/training/courses/Pages/sgha-sla-tapp32.aspx)
Answer Key

Study Check 9.1
1. False, False, True
2. c
3. b
4. a
5. c

Study Check 9.2
1. True, False
2. a
3. d
4. a

Study Check 9.3
1. False, False, True
2. d
3. b
4. c
5. b

Study Check 9.4
1. True, False
2. d
3. c
4. b

Study Check 9.5
1. True, True
2. c
3. c
4. b

Study Check 9.6
1. False, False, True
2. b
3. d
4. b

Study Check 9.7
1. True
2. b
3. d

Study Check 9.8
1. True, False, True
2. d
3. a
4. a
Module 10: People Management
Module Learning Objectives

- Describe the management and supervisory responsibilities of a Station Manager in designing the organisational structure of a station
- Describe the importance of effective people management, as well as methods for motivating employees
- Discuss how effective delegation is carried out in the workplace, and identify the principles of good communication
- Define the components of monitoring and evaluating performance
- Explain what is meant by behaviour modification, and how it applies to problem-solving in the workplace

Module Introduction

The ability to work effectively and efficiently in the workplace with employees and clients is a critical component for the success of an organisation. Excellent organisation, communication, and people skills are essential tools for the Station Manager to develop and use.

In this module, you will learn how the Station Manager can manage people more effectively in order to improve both his own performance, and that of his employees. You will also learn the importance of viewing employees as an organisation’s most valuable resources. In addition, this module explores the key role of the Station Manager in establishing direction, and setting targets, in an organisation.

At the conclusion of the module, you should be able to discuss how organisation, communication, delegation, motivation, and evaluation are critical skills for successful Station Managers to apply in the workplace.
10.1 Managing People Effectively

- Recognise the importance of effective human resources management
- Describe how efficiency and effectiveness impact the employees and clients of a company
- Describe the significance of a strong workplace culture

10.1.0 Unit Overview

Managing people efficiently and effectively is a critical component to any manager’s successful performance in the workplace. In this unit, you will learn that the best people managers understand that their employees are the most important resources that they, and their organisation, possess.

You will learn that successful managers acknowledge the importance of human resources by treating all employees in the workplace with respect and dignity. The performance of employees can be greatly improved when their workplace environment reflects this culture.

10.1.1 Efficiency and Effectiveness in the Workplace

Organisations must use their resources efficiently and effectively to achieve their objectives, and to make a profit.

*Efficiency* in the workplace relates to how a business uses its resources to meet its objectives. *Effectiveness* in the workplace relates to whether or not the business meets those objectives.

**Key Learning Point**

Efficiency in the workplace relates to how a business uses its resources to meet its objectives.

Effectiveness in the workplace relates to whether or not the business meets those objectives.

Sometimes the business of meeting objectives and making a profit become the main goals of an organisation, and the employees start to be less important. However, to be an efficient and effective organisation, the issues and concerns of employees must also be addressed. There must be a strong emphasis on identifying and solving problems in the workplace, and a dedication to employee development and training.

10.1.2 The Significance of Workplace Culture

An organisation can only succeed if there is good leadership and a commitment to creating and sustaining a suitable workplace culture. A strong culture is one where all employees share clear and distinct organisational values, attitudes, and approaches.
Key Learning Point

A strong organisational culture combines efficiency and effectiveness so that both business and employee issues and concerns are equal in importance.

The way a manager operates is strongly influenced by the attitudes and values his organisation demonstrates in its employer/employee relationships. A good manager must be aware of the organisational culture and context within which he is working so that he can apply these values and approaches in the effective management of his own team.

A strong organisational culture combines efficiency and effectiveness so that both business and employee issues and concerns are equal in importance. Evidence of this type of work environment is reflected in positive employee/management relations, and in a productive and committed workforce.

Increased competition, globalisation, mergers, acquisitions, alliances, and various workforce departments have created a greater need for organisational culture. Thus, it has become an important pattern for the organisation’s development.

Below are important key ingredients of organisational culture:

- It focuses attention on the human side of organisational life, and finds significance and learning in even its most ordinary aspects.
- It clarifies the importance of creating appropriate systems of shared meaning to help people work together toward desired outcomes.
- It requires members, especially leaders, to acknowledge the impact of their behaviour on the organisation's culture.
- It encourages the view that the perceived relationship between an organisation and its environment is also affected by the organisation's basic assumptions.

Organisational culture is possibly the most critical factor determining an organisation’s capacity, effectiveness, and longevity. It also contributes significantly to the organisation’s brand image and brand promise.

10.1.3 Unit Summary

In this unit, you saw how efficiency and effectiveness are important to organisations and their managers for successful business and human resource management. You also learned that a strong organisational culture provides employees with a shared and clear understanding of workplace values, attitudes, and approaches.

The equal combination of efficiency and effectiveness with strong organisational culture creates a workplace environment where managers successfully identify and solve both business and employee issues, provide staff development and training opportunities, and are respectful of both employees and clients.
Study Check 10.1

1. Place a check in the True or False box beside the following statements.

<table>
<thead>
<tr>
<th>Statement</th>
<th>TRUE</th>
<th>FALSE</th>
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<tbody>
<tr>
<td>The best people managers understand that their employees are the most</td>
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<tr>
<td>important resources they, and their organisation, possess.</td>
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<tr>
<td>Efficiency and effectiveness are insignificant factors in the</td>
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<tr>
<td>successful operation of an organisation.</td>
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</tbody>
</table>

Circle the appropriate answer.

2. Complete the sentence: A strong culture is one where all employees share
   clear and distinct organisational ____________, ____________ and approaches.
   (a) values, attitudes
   (b) perspectives, aspirations
   (c) vision, function
   (d) positions, roles

3. Which of the following examples accurately uses the term EFFECTIVENESS as it
   applies to the workplace?
   (a) The airline is hiring a lot of new employees and therefore is effective.
   (b) The airline is using a lot of equipment to complete its operations and in
       doing so is effective.
   (c) The airline is meeting its business objectives and therefore is effective.
   (d) The airline is meeting its vision and in doing so is effective.

4. Which of the following is possibly the most critical factor in determining an
   organisation’s capacity, effectiveness, and longevity?
   (a) setting objectives
   (b) meeting objectives
   (c) organisational values
   (d) organisational culture
10.2 Designing an Organisational Structure for a Station

- Describe the responsibilities of a Station Manager in designing the organisational structure of a station.
- Employ the four basic management skills in designing the organisational structure of a station.

10.2.0 Unit Overview

In this unit, you will be introduced to a series of nine steps which describe the responsibilities of a station, its Station Manager, and station employees. You will learn about the concepts of delegation, evaluation, and responsibility, and their importance to the organisational structure of a station.

The unit focuses on the Station Manager’s responsibility for the organisation of the station’s structure, and for making it work. It also emphasises the accountability of the Station Manager for the people who report to him, and their responsibilities.

10.2.1 Station Organisation Structure

The Station Manager’s important job has many areas of responsibility. Once the Station Manager has defined the responsibilities of his job, he must ensure that the station and its employees are properly organised to carry them out. In order to manage and complete all areas of his work, he must break it down into its main parts and delegate some of his responsibilities to others.

Key Learning Point

The Station Manager’s job has many responsibilities. In order to carry out all these responsibilities, the Station Manager must learn to delegate parts of his work to employees, and then evaluate their performance as they complete the work.

Although some managers may feel guilty about delegating parts of their work, delegation is actually part of the managing process. If work is not delegated, then the manager is unable to complete all parts of his work, and is not managing properly. (See Section 10.5–Delegating Responsibility Effectively).

Evaluation of the work being carried out by employees goes hand-in-hand with the delegation of responsibilities. Evaluation allows the Station Manager to assess the overall performance of his station and his workers.

By looking closely at a station organisational structure it may be easier to review what needs to be done to manage a station successfully, and how delegation and evaluation are important components of management.

Key Learning Point

Various criteria are used in the overall evaluation of a station’s performance, and include factors such as check-in procedure time, standard of security, costs, and turnaround time.
The following series of steps lists the Station Manager's functions in organising the station's structure:

1. **Define the station’s responsibilities.**
   The manager needs to develop a statement of the station’s responsibilities within the airline as a whole.

2. **Specify how the station’s performance will be evaluated.**
   What criteria will be used in the overall evaluation of a station’s performance? Criteria could include factors such as check-in procedure time, standard of security, costs, turnaround time, and so on. It is necessary to make the criteria for evaluation as clear and specific as possible.

3. **Define the responsibilities of each station employee.**
   What responsibility, or responsibilities, does each station employee have? A brief but complete list of responsibilities should be drawn up. In many organisations, this is done through the development of a position or job description. A job description for a passenger handling agent is provided here for your information.

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**Passenger Handling Agent–Job Description**

The Passenger Handling Agent or Passenger Service Agent (PSA) provides Passenger and Baggage services to the carrier at the airport. The most important role of the PSA is to provide first-class customer service to ensure that passengers are efficiently and safely checked in for their flight.

All PSAs must possess excellent communication, teamwork skills and be able to work to tight deadlines. Duties include the following:

- Use a computerized system to ensure passengers and their baggage are checked-in correctly
- Board and meet flights
- Check Passports, Visas and other relevant documentation
- Provide excellent customer service
- Adhere to all safety and security regulations, including emergency procedures
- Ensure on-time departure of all aircraft
- Operate a boarding bridge, if applicable
- Use the public announcement system to make announcements
- Ensure that all passengers are on board
- Reconciliate boarding passes and paperwork
- Work in a busy customer facing environment
- Liaise with the airline flight coordinator and ramp agents
- Assist Passengers with Special needs
- Assist transfer passengers
- Assist passengers with baggage claim issues

PSAs are required to work shifts including Weekends and Bank Holidays.
Ultimately, the total of each station employee's responsibilities should amount to the sum of the Station Manager's overall responsibility.

4. **Specify how each station employee's performance will be evaluated.**

   The Station Manager must decide on the criteria which he will use to evaluate each station employee's performance, in every area of that employee's responsibilities. He must be specific in the criteria which will be used so that his judgement of employees' performance can be accurate and precise. It is a good idea for the Station Manager to put these criteria in writing.

   A performance appraisal (PA) is an example of performance criteria. The annual PA aims to identify strengths and weaknesses of the employee, and with providing him with feedback on their progress during the year. It contains a continuing and systematic appraisal to determine the degree of mastery of the job task and to help the employee and employer to focus on the particular improvement or training, necessary to achieve mastery.

   The PA criteria may vary from one company to another, as some company PAs may focus in grading both job performance and how the employee aspires and lives the corporate values.

5. **Provide necessary resources to employees.**

   In order for the station to carry out its role and functions well, it will require a mix of human and physical resources. Are there enough people to carry out the station's functions? Does the station have the necessary equipment, e.g. computers, telephones, desks, and so on, to carry out its functions?

6. **Develop an organisational chart.**

   It may be helpful to draw a simple chart illustrating the station's organisation. An organisational chart varies from one company to another. An airline may employ a GSP or be selfhandled. The organisation of a GSP may also vary, as it may be either a handling agent, a carrier or an airport authority providing ground services to airlines.

   Some of the questions that need to be asked to determine effective organisation are: Is the station organised in the best way? Are responsibilities divided and allocated in a logical manner? If the answers to these questions are no, the situation must be reviewed and, if necessary, changed.

7. **Match employees with the right jobs.**

   The Station Manager must review the relationship between the knowledge and skills necessary to do the job and the employee's knowledge and skills. If an employee and his job are obviously not suited then the Station Manager will have to decide what to do. Can the job be changed? Would a training course help to improve the employee's suitability for the job? Can the employee be transferred to some other job? If there is a potential problem, although it may not be a cause for immediate concern, the Station Manager must nonetheless make a note of it for the future.
8. **Ensure employees know their roles and responsibilities.**

Is each employee fully aware of what he is expected to do? Often, the Station Manager may not know when employees are unsure of their roles and responsibilities. The best way to avoid making this mistake is for the Station Manager to ask his employees, and to review with them the way he has broken down and assigned responsibilities to them. The Station Manager should be fully satisfied that his employees know exactly what is expected of them.

9. **Seek agreement from senior management and employees with regard to the way the station is organised.**

Once the Station Manager has collected the material dealt with in steps 1–8, he can discuss it with senior management. This will produce feedback which may lead to some changes in the material under discussion until both sides agree. Agreement is essential and both sides must be satisfied with the final outcome.

Agreement from employees is equally important. It is possible to ‘impose’ responsibilities on employees but this is less than ideal as it can create unhappiness or resentment. Employees are, after all, the people who must carry out these responsibilities. The Station Manager's job will be much easier if his employees understand and agree with their responsibilities from the beginning.

**Key Learning Point**

It is important for senior management, the Station Manager, and station employees to be in agreement with regard to the way the station is organised.

All of the nine steps must be completed in order to successfully design the station's organisational structure. That being said, the most important step is to ensure that all of the responsibilities in the station are defined within the airline as a whole. They must together include all of the work which the station needs to do. If anything has been omitted, then these steps are not complete. When designing or reviewing the station's organisational structure, the manager must remember that there is constant interaction with other authorities. As a result, the station design must take into account the need to achieve effective interaction/liaison with these other authorities, e.g. police, customs, immigration.

The Station Manager must also keep in mind that every company or organisation structure must change as circumstances and situations change. As a result, he must review the responsibilities from time to time and, if necessary, redefine them to be consistent with growth or change in the organisation.

**10.2.2 Unit Summary**

This unit introduced you to the many elements required in the design of an organisation structure for a station. Although the Station Manager is responsible for the overall operations of his station, to do his job fully he must delegate some of his responsibilities to other employees. He must then be able to accurately evaluate how these responsibilities are carried out and determine if the work he assigns is being understood, and completed, by his employees.

A series of steps was used to show you how the station organisation structure is developed and maintained. Through the description of these steps, you learned the various components of a station manager's overall responsibility for managing his station and employees.
Apply Your Learning

As you learned in unit 10.1 a strong organisational culture can be a powerful indicator of success for a station. In crafting such a culture one of the most important roles of a Station Manager is designing the structure of his station and providing the necessary supports for his personnel. In this activity you will employ the four basic management skills and design a roadmap to begin the structuring process at a station.

Step 1: Review the nine steps a Station Manager must follow to structure a station:

1. Define the station’s responsibilities.
2. Specify how the station’s performance will be evaluated.
3. Define the responsibilities of each station employee.
4. Specify how each station employee’s performance will be evaluated.
5. Provide necessary resources to employees.
6. Design an organisational chart.
7. Match employees with the right jobs.
8. Ensure employees know their roles and responsibilities.
9. Seek agreement from senior management and employees with regard to the way the station is organised.

Step 2: For each of the nine steps define a planning, organising, leading, and controlling step that a Station Manager would need to complete in order to successfully design a station’s structure.

Study Check 10.2

1. Place a check in the True or False box beside the following statements.

The Station Manager is responsible for the design of the station organisation structure, but not necessarily for making it work. □ TRUE □ FALSE

When the Station Manager is not able to complete all of his own duties, he delegates some to other employees. □ TRUE □ FALSE

Evaluation of employees’ work allows the Station Manager to assess how well delegated duties are being performed. □ TRUE □ FALSE
Circle the appropriate answer.

2. Complete the sentence: _________ of the work being carried out by employees goes hand-in-hand with the delegation of responsibilities.
   (a) Comprehension
   (b) Evaluation
   (c) Contemplation
   (d) Selection

3. Which of the following steps is the most important in designing an organisational structure?
   (a) Defining the station's responsibilities within the airline as a whole
   (b) Matching employees with the right jobs.
   (c) Specifying how each station employee's performance will be evaluated.
   (d) Providing necessary resources for employees

4. One of your employees was recently promoted to a management role. Prior to the promotion the employee had an exemplary record. Unfortunately, the department in which the employee works has not been meeting its departmental objectives. Which of the following questions should a Station Manager ask himself when deciding what to do?
   (a) How old is the employee?
   (b) Should I take disciplinary action to promote better performance?
   (c) Should I further evaluate the employee?
   (d) Would further managerial training help the employee?
10.3 Target-Setting for Station and Staff

- Describe the purpose of a target and how it is set.
- Describe the criteria used to define a target.
- Describe the staff-related factors needed for setting successful direction and meeting targets of the station.
- Develop a series of personal targets to secure a Station Manager position.

10.3.0 Unit Overview

This unit introduces you to the role of the Station Manager in setting station and staff targets, and the role of the employee in meeting these goals. It will also show you how establishing direction is an important part of target setting, and finally, it will describe how to develop and measure appropriate targets for the station and its employees. The Station Manager must therefore know what the stations' targets are for any given period, and he must be able to analyse how well the station has performed in meeting the targets. This unit will describe how the Station Manager effectively communicates the station's targets, and its direction, to station staff.

10.3.1 Defining a General Direction and Overall Targets for the Station

A good station manager motivates and coordinates his team in order that their individual and collective skills, knowledge, and experience are used effectively to meet station goals. (See Section 10.8—Motivating People). However, it is impossible to begin motivating and coordinating people until the manager knows exactly what the goals of his station should be, and what his employees should be doing to meet station goals and targets.

Key Learning Point

A target is a statement of future position, and sets out something that is to be achieved by a specific date.

What exactly is a target? A target is a statement of future position. By setting a target, the station manager says where he wants the station to be at a specific time in the future. However, targets must not be confused with activities—saying what he is going to do is not the same thing as setting a target. A target sets out something which will be achieved by a specific date in the future. This in turn defines the direction of a company.

How should the Station Manager set targets? He can make an analysis of previous performance, and he can also seek advice from senior management. Following this, he must make sure that the targets satisfy the following criteria:

- The targets must incorporate the station's entire responsibilities for a specific period of time (i.e., three months).
- The targets should be appropriately defined by taking into account the context of the work and the job which must be done.
- Each target must be expressed in a clear and detailed manner so that performance is as measurable as possible. This makes it easier to determine whether or not the target was achieved.
• Each target must have a deadline. In order to meet the final deadline, companies often set interim deadlines which must be met during the course of the project. (For example, a student writing a thesis will have a final deadline for completion of the thesis, and interim deadlines for the completion of each chapter or section). Interim deadlines allow the Station Manager and employees to check their progress on a regular basis.

• Conflict between targets must be resolved. Failure to do so can result in targets not being met.

• Targets should challenge employees' abilities, but they must also remain reasonable and achievable. If the Station Manager sets a target which is clearly impossible to achieve, then he is, in effect, making sure that his employees will fail. This failure demoralises staff, reducing their confidence and enthusiasm for their work. The Station Manager must ensure that there are sufficient resources to achieve the targets which are set.

• Most targets are short-term. It is essential, however, that the Station Manager sets targets which meet the station's long-term needs and opportunities.

Some examples of how targets can be written are listed below:

**Example - Targets for Passenger Service Agents**

• There will be less than ___________ delays per 1000 departures attributed to the passenger services department.

• There will be less than ___________ individual passenger service complaints in a 12 month period.

**Key Learning Point**

If there is a difference between what is required to achieve a target task and the employee's abilities, the Station Manager and the employee will set a developmental target, or an intermediary task, to eliminate that difference and enable the employee to meet the target.

**10.3.2 Communicating Targets to Employees**

The Station Manager must make sure that employees know the general direction and overall targets which he has set for the station. This gives them a context within which they can carry out their work.

To ensure that employees understand their role in the target-setting process, the Station Manager should:

• **Seek input from employees in setting targets or standards. Review and change these targets, if necessary.**

  Each employee must be aware of what he is required to do. There should be at least one target for each of the employee's main responsibilities. The targets should be set with the emphasis on the most important objectives, because these are the ones which must be given greatest priority. There are some questions which should be used to analyse the targets while they are being set, such as:

  ○ Is this the right target? Will it help the station in its effort to achieve its overall target?
Is the target stated in a clear and precise way? Does it give details about what should be achieved, and the deadlines (both interim and final) for when the work will be done?

Does the target conflict with other targets, i.e. those which have been set for the station and the entire organisation? If conflict exists, this may prevent one or other of the targets from being met.

Does the target present a level of difficulty which is appropriate for the staff in question? Employees will only be motivated if the target is neither too difficult nor too easy. If it is too difficult, the employee is likely to give up eventually. If it is too easy, the employee will feel no satisfaction or achievement once it is accomplished. Therefore, the target must have a reasonable level of difficulty.

Does the target make the best possible use of the strengths of the responsible employee? It is better to build on the strengths of an employee and avoid his weaknesses.

Has all mandatory training based on regulatory requirements been fulfilled?

How will the success of the training programs be measured?

What records of the training program will be kept?

What kind of change management plan is in place to ensure regular recertification of regulatory training?

How will the training be monitored?

**Set developmental targets with employees.**

The Station Manager must ensure that the employee responsible for a target has the ability to achieve it. How suitable are the employee's experience and skills for achieving the target? The Station Manager must identify any difference between what is required to achieve the target task and the employee's abilities.

If there is a difference, then the Station Manager and the employee must set a developmental target, or an *intermediary* task, to eliminate that difference. The intermediary task is intended to develop an employee's skills and capabilities to ensure that he can satisfactorily perform the target task. This developmental target, or intermediary task, will be included with the other targets. If, however, the difference is so great that it may not be possible to overcome it even by setting an intermediary task, then the responsibility for achieving that target may have to be given to another employee.

**Seek agreement from senior management about the targets.**

The Station Manager must discuss the station's targets with senior management and seek their agreement and approval.

**Encourage employees to develop plans for achieving each target.**

Employees should develop action plans for achieving their own targets. Depending on whether or not the employee is experienced and skilled at developing plans, it may be wise for the Station Manager to supervise and review the plans to ensure the employee has developed a realistic plan to achieve the target.

**Make other sections of the organisation aware of the targets.**

The station's targets may impact work carried out in other areas of the airline. As a result, it is necessary to communicate the station's targets to these other areas.
10.3.3 Staff Competency

The Station Manager relies on the assistance of qualified and competent staff to set and meet targets. He must therefore aim to develop or hire staff with the correct balance of qualifications and experience.

The Station Manager will consider the level of skill or knowledge required for station jobs. In some areas there will be a need for employees with a certain level of specialisation, while in others there will be a need for employees who are multi-skilled.

In addition, when deciding on new employees and selecting staff suitable for promotion, the Station Manager needs to be aware of the skills and competencies required immediately, as well as in the future. Some of the competencies he will carefully review include the qualifications, experience, attitude, ability, and capabilities of the applicant. Communication skills of the applicant are also important, especially when more than one language is used in the workplace.

Once the Station Manager has decided on the type of employee he needs to fill a position, he will recruit a sufficient number of qualified applicants through various advertising or in-house methods, and proceed with the interview and selection process.

10.3.4 Training

The opportunity to engage in training activities is also part of the workplace culture, and the sign of happier employer/employee relations. Most importantly, training benefits are two-fold: the employee is provided with new or improved skills to succeed in the workplace, and the organisation enjoys greater efficiency.

Key Learning Point

Training equips employees with the skills and knowledge to perform their jobs in a competent manner.

Most employees are aware of at least some areas of their performance which could benefit from training. Training can be used to enhance existing skills or develop new ones, and to prepare employees for other jobs and responsibilities. Training plays a major part in successful staff development. Most employees like to receive training because they see it as an opportunity to learn something new, which will help them to carry out their current job more successfully. They may also see training as a way of making them suitable for other jobs, or as management’s recognition of their ability and potential.

From a management point of view, training equips employees with the skills and knowledge to perform their jobs in a competent manner. It also keeps them up-to-date with regard to ongoing changes and developments, and prepares them for possible job transfers or promotions.
10.3.5 Unit Summary

This unit first introduced you to the role the Station Manager has in creating a general direction for the station. An important part of creating this direction is the setting and communication of targets with, and to, staff. You then learned some of the criteria necessary to define a target, and you were introduced to some of the staff-related factors needed for meeting established station targets and in setting successful direction and. Finally, you learned how staff competency and training are critical elements for successful target setting and achievement, and the station itself.

Apply Your Learning

As you learned station and staff target-setting is an essential part of a Station Manager's role in leadership. This is also true on a personal level. A Station Manager should regularly set personal targets that he reviews on an ongoing basis. In this activity you will develop a series of personal targets that you feel will help you to secure a position as a Station Manager.

Step 1: Go back and review unit 1.2.

Step 2: Determine which personal attributes, operational skills, and managerial skills you feel you need to develop in order to fulfill the role of a Station Manager.

For example you may want to work on your confidence, and increase your knowledge of ground services operations and communicating with staff members.

Step 3: Make a detailed list of your findings.

Step 4: Next to each point identify a means for obtaining this skill. Some examples could be through training, mentorship, job placements, or internships.

For example, for developing confidence you may want to begin working with a mentor at your organisation.

Step 5: Next to the means also give yourself a timeline for completion and to what degree you want to be capable in this area.

For example, you may set a timeline to find a mentor within the next year and hope that you increase your confidence to the level that you feel that you can fulfill a role with more responsibility that is above your current position.
Study Check 10.3

1. **Place a check in the True or False box beside the following statements.**

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   In order to motivate and coordinate people, the Station Manager must define a general direction and overall targets for the station.

   Setting a target allows the Station Manager to establish a goal to be achieved by a specific date in the future.

   It is more important for station employees to specialise in one skill than to be multi-skilled.

**Circle the appropriate answer.**

2. Complete the sentence: A/An __________ is a statement of future position.

   (a) vision
   (b) activity
   (c) target
   (d) criteria

3. What does the Station Manager analyse when setting a target?

   (a) expected performance
   (b) previous performance
   (c) staff morale
   (d) staff working preferences

4. Complete the sentence: From a management point of view, training equips employees with the __________ and __________ to perform their jobs in a competent manner.

   (a) attitude, values
   (b) motivation, know-how
   (c) nurturing, care
   (d) skills, knowledge
10.4 Communication

- Describe the importance of communication in an organisation
- Describe the principles of effective communication in an organisation's structure
- Describe how communication affects the ability of employees to do their best at work
- Develop a survey to assess the attitudes of your personnel

10.4.0 Unit Overview

This unit introduces you to the crucial role effective communication plays in the success of station managers (and all managers). You will learn that communication refers to the process of sharing information, messages, feelings, and opinions between two or more people, and that successful communication results in shared understanding. Most importantly, you will learn that communication's primary concern is to ensure that an understanding of what is being communicated takes place—it remains unconcerned if the people involved actually agree with what is being said.

Key Learning Point

The primary concern of communication is to ensure that an understanding of what is being communicated takes place—not that the people involved agree with what is being said.

10.4.1 Communication within the Organisation

An organisation can only achieve its goals if all departments and employees are working together, which means that there is a need for interdepartmental exchange of information which is communicated clearly and understood by all.

The number of levels within an organisation structure has a strong impact on communication, and influences its ability to be efficient and responsive. The more levels there are in an organisation, the greater the risk of messages being distorted. Distortion occurs when the meaning of a message has been transformed by changing its contents. By reducing the number of levels in an
organisation, information can be processed more quickly and accurately and
distortion is minimized—critical factors in an organisation’s success.

Employees often feel very strongly that they should know about any issues
which affect their work. Management, therefore, should make every attempt to
ensure that employees are immediately made aware of issues which affect
them directly (and that they are informed of those which affect them indirectly
as soon as possible). Employees should be encouraged to give their opinions
and to make suggestions with regard to these issues.

This involvement will help to maximise employee performance and, more
importantly, employee commitment to the organisation’s objectives. When
employees are not involved in the decision-making process, resentment can
result. This can be avoided or reduced by discussing problems or issues with
employees, and encouraging them to become involved in the problem-solving
process.

**Key Learning Point**

Communication is a two-way process between a manager and his employees,
and should be as open as possible.

The relationship and communication between manager and employee should
be as open as possible. Communication must be **two-way**, i.e. from Station
Manager to staff, and from staff to Station Manager. For employees to give
their best at work they must:

- know what they are required to do in the job, and why
- understand the purpose behind their work and what their actions will
  achieve
- be aware of how each individual’s actions contribute to the entire
  organisation’s workings and overall performance.

**Key Learning Point**

Management communicates down through the organisation; employees com-
municate up through the organisation.

### 10.4.2 Communication Channels

There is a variety of channels which can be used to communicate between
employees and employers, as described in the following paragraphs.

**Management: (Communication *down* through the Organisation)**

- Regular large-scale meetings and speeches by management
- Regular meetings between managers and employees, whether in a
  medium- or small-scale group, or on a one-to-one basis
- Conferences, workshops, seminars
- Airline intra-net, webinars, email
- Newsletters, noticeboards, in-house publications, annual company reports,
  and so on
- Informational videos
• Memos, circulars—these are particularly effective when used to repeat and reinforce what has already been said
• Informal chats between the Station Manager and employees
• Regular management visits to each of the station's operational sections.

Employees: (Communication up through the Organisation)
• Regular employee feedback sessions whether in a medium- or small-scale group or on a one-to-one basis
• Suggestion schemes (or other similar mechanisms) to offer opinions, comments and criticisms
• Employee attitude surveys
• Informal chats between employees and the Station Manager
• Regular management visits to each of the station's operational sections.

Given that employees require different types of information, the Station Manager must decide on the aim of the communication, what he wants to communicate, to whom, when, and the channel which is most appropriate for the information to be communicated.

10.4.3 Unit Summary
This unit described how effective communication is critical to the success of a station, and how it can impact the people who work there, and the organisation itself. You learned that the process of sharing information effectively allows people to work together with an appropriate understanding and knowledge of their workplace organisation, their jobs, and their co-workers. You also learned that when people feel that their opinions and feelings matter, performance is maximised and commitment to the organisation is enhanced. You learned that two-way communication between managers and staff is essential for sharing information.

Apply Your Learning
This unit outlined the importance of communication at a station both from employee to Station Manager and from Station Manager to employee. An important part of communication as you know is understanding the other person’s point of view and message. In this activity you will develop a survey to assess the attitudes of your personnel. The goal in doing this activity is to ensure that you have the tools to better understand your staff through communication channels.

Step 1: Your staff have been appearing less and less motivated at work. In particular the organisational culture seems have diminished since the implementation of five new departmental supervisors. In order to better understand this issue you would like to develop a survey to get input from the staff.

Step 2: Go on-line and search for surveys that can be used to assess the attitudes and morale of personnel. There are a number of resources available to you on the Internet that can serve managers and human resources departments.

Step 3: Adapt the materials you find on-line and create a ten question survey that will address the issues at your station.
Step 4: Based on the case presented above, what other measures besides a survey could you use to assess what is going on?

Study Check 10.4

1. **Place a check in the True or False box beside the following statements.**

   - Communication refers to the process of sharing information between two or more people.  
     [ ] True  [ ] False
   - It is important that information be communicated and that the people involved agree with what is being said.  
     [ ] True  [ ] False
   - The number of levels within an organisation influences its ability to be efficient and effective.  
     [ ] True  [ ] False
   - Communication is a three-way process.  
     [ ] True  [ ] False

2. What should be a Station Manager's primary concerning when communicating with his staff?
   (a) to ensure that all parties in a conversation come to a consensus  
   (b) to express the truth no matter how difficult  
   (c) to persuade the listener to agree with the communicator  
   (d) to ensure understanding of what is being said

3. The transformation of the meaning of a message by changing its contents is a definition of what term?
   (a) communication  
   (b) distortion  
   (c) channels  
   (d) two-way processing

4. A Station Manager has been having communication issues with his staff, and as a result performance issues at his station. His employees have indicated that they understand why their work is important and how their actions contribute to performance of the overall organisation. What other area should he ensure he has clearly articulated to his staff to improve performance?
   (a) what will happen if they do not comply with company policies  
   (b) who to talk to in the human resources department  
   (c) where to go when they do not understand the instructions to perform a job duty  
   (d) what their job responsibilities are and why
10.5 Delegating Responsibility Effectively

- Determine when and why delegation is necessary
- Describe differing degrees of delegation, and their differences
- Define the concepts of self-supervision and management-by-exception
- Describe the purpose of feedback

10.5.0 Unit Overview
This unit will introduce you to the concept of delegation, and some of the different ways to delegate. You will learn that for the Station Manager to delegate responsibly and effectively to employees, he must have a clear understanding of their capabilities, skills, and strengths. This unit will demonstrate how delegation is a key aspect of leadership. It will describe how successful delegation enhances the self-confidence and self-esteem of employees and how this in turn assists in their development of leadership skills. Finally, you will learn how effective delegation enhances an organisation’s culture by creating a sense of ownership in those assuming the responsibilities delegated to them.

Key Learning Point
There are four differing degrees of delegation, described below:

- Do-it-yourself delegation
- Delegation by taking the role of director
- Delegation by being the catalyst
- Delegation by action as overseer

Key Learning Point
In order to delegate effectively, the Station Manager must first be aware of employees’ skills, knowledge, capabilities, abilities, and experience.

10.5.1 Types of Delegation
Delegation is concerned with giving extra responsibility to employees who will get results and achieve targets. There are differing degrees of delegation and here we will distinguish between four types. They are as follows:

1. **Do-it-yourself delegation**
   This is a contradiction in terms because, in actual fact, no delegation is taking place. Although the task is assigned to an employee, it is the manager who carries out the task. The employee watches and helps in order to learn how to do it, but he does not play a major part in completing the task. In this situation, the manager is showing the employee how to do something by example, while also being the one who makes all the decisions and deals with any problems.

2. **Delegation by taking the role of director**
   In this situation, the employee has a more important role but the manager continues to play the critical role. The manager decides and plans what will be done, and he then directs the employee in every aspect of the work. It is
the employee who actually carries out the work but he does so under the strict supervision of the manager.

3. **Delegation by being the catalyst**

   In this type of delegation, the manager acts as a catalyst because although he initiates the process, he himself does not participate in the work. The manager describes the task and the objectives relating to it. The manager must be satisfied that the employee is aware that he must give due consideration to all the main issues, and the problems which may occur. At this point, the employee will take full charge of carrying out the task. He will make all the necessary decisions and will deal with any problems which may arise.

4. **Delegation by acting as overseer**

   In this situation, the manager has very little to do with the delegated task. When it is clear that the employee understands exactly what he is required to do, the manager assigns the task. The employee will make all of the decisions and he will also handle all of the problems. If a problem arises which the employee cannot deal with, then the manager will become involved. The manager will also review progress at regular intervals.

   The level of delegation which the Station Manager chooses will depend on the individual employee's skills, experience, knowledge, ability, and dependability. It can also be influenced by the task or tasks in question, because the employee's level of skill and knowledge will often vary in relation to different tasks. When an employee does a particular task or job well, it does not follow that he will necessarily perform other tasks with the same degree of competence. The Station Manager must develop the ability to decide which type of delegation is appropriate for a particular employee at a particular time.

   In order to delegate effectively, the Station Manager must first be aware of employees' skills, knowledge, capabilities, abilities, and experience. A station manager can learn a lot by observation. He can see how well an employee does his job. Then, using the knowledge gained through this observation, he can estimate whether or not that employee would be capable of completing tasks which carry greater responsibility.

   Because of the many factors involved, station managers could benefit from training in effective delegation. Training would teach them to spot an employee's potential, and provide them with a good understanding of which tasks could be delegated to that employee to fully develop and use his potential.

   In addition, the Station Manager must be able to specify the key tasks to be completed in the station's different areas, and decide on the employee to whom they will be delegated. The employee and the task must be well matched. Those employees whose skills and experience are suited to the task and who have a high level of ability may only require the minimum of instruction and direction before being given responsibility for the task. Those employees for whom the task is a different area from their usual one will usually require clear, precise instructions with a strong supportive presence. Between these two levels of delegation, there are various combinations of instruction and supervision.
Key Learning Point
The concept of management by exception means that although the employee has control over his work, the manager is always available should his help or advice be needed.

10.5.2 Self-Supervision and ‘Management by Exception’
Given that there are different levels of delegation, the Station Manager’s aim should be to encourage self-supervision and ‘management by exception’. The concept of management by exception means that although the employee has control over his work, the manager is always available should his help or advice be needed.

This means that the employees who have been given the added responsibility will be empowered to make any necessary decisions, and will only turn to the manager when they require assistance or advice with a difficult problem. The employees are, therefore, encouraged to develop their initiative by being allowed to make decisions.

A problem may sometimes require knowledge and experience beyond that of the employee. Employees should, at all times, feel safe in the knowledge that supervisors and managers are always present should their help, support, and advice be needed. This is of even greater importance in situations where the employee feels that the task is proving to be more difficult than originally thought.

Key Learning Point
Providing feedback to employees
• allows them to track their progress as they fulfil their delegated responsibilities
• helps other employees understand how the process of delegation is decided

10.5.3 Feedback
Once work has been delegated, the Station Manager must seek constant feedback about the employee’s progress. This can come from the employee himself and also from a supervisor. After a trial period has passed, it is necessary to review the employee’s progress in order to make sure that the delegation is a success. When the task has been completed, the Station Manager must discuss it with the employee. This discussion can be formal or informal depending on the task in question.

10.5.4 Avoiding Employee Resentment
The Station Manager must advise all members of staff who will be affected by a delegation of responsibility about the changes which have occurred. He may also find it helpful to explain to other employees why the tasks were assigned to particular people. This will reduce possible misunderstandings among employees as to why a particular employee was chosen for the task(s).
10.5.5 Unit Summary

This unit introduced you to the concept of delegation, and some of the different ways to delegate. Through an understanding of the different levels of delegation, you also learned about self-supervision and management by exception.

Finally, you learned how providing feedback to employees allows them to track their progress, and how it helps other employees understand why it is that specific workers are assigned with the extra responsibility delegation brings with it. You learned how delegating work can be seen as a positive form of appraisal by the employees who have been chosen to carry out the extra work, and most importantly, how this provides workers with a greater sense of responsibility and motivation.

Study Check 10.5

1. Place a check in the True or False box beside the following statements.

<table>
<thead>
<tr>
<th>TRUE</th>
<th>FALSE</th>
</tr>
</thead>
<tbody>
<tr>
<td>It is important for the Station Manager to know the capabilities and skills of employees before delegating to them.</td>
<td>☐ ☐</td>
</tr>
<tr>
<td>Effective delegation does not impact an organisation’s culture.</td>
<td>☐ ☐</td>
</tr>
</tbody>
</table>

Circle the appropriate answer.

2. A manager initiates a process, but he, himself does not participate in the work. That being said, he describes the tasks necessary to complete the work and the objectives relating to the work. After this the employee follows through with the tasks. What form of delegation is being described?  
   (a) do-it-yourself delegation  
   (b) delegation by taking the role of director  
   (c) delegation by being the catalyst  
   (d) delegation by acting as overseer

3. How does a Station Manager know who to delegate what tasks to?  
   (a) He asks the employees to bid on different projects they are interested in.  
   (b) He considers the skills, knowledge, capabilities, abilities, and experience of the employees.  
   (c) He delegates tasks he is less interested in performing himself.  
   (d) He follows the job descriptions outlined to him by corporate headquarters.
4. Which of the following strategies should be avoided by the Station Manager when using ‘management by exception’?
(a) offering the employee control over his work
(b) monitoring carefully the tasks an employee completes
(c) allowing the employee to make decision on his project
(d) encouraging the employee to take initiative
10.6 Monitoring and Evaluating Performance

- Describe the Station Manager's responsibilities in monitoring and evaluating employees' performance
- Describe the components of assessment and appraisal and how they are applied
- Describe standards of performance and organisation success
- Define the elements of developmental feedback

10.6.0 Unit Overview

In this unit, you will learn that one of the most important components of a Station Manager's job is how he monitors and evaluates employee performance. The importance of delivering feedback to employees in a constructive and positive manner is also described for you in this unit.

You will learn that by assessing employee performance against company standards, the Station Manager is able to appraise how well employees are meeting work expectations. Effective monitoring and evaluation of performance helps both the employee and the organisation identify strengths and weaknesses that can be built on to improve overall efficiencies.

10.6.1 Objective and Subjective Assessment

Two fundamental aspects of the Station Manager's role are monitoring and evaluating performance. By working with and observing employees, he is in a better position to judge their individual strengths and weaknesses. Once the Station Manager has done this, he can make more informed decisions about the tasks which are suited to employees and which make the best use of their abilities. This information will also be of help to the Station Manager in the decision-making process. For example, it will help him to decide:

- if an employee is performing well overall
- if he is having any obvious problems with his work
- if the employee would benefit from a training course (e.g. retraining, learning new skills, etc.)
- if he is a suitable candidate for further responsibility, and so on.

Key Learning Point

Using subjective and objective means, the Station Manager will make both informal and formal judgements about employee performance.

Both informal and formal judgements are continually being made about employee performance. In an informal way, the Station Manager is constantly assessing employee performance on a subjective basis (i.e. on the basis of his own, highly personalised, opinions, feelings and beliefs). The more formal systems use various appraisal techniques to assess performance on a more objective basis. (An objective basis is the opposite of a subjective basis, i.e. it is not based on personal opinion or feeling, but on factual information, statistics, etc.). Most work environments use a combination of both. At all times, staff must know that their work and performance is being monitored. Monitoring performance can lead to overall improvement in productivity because, in general, employees will make a better effort to do well.
Key Learning Point
Performance standards set for employees are usually tied to the strategic, technical, and financial goals of the organisation.

10.6.2 Standards of Performance
The standards of performance which are set for employees must be in line with company requirements, i.e. individual performance should be tied to the strategic, technical, and financial goals of the organisation. Employees must be aware of these performance standards. In this way both the Station Manager and the employees will be fully informed about what they are aiming to accomplish. How is performance actually measured? Employees may find it helpful to see how well they are doing by comparing performance with a checklist of what should be accomplished.

Do the employee performance standards include an appropriate mix of outcome and behavioural standards?
Examples of outcome standards include activities such as on-time departures and check-in desk closing on time.

An example of behavioural standards would be whether or not employees are treating passengers in a friendly, courteous manner while at the same time not exceeding acceptable time limits set for the check-in desk, and so on.

Outcome standards are easier to measure and identify. Behavioural standards are harder to measure but are, nonetheless, very important as a standard of performance.

Do standards reflect what customers expect? After all, every member of staff and his work is directly related to the customer, whether or not he has direct contact with the public. The majority of passengers complete their journeys without having had any contact with staff who work ‘behind the scenes’ (e.g. baggage handling staff, catering staff, and any other members of station staff with whom the passenger has little, if any, direct contact). However, if something goes wrong, for example baggage is lost or delayed, the passenger is likely to blame baggage service personnel. As a result, the staff involved has had a direct influence on the passenger’s perception of the airline as a whole.

Key Learning Point
Standards must reflect what customers expect. The manner in which an employee carries out his responsibilities affects the public’s perception of the airline.

It is important to communicate to every member of staff that the manner in which he does his job affects the public’s perception of the airline. This applies to all areas of station operations, from ‘behind the scenes’ employees, such as catering staff, through to front-line personnel, such as check-in staff.
10.6.3 Appraising Staff

Managers must review performance in order to assess whether or not employees are achieving their targets. This will also help the manager to see how well the organisation is doing as a result of employee input and performance. The majority of organisations make a formal appraisal to assess employee performance. While most organisations will carry out an annual formal performance appraisal, research has shown that to have a real effect on employee's performance more frequent feedback is needed. Conducting ongoing appraisal every few months provides managers the opportunity to discuss performance targets and reassess any training or skills improvements needed by the employee to succeed at their position. Many organisations use a system of quarterly informal appraisals that lead up to a formal annual appraisal.

Key Learning Point

An appraisal is carried out with the intention of improving the employee's future performance by reviewing his past performance.

Why is an appraisal needed? There are (at least) three good reasons to justify the need for an appraisal, and they are that:

1. all employees like to know how well they are performing in relation to their job, and the organisation as a whole
2. it is the only informed and intelligent basis for decisions with regard to pay and promotion
3. if used properly, it can identify and develop the employee's potential for better future performance.

An appraisal is carried out with the intention of improving the employee's future performance by reviewing his past performance. It should be conducted in a one-to-one situation involving the Station Manager and the individual employee.
10.6.4 Developmental Feedback

In reviewing an employee’s performance a Station Manager should avoid criticising the employee. At this point, we must make the distinction between criticism and developmental feedback (also called negative or constructive feedback). For the employee, criticism can often seem like a personal attack on his personality. Developmental feedback, however, is necessary for the employee to continue to learn and to improve his performance. For instance, the Station Manager may often be aware that an employee is performing badly, but the employee himself may not realise that his performance is poor.

Key Learning Point

Developmental feedback is not a personal attack on the employee. It is aimed at improving and changing his behaviour so that he will improve his performance, and/or avoid making the same mistake again.

Without developmental feedback from the manager, the employee continues to work in his usual way, and is unaware that he needs to improve. In this situation, the manager is at fault because unless the employee is informed of his inadequate performance, he cannot change it.

Positive feedback can make developmental feedback more acceptable to employees. Positive feedback highlights good points within someone’s work which makes the employee more able to accept other negative points. The manner in which the Station Manager communicates developmental feedback will strongly influence how the employee reacts.

Developmental feedback must be handled carefully so that the employee does not become defensive. After all, the Station Manager does not want to reduce the employee’s self-confidence, because this will probably have a negative effect on future performance.

Key Learning Point

It is important for the Station Manager to understand that developmental feedback should never be given through a third party, especially where a mistake was made by the employee in question.

It must be made clear that developmental feedback is not a personal attack on the individual. It is aimed at improving and changing his behaviour so that he will improve his performance, and/or will avoid making the same mistake again.

In a situation where the employee did not know what to do, developmental feedback will give him the knowledge to deal with the situation should it arise again. The Station Manager must explain to employees that developmental feedback is a necessary and helpful part of work. He must, also, by his example and delivery of developmental feedback, help them to see that it is for everyone’s benefit. Eventually employees will come to see developmental feedback as part of their job.

At all times, the Station Manager must have one important rule with regard to this type of feedback:

- Developmental feedback should never be given through a third party, especially where a mistake was made by the employee.
Did You Know?

A famous American Football Coach, Vince Lombardi, is attributed with saying “Praise in public; criticize in private.” This can be good advice for managers to acknowledge accomplishments of employees publicly. By sharing criticisms privately, the employee is spared embarrassment or anger in front of their peers.

It is part of the Station Manager's role and responsibilities to give feedback to the employee. This is especially true when the employee made a mistake which may have resulted in a major problem.

10.6.5 Unit Summary

In this unit, you learned how monitoring and evaluating employee performance is an important function of the Station Manager's role. You learned how the components of employee appraisal include subjective and objective, and formal and informal, evaluation. You also learned how performance standards are tied to company requirements and customer expectations. Finally, you learned in this unit how important developmental feedback is for improving performance, and how critical it is for the Station Manager to provide this feedback to employees himself.

Study Check 10.6

1. Place a check in the True or False box beside the following statements.

   Standards of performance for employees are usually in line with company goals and requirements.  
   Performance standards include either outcome standards or behavioural standards, but never both.

<table>
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<tr>
<th>TRUE</th>
<th>FALSE</th>
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</tbody>
</table>

   Circle the appropriate answer.

2. An employee and a Station Manager are interacting. The Station Manager forms an idea about the employee on the basis of the station manager's own, personalised opinions, feelings and beliefs. What kind of process is this?
   (a) an informal performance review
   (b) a formal performance review
   (c) objective judgment
   (d) subjective judgment
3. Complete the sentence: Performance standards set for employees are usually tied to the _________, _________, and financial goals of the organisation.
   (a) strategic, technical
   (b) objective, behavioural
   (c) formal, informal
   (d) short-term, long-term

4. What should the intention of a Station Manager be when appraising his staff?
   (a) to air personal grievances he has with the employee
   (b) to improve the employee’s future performance by reviewing his past performance
   (c) to use the negative results as a justification for keeping wages low
   (d) to improve his reputation among his employees

5. You are conducting a performance appraisal and a staff member appears very defensive. To mitigate this defensiveness what strategy could you use?
   (a) offer positive feedback to make developmental feedback easier to accept
   (b) offer developmental feedback to make negative feedback easier to accept
   (c) explain that the employee should work on their self-confidence
   (d) refrain from providing developmental feedback
10.7 Problem-Solving

- Describe the five steps of behaviour modification used to address and resolve the types of problems that can occur within a group of people

10.7.0 Unit Overview

This unit will introduce you to ways workplace problems can be addressed through a process called behaviour modification. You will learn one of the theories of behaviour modification, and how to apply the five steps of this behaviour modification model so that workplace issues that occur within a group of people can be appropriately identified and resolved.

10.7.1 The Source of Problems

Within any group of people, there will always be problems. The Station Manager is responsible for solving or, at least, attempting to overcome these problems. There are many psychological models aimed at solving problems. Here, we have decided to take a simple approach to people problems. Before we look at this approach, however, there are a couple of points which must be dealt with.

Key Learning Point

The Station Manager must encourage early detection and admission of problems because this is an essential first step towards eliminating them.

In the first instance, management must accept that there are problems. A problem cannot be solved unless it has been detected and recognised as being a source of difficulty. The Station Manager must encourage the early detection and admission of problems because this is an essential step towards eliminating them. Employees must realise that it is better to inform the Station Manager of a problem in the early stages than when it has become more established. A problem will usually be easier to solve if it is identified at an early stage.

The Station Manager may find that his behaviour is the best way to encourage people to draw attention to a problem. If he reacts in a negative way every time a problem is pointed out to him, then it is unlikely that any employee will have the courage to approach him. Instead, he must react in such a way that even a problem which may appear small (but which may carry bigger implications) will be communicated to him. This is not to say, however, that employees should be encouraged to bring all their problems to the Station Manager.

Key Learning Point

Behaviour modification is based on the premise that all behaviour is a function of its consequences. It suggests that employee behaviour can be changed by the work environment and the manager's influence on it.

10.7.2 Behaviour Modification

The approach which we have chosen to deal with people problems is known as behaviour modification. It is based on the premise that all behaviour is a function of its consequences. It suggests that employee behaviour can be changed by the work environment and the manager's influence on it. The
approach helps the manager to analyse his influence in order to ensure that it
is a positive one. It also helps him to put this influence to its best use.

Behaviour modification has the underlying belief that the manager should
concentrate upon specific, concrete actions over which he has influence.
Therefore, there is little room for generalisations such as “Linda is disorgan-
ised” or “Chris is always late”.

These general descriptions are unhelpful in solving a problem. If, however, the
Station Manager can change a generality into “Chris spends too much time on
his reports and, as a result, they are usually submitted late”, he can now begin
to solve this specific problem because it has been identified, and it can be
measured.

There are five basic steps in the behaviour modification approach. They are:

**Step One: Examine the Identified Problem and Look for Simple Solutions**

Is the problem directly related to the job, i.e. is it having an adverse effect on
achievement of targets within a department or throughout the station? Once a
work-related problem has been identified, the Station Manager must investi-
gate the source of that problem.

For instance, is there a reason why Chris is handing in his reports late? Let’s
say that Chris has limited access to a computer which he shares with another
employee. As a result, he may have to do his reports in the short time which
has been allocated to him. The problem is a real one, but the solution would
seem to be relatively simple—increase the amount of time which is allocated for
Chris’ use of the computer, or provide another computer for his use.

**Step Two: Invite the Employee to Offer Solutions**

Unfortunately, sometimes problems are not solved so easily, which brings us to
the second step. This involves initiating a discussion (which can be a difficult
one) with the employee. The Station Manager should never assume that he
has all the answers. He should ask the employee for his ideas and input with
regard to a solution.

The employee may benefit greatly from a discussion. There is, after all, the
possibility that he was unaware that his behaviour was causing a problem. Of
course, there is also the possibility that he thought nobody had noticed his
behaviour. It is clear to him from the discussion that the Station Manager is
interested in his work. He can also see that the Station Manager feels that he is
capable of taking responsibility for solving problems. This can all make the
employee feel more strongly motivated in other areas of his work. If, however,
the employee cannot offer a solution to the problem, then it is time to move on
to the next step.

**Key Learning Point**

Behaviour is a function of its consequences, meaning that for every action
there are two possible consequences: a positive consequence (i.e. a reward)
or a negative consequence (i.e. a punishment).

**Step Three: Analysis of the Problem**

According to this approach, all behaviour is a function of its consequences.
This means that for every action there are two possible consequences—a
positive consequence (i.e. a reward) or a negative consequence (i.e. a
punishment). Every action is preceded by a trigger (i.e. something which
prompts an action) and is followed by a consequence. For instance, a person is hungry (trigger), he cooks some food (action), he eats it (consequence). Behaviour which is followed by a positive consequence (i.e. to the person behaving) tends to be repeated. If, therefore, an employee receives a reward for doing something, he will tend to repeat the action.

If, however, an employee does not do something, and still receives a reward, then it follows that he will tend to repeat that action.

The purpose of the third step is to analyse the behaviour and its consequence. After this, the Station Manager can see if there are any changes which need to be implemented.

Key Learning Point

The Station Manager should strive to create positive consequences for the behaviour which required or desired because it is better to motivate employees through encouragement rather than punishment.

Step Four: Find a Solution

Many employee problems occur as a result of positive consequences (e.g. rewards) for bad behaviour or poor performance. It must be made clear that different people find different consequences attractive. The Station Manager may not understand why a certain consequence appeals to an employee, but that is irrelevant. The point is that the employee finds this particular consequence attractive and will continue to perform badly as long as he receives the positive consequence.

There are two possible solutions to this problem:

1. Change the consequence so that it is no longer attractive to the employee, e.g. add another consequence which is negative (punishment).
2. Create a positive consequence for the behaviour which is required or desired by the Station Manager (motivation).

The Station Manager should aim to implement the second solution because it is better to motivate employees through encouragement rather than punishment. The framework of this approach allows the Station Manager to focus on the problem, but it is up to him to provide the actual solution. It is advisable to concentrate on one problem at a time. Sometimes, by examining one problem, others which are related to it may also be affected, and eliminated.

Step Five: Review Progress

Solutions to problems must be monitored and reviewed after a trial period has passed. If the solution to a problem is working, then it must continue to be implemented. If it has failed, then a new solution must be sought. In the event that the solution has proved successful, then the Station Manager can look for another problem which needs to be solved or eliminated.

If he does not already possess the necessary skills, the Station Manager may have to learn or be taught how to lead problem-solving meetings, whether in a one-to-one situation or in a group setting. Effective problem solving begins with a systematic analysis of the problem itself. Once it has been analysed, a decision can then be made about what solution(s) to implement, and finally, action can be taken on the concerns and issues which are involved in the problem. The Station Manager must become accomplished at persuading and assisting others to convert problems into learning opportunities, i.e. to sort out problems and improve circumstances within the station for the future.
10.7.3  **Unit Summary**

In this unit, you learned that wherever groups of people gather, there will always be problems. You learned that the first step in resolving people problems, especially in the workplace, is to identify and address them early on. You also learned that one approach to tackling people problems is to apply the five steps of behaviour modification, and to apply positive consequences for the elimination of undesired behaviour.

**Study Check 10.7**

1.  *Place a check in the True or False box beside the following statements.*

<table>
<thead>
<tr>
<th>TRUE</th>
<th>FALSE</th>
</tr>
</thead>
<tbody>
<tr>
<td>It is not part of the Station Manager’s job to encourage early detection and admission of workplace problems.</td>
<td>☐</td>
</tr>
<tr>
<td>Behaviour modification is based on the premise that all behaviour is a function of its consequences.</td>
<td>☐</td>
</tr>
</tbody>
</table>

   *Circle the appropriate answer.*

2.  What is the fifth step of the behaviour modification approach?
   
   (a) strive to create positive consequences  
   (b) motivate employees through encouragement  
   (c) provide triggers that prompt positive actions  
   (d) review the progress of the provided solution

3.  An employee has not been submitting his reports on time for the last two months. The Station Manager had decided that there must be a simple reason why this is happening, as the employee is normally very good at meeting deadlines. The Station Manager has noticed that the employee’s supervisor changed roughly at the same time that the reports began coming in late and the employee has been helping the new supervisor throughout the day. What is the next step that the Station Manager should follow on the five steps in the behaviour modification approach?

   (a) invite the employee to offer solutions  
   (b) analyze the problem  
   (c) find a solution  
   (d) provide negative consequences for not completing work
10.8 Motivating People

- Define motivation
- List and describe factors which motivate people
- Describe Herzberg's two-factor theory of motivation

10.8.0 Unit Overview

In this unit you will learn that motivation is a powerful workplace tool that can be used to inspire employees' achievement. You will be introduced to one theory of motivation which has been used to explain behaviour, and you will learn about the different types of motivators a Station Manager can implement on a daily basis.

Key Learning Point

A motivated person makes a greater effort to perform some task or duty than someone who is not motivated.

10.8.1 Defining Motivation

What is motivation? When a person is 'motivated', he makes a greater effort to perform some task or duty than someone who is 'not motivated'. This, however, does not describe motivation.

There are many interpretations of motivation. For the purpose of this course, however, motivation is best defined by the intentions, desires, goals, and needs which drive the behaviour of people.

Motivation must be viewed from a long-term perspective. An organisation should be concerned with a motivational approach which will maintain enthusiasm and commitment from the employees. More specifically, the Station Manager should aim at maintaining enthusiasm and commitment from his own team.

Key Learning Point

A two-factor theory of motivation developed by Frederick Herzberg found that the things which dissatisfy employees are not just the opposite of the things which satisfy them.
10.8.2 Herzberg's Two-Factor Theory of Motivation

There are many theories of motivation. One such theory was developed by Frederick Herzberg in the 1950s. He developed the **Two-Factor Theory** of motivation (also known as the 'Motivation-Hygiene' theory). One of the interesting findings which comes from his research is that the things which **dissatisfy** employees are not just the opposites of the things which **satisfy** them. In Herzberg's theory, he suggested that there are two groups of factors which are relevant to motivating employees— **hygiene factors** and **motivators**.

“Hygiene factors” is called that because like hygiene itself, its presence will not improve a person's health, but lacking it will lead to deterioration of health.

In his opinion, **hygiene factors** (also known as **dissatisfiers**) do not actually motivate people, but they will demotivate if they are not at least satisfactory to people. Although a manager can rarely influence pay levels or other financial benefits, he can influence the work environment and how he interacts with his employees. For instance, a safe and healthy work environment will not encourage employees to work better or harder. If, however, working conditions are unpleasant, then people will feel demotivated. Eliminating these unpleasant working conditions will help eliminate dissatisfactions but that will not create a motivator or satisfaction. **Motivators** (also known as **satisfiers**) have a positive effect on performance and increase the individual's output.

<table>
<thead>
<tr>
<th>Hygiene Factors</th>
<th>Motivators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company policies and administration</td>
<td>Achievement</td>
</tr>
<tr>
<td>Salary</td>
<td>Recognition</td>
</tr>
<tr>
<td>Working conditions</td>
<td>Work itself</td>
</tr>
<tr>
<td>Supervisory and management practices</td>
<td>Responsibility</td>
</tr>
<tr>
<td>Work relationships</td>
<td>Prospects for advancement</td>
</tr>
<tr>
<td>Job security</td>
<td></td>
</tr>
</tbody>
</table>

Figure 10.8.2—Herzberg's Two-Factor Theory

**Key Learning Point**

Setting targets and standards has a powerful effect on employees' sense of achievement. If they are too difficult and unattainable, then employees will fail. If they are too easy, then people will not feel any need to strive to achieve them.

10.8.3 Types of Motivators

1. Achievement

This is considered to be the single strongest motivator. People are motivated by achievement, not failure. A manager sets targets and standards and these have a powerful effect on employees' sense of achievement. If they are too difficult and unattainable, then employees will fail. If they are too easy, then people will not feel any need to strive to achieve them. It is, however, a better idea (where possible) for the Station Manager to talk with and listen to staff about standards and targets before setting them. Employees appreciate the opportunity to discuss, comment on, and make suggestions about what affects
them. This all helps to make them feel more involved in the organisation and work.

Employees tend to make a better effort and work harder towards *mutually agreed targets* and standards than ones which have been imposed upon them without any consultation. Reasonable targets should be set in such a way that they can be seen as steps or stages toward the completion of the task. In this way, employees can see where progress is being made, and can feel a sense of achievement when a stage has been completed. All achievements act as a motivator for staff with regard to work. Therefore, small achievements act as motivators for an employee to continue on and try to achieve a little bit more.

2. Recognition

Recognition, which includes components of feedback and praise, occurs when someone achieves something and that accomplishment is recognised by another person in some way. In other words, it is about feeling appreciated for having done something. When an employee gains recognition, he knows that someone sees and notices what he does and the effort he makes. If someone does something well and he feels that it has been ignored, then he may not make an effort to do it as well the next time.

Feedback is also a component of recognition. It is a necessary tool when the Station Manager wants his employees to work well, and it should be given on a continuous basis. By using positive feedback all employees should be aware of what they do well (and that management, too, are aware of their work).

Feedback must also be developmental or constructive in order to point out areas where improvements are necessary. Management must use feedback to tell employees what is expected of them in the future, i.e. what they are aiming to achieve.

Praise is another powerful way for the Station Manager to recognize and acknowledge an employee’s good work. The most motivating type of praise is:

- that which is given in private
- that which is given as a result of a third party. For instance, a manager says to an employee, “John told me that you handled the problem with the charter flight very well last Monday. Congratulations on a job well done.” This type of praise has a strongly positive influence on employees.
- that which is given in writing, i.e. through a written letter or a note.

However, praise should not be given in this manner all of the time, especially if it is intended to take the place of a pay rise. Employees will eventually begin to feel worthless, and the praise will also lose its value.

Praise is:

- extremely important
- very powerful
- under-utilised by management

Key Learning Point

Management must always look for something positive to say about employee performance, because no matter how small the achievement, employees deserve recognition for the effort which they have put into their work.

The Station Manager should learn how to use praise skilfully and to its best advantage. Workers will have very little respect for a manager who praises...
enthusiastically everything that is done, without any thought as to whether or not that work deserves that level of praise. On the other hand, the manager who readily gives sensible praise tends to gain employee attention and respect. As a result, it is more likely that employees will listen to him when he also offers some sensible developmental feedback. The Station Manager who is prepared to acknowledge good or improved work reinforces a sense of achievement in employees.

Managers must always look for something positive to say about employee performance, because no matter how small the achievement, employees deserve recognition for the effort which they have put into their work. However, even as praise is given, more often than not there will be areas in need of improvement. Managers must be specific when pinpointing these areas by stating the problem, what may be needed to rectify it, and how everyone can all work together for its improvement. When possible, make the praise specific. While everyone likes to hear “Nice Job!”, it is more meaningful if the praise is for a specific action or accomplishment. You might consider praising a Passenger Service agent by saying “I really liked how you dealt with that upset customer. By the time you finished assisting them they were smiling!”.

3. The Work Itself

In an ideal world, all work would be interesting and challenging at all times. Very few people would refuse the chance to do something interesting, and adding a challenge makes the work even more attractive. Once the work has been completed, the person will feel a strong sense of achievement. That is, however, in an ideal world! Unfortunately, in the everyday workplace, there will always be tasks which are not particularly interesting or challenging. In fact, they can be boring and very few employees tend to rush forward and offer to do them.

What can be done in such situations? One suggestion (which may be possible) is to share the tasks around the workplace. In this way, everyone does some interesting and some not so interesting work. For instance, if tasks are distributed on a rotating basis, then every employee does his share every couple of days or weeks. Some employees may be better than others at doing these tasks. This, however, should not become an excuse to give these tasks to them alone. It is up to the manager to see that this does not occur.

Another solution is to ask the employees for suggestions as to how they could make a boring task more interesting. After all, management may not always design the best way to get the job done. This has the effect of involving employees in a challenging exercise and may, hopefully, make the task more appealing, and increase efficiency.

Key Learning Point

Using responsibility as a motivating tool has a three-fold effect in that:

- Employees given responsibility see it as a form of advancement
- It provides employees with a sense of achievement
- It results in improvement in employees’ work

4. Responsibility

Responsibility seems to have a longer lasting effect than any of the other motivators. Why is that? An employee who is given responsibility sees this as a form of advancement (another motivator). As a result, he will feel a sense of
achievement which will, in turn, usually improve his work. Therefore, responsibility has a three-fold effect.

We have already pointed out in a previous section that the role of delegating responsibility is not an easy one. The manager who makes the decision to delegate will ultimately be responsible for the employee should he fail to succeed, because it is the manager who decides that the employee is capable of doing the job. This, however, does not act as justification for managers to never delegate again, especially since there are always employees who can do more, and who can accept more responsibility, and who will succeed! It is a challenge to the manager to become more accomplished at choosing the best person for extra responsibility.

**Key Learning Point**

A manager can only provide employees with the short-term prospects for advancement. As a result, it is his duty to convince employees that the short-term prospects are essential steps toward achieving their long-term aims.

### 5. Prospects for Advancement

Advancement can be divided into two sections: long-term and short-term. Pay rises, increased job prospects, and promotion are examples of long-term advancement prospects. Wide-ranging experience, more responsibility, and the acquisition of new, advanced skills are examples of short-term prospects. Employees can often be impatient when striving to gain long-term advancement. A manager can only provide them with the short-term prospects for advancement. As a result, it is his duty to convince employees that the short-term prospects are essential steps toward achieving their long-term aims. Each employee must be made to feel that he is making the most of his talents and abilities and is progressing as far as he can. The Station Manager can, however, provide encouragement to employees through the use of rewards. Rewards are essential for a Station Manager to acknowledge the effort which employees are making. A simple ‘thank you’ is one way but there are other ways to reward staff. Staff who have worked hard would, naturally, appreciate a pay rise.

Sometimes, however, it is better if a reward is a one-off payment. In this way, management would prevent a situation arising where employees would see a pay rise as an entitlement rather than a reward for good work.

A percentage bonus scheme could be introduced which would be linked to performance. Rewards could also take the form of free tickets or a free meal for the staff member of the month, and so on.

**Key Learning Point**

There is one point which must be kept in mind with respect to rewards. The organisation must benefit from employees’ work. Therefore, all rewards must be linked to performance.

There is one point which must be kept in mind with respect to rewards. The organisation must benefit from employees’ work. Therefore, all rewards must be linked to performance. Remember, the customer must be satisfied with the choice he has made in using your airline. As a result, rewards must be used to encourage employees to work towards the goal of rewarding the customer for choosing your airline. Great care must be taken to ensure that rewards are an advantage to the organisation.
Rewards must be a way of motivating employees to work to the best of their ability. A situation must, therefore, be avoided where some employees think that rewards are a way of favouring certain staff members.

The manager can also encourage self-development amongst staff, helping them to set their own targets and standards to work towards. Training plays an important part in whether or not an employee feels confident that he can do his present and future jobs to the best of his ability. Training is often also seen as a way of advancing within an organisation because an employee can show by his effort that he can learn and, therefore, is a possible candidate for promotion to a more demanding job.

10.8.4 Unit Summary

In this unit, you learned how motivating employees assists the organisation in meeting its objectives and enhances its effectiveness. You were introduced to a two-factor theory of motivation which described not only what motivates employees, but what demotivates them. Finally, you learned what the specific motivators are, and how to apply them in the workplace.

Study Check 10.8

1. Place a check in the True or False box beside the following statements.

<table>
<thead>
<tr>
<th>Statement</th>
<th>True</th>
<th>False</th>
</tr>
</thead>
<tbody>
<tr>
<td>Herzberg's Two-Factor Theory of motivation discovered that the things which dissatisfy employees are not just the opposite of the things which satisfy them.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Herzberg's Two-Factor Theory of motivation is also known as the Motivation-Hygiene Theory.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>A safe and healthy work environment will encourage employees to better and harder.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Circle the appropriate answer.

2. Complete the sentence: Motivation is best defined by the __________, __________: goals and needs which drive the behaviour of people.

   (a) intentions, desires
   (b) reasoning, objectivity
   (c) hopes, dreams
   (d) effort, ethics
3. Which of Herzberg's motivating factors uses feedback and praise to motivate employees?
   (a) achievement
   (b) recognition
   (c) responsibility
   (d) prospects for advancement

4. Pay raises, increased job prospects, promotion, and rewards are components of which of Herzberg's motivators?
   (a) achievement
   (b) recognition
   (c) responsibility
   (d) prospects for advancement

5. Which of the following factors falls under Herzberg "hygiene factors"?
   (a) Prospects for advancement
   (b) Responsibility
   (c) Salary
   (d) Work itself
Module Summary

This module presented eight units on the various aspects of people management. The unit topics included:

- Managing people effectively
- The responsibilities of the Station Manager in designing the organisation structure of a station
- Target setting for station and staff
- Communication
- Delegating responsibility effectively
- Monitoring and evaluating performance
- Problem-solving
- Motivating people

This module described for you the importance of human resources, and the many components of managing them efficiently and effectively. You learned that the Station Manager’s responsibilities incorporate all aspects of managing the station, setting targets with and for employees, and communicating them appropriately. You learned how very important clear and direct communication is to a workplace and its employees, especially as it relates to delegating responsibility and motivating staff. The many facets of monitoring and evaluating performance were explained to you, and finally, you learned that wherever you encounter a group of people, you are also going to encounter people problems which need to be addressed. This module gave you the tools to problem-solve effectively and efficiently.
Recommended Reading


Answer Key

Study Check 10.1
1. True, False
2. a
3. c
4. d

Study Check 10.2
1. False, True, True
2. b
3. a
4. d

Study Check 10.3
1. True, True, False
2. c
3. b
4. d

Study Check 10.4
1. True, False, True, False
2. d
3. b
4. d

Study Check 10.5
1. True, False
2. c
3. b
4. b

Study Check 10.6
1. True, False
2. d
3. a
4. b
5. a

Study Check 10.7
1. False, True
2. d
3. a

Study Check 10.8
1. True, True, False
2. a
3. b
4. d
5. c
Appendix A
Staff Training
Overview
This appendix introduces you to the performance and responsibility criteria of each position in the station—vital information that the Station Manager must know to assure that staff is properly and safely qualified to carry out their position duties. It is critical for him to be aware of the training that his staff need; this allows him to monitor the level of safety, quality and proficiency they demonstrate as they carry out their duties.

The appendix highlights for you the responsibilities, training and qualifications of those positions whose duties and functions relate to both landside and airside operations.

It is highly recommended to check the latest version ISAGO Audit Standards Manual for Training specifications.

ISAGO Audit Standards Manual is available to download at: www.iata.org/whatwedo/safety/audit/isago/Pages/index.aspx

Airside Driver Training Specifications
Airside driver training for ground handling personnel shall address, as a minimum:

General:
1. Role and responsibilities of vehicle operators
2. Vehicle equipment standards
3. Hazards of airside driving
4. Reduced visibility procedures
5. Accident and incident reporting procedures

Specific:
Ground handling personnel also work on ramps (aprons), stands and airside roads. To carry out these duties competently and safely, they must have knowledge of the following:

1. Ramps (Aprons), Stands and Airside Roads
   1. Familiarisation with ramp layout, operational stands, vehicle corridors, airside roads
   2. Aircraft taxi lanes
   3. Airport rules, regulations and/or procedures pertaining to airside vehicle operations
   4. Procedures for crossing aircraft movement areas
   5. Pedestrian crosswalk rules

2. Manoeuvering area
   1. Identification of obstacle free areas, limited access areas
   2. Airport regulations and requirements
   3. Air Traffic Control
   4. Airport layout
   5. Manoeuvering area driving
Load Control Functional Training Specifications

Training for personnel with duties and/or responsibilities in operational load control functions focuses on the following operational subject areas, as they apply to each assigned function:

1. **General weight and balance proficiency and awareness**
   1. Terminology, definitions of terms, operational codes, abbreviations
   2. Aircraft balance principles, consequences of improper aircraft loading

2. **Aircraft structural load limitations**
   1. Linear (running load) limitation, area limitation (spreader floors)
   2. Limitation per compartment/section/ULD position
   3. Monocoque\(^1\) (combined) limitation, cumulative limitation
   4. Missing restraints limitation

3. **Unit load devices (ULD)**
   1. IATA identification codes
   2. Gross weight limitations, hold restraint requirements
   3. Container/pallets build-up and tie-down limitations/rules
   4. Tagging

4. **Bulk hold loading**
   1. Load spreading rules
   2. Load restraint rules: nets, tie-down, volume restraint.

5. **Load Sheet**
   1. Computation, issuance, checking (electronic and manual modes)
   2. Last minute change procedures

6. **Balance tables/charts**
   1. Computation, issuance, checking (all conventional methods)

7. **Loading Instruction/Report (LIR)**
   1. Designation and numbering of aircraft holds
   2. Issuance and checking (electronic and manual modes)

8. **Loading messages**
   1. Reading and sending standard loading messages

---

\(^1\) Modern aircraft structures are designed using a semi-monocoque concept - a basic load-carrying shell reinforced by frames and longerons in the bodies, and a skin-stringer construction supported by spars and ribs in the surfaces. Approved cumulative zone or fuselage monocoque structural loading limitations (including lower hold cargo) is achieved by using only unit loading devices (ULDs - containers and pallets) that are structurally compatible with the cargo loading system. One means of establishing compatibility is through compliance with the loading specifications.
Load Control Dangerous Goods Training Specifications

Training for personnel with duties and/or responsibilities in operational load control functions shall address dangerous goods subjects, to include, as a minimum:

1. General philosophy
2. Limitations (loading restrictions, compatibility rules)
3. General requirements for shippers
4. List of dangerous goods
5. Cargo IMP codes
6. Labelling and marking (ULDs and parcels)
7. Recognition of undeclared dangerous goods
8. Storage and loading procedures
9. Pilot-in-command notification (NOTOC)
10. Provisions for passengers and crew
11. Emergency procedures
Passenger Handling Functional Training Specifications

Training for personnel with duties and/or responsibilities in operational passenger handling functions shall address the following subject areas, as applicable operational function(s):

1. Passenger check-in policies and procedures
2. Baggage check-in policies and procedures
3. Manual check-in procedures
4. Cabin seating considerations, to include exit row, special passengers
5. Passenger boarding policies and procedures
6. Cabin access door operation, if applicable
7. Boarding bridge operation, if applicable
8. Dangerous goods regulations, considerations and procedures
9. Security regulations, considerations and procedures
10. Load control consequences, coordination and procedures
11. Handling and boarding of weapons and authorised persons carrying weapons
12. Passengers requiring special handling
13. Communication procedures (customer airlines, load control, authorities, others)
14. Data protection and security
15. Document protection and security
16. Abnormal and emergency procedures (fire, dangerous goods, security, other)
17. Health and safety
18. Emergency response procedures

Passenger Handling Dangerous Goods Training Specifications

Training for personnel with duties and/or responsibilities in passenger handling functions shall address dangerous goods subjects, to include, as a minimum:

1. General philosophy
2. Limitations and procedures
3. General requirements for shippers
4. Labelling and marking
5. Recognition of undeclared dangerous goods
6. Provisions for passengers and crew
7. Emergency response procedures
Baggage Handling Functional Training Specifications

Training for personnel with duties and/or responsibilities in operational baggage handling functions shall address the following subject areas, as applicable operational function(s):

1. Baggage handling procedures (identification, sorting, loading in ULDs)
2. Manual baggage handling procedures
3. ULDs (designation codes, inspecting, loading, tagging, removal from service)
4. Dangerous goods (regulations, considerations, procedures)
5. Security (regulations, considerations, procedures)
6. Load control (consequences, coordination, procedures)
7. Communication procedures (customer airlines, load control, authorities, others)
8. Data protection and security
9. Document protection and security
10. Abnormal and emergency procedures (fire, dangerous goods, security, other)
11. Health and Safety
12. Emergency response procedures

Baggage Handling Dangerous Goods Training Specifications

Training for personnel with duties and/or responsibilities in baggage handling functions shall address dangerous goods subjects, to include, as a minimum:

1. General philosophy
2. Labelling and marking
3. Recognition of undeclared dangerous goods
4. Storage and loading procedures
5. Pilot-in-command notification
6. Provisions for passengers and crew
7. Emergency response procedures
Aircraft Handling and Loading Functional Training Specifications

Training for personnel with aircraft handling duties and/or responsibilities shall address the following subject areas, as appropriate to assigned operational function(s):

1. Irregularity/incident/accident reporting procedures
2. Manual handling of load
3. Safety during aircraft fuelling
4. Principles of aircraft loading
5. Handling of loads that require special attention
6. Loading incompatibilities
7. Handling of ULDs
8. Operation of aircraft loading systems/securing of ULDs
9. Identification/consequences of malfunctions of in-plane loading systems
10. Consequences of load damage and spillage
11. Positioning and operation of loading and servicing equipment
12. Load notification to pilot-in-command
13. Passenger embarkation/dismounts procedures
14. Standards of aircraft cleaning, lavatory and potable water servicing
15. Aircraft movement operations
16. Emergency response procedures

Aircraft Handling and Loading Dangerous Goods Training Specifications

Training for personnel with duties and/or responsibilities in operational aircraft loading functions shall address dangerous goods subjects, to include, as a minimum:

1. General philosophy
2. Labelling and marking
3. Recognition of undeclared dangerous goods
4. Storage and loading procedures
5. Pilot-in-command notification
6. Provisions for passengers and crew
7. Emergency response procedures
Passenger Boarding Bridge Training Specifications

Passenger boarding bridge training for ground handling personnel shall address, as a minimum:

1. Standard operating procedures
2. Bridge control system, including emergency switches, cut-offs and buttons
3. Out-of-limits procedures (for returning bridge to normal working limits)
4. Back-off procedures and application
5. Manual wind-off procedures
6. Accident and incident response procedures
7. Accident and incident reporting procedures (airport, provider)
8. Fire procedures (bridge or aircraft)
9. Emergency response procedures
Aircraft Loading Supervisor Training Specifications

Training for personnel assigned to supervise aircraft loading operations for the Operator shall address the following subject areas:

1. **General weight and balance proficiency and awareness**
   1. Terminology, operational codes, abbreviations
   2. Aircraft balance principles, consequences of improper aircraft loading

2. **Aircraft structural load limitations**
   1. Basic knowledge of containerised holds resistance (relationship between missing or damaged restraints and ULD gross weight limitations)
   2. Area limitation (spreader floors)
   3. Limitation per compartment/section/ULD position
   4. Momocoque (combined) limitation
   5. Cumulative limitation
   6. Missing restraints limitation

3. **Unit load devices (ULDs)**
   1. Tie-down limitations and rules
   2. Rejection criteria for damaged ULD and tie-down accessories
   3. Tagging

4. **Bulk hold loading**
   1. Physical loading rules concerning baggage, cargo and mail
   2. Tie-down and spreader floor procedures
   3. Utilisation of nets

5. **Loading Instructions/Report (LIR)**
   1. Designation and numbering of aircraft holds
   2. Utilisation of the LIR document

6. **Loading messages**
   1. Reading standard loading messages for off-loading of holds

7. **Dangerous goods**
   1. Cargo IMP codes
   2. ULD and parcels labelling and marking
   3. Loading compatibilities
   4. Onboard accessibility
   5. Rejection criteria
   6. Emergency procedures
8. **Other special loads (e.g., perishables, EAT, AVI, WET, OBX, LHO)**
   1. Cargo IMP codes
   2. Marking and labelling
   3. Loading compatibilities

9. **Positioning and operations of loading equipment**
   1. Areas of aircraft susceptible to damage by ground support equipment
   2. Recording and reporting of damage to aircraft caused by ground support equipment

10. **Operation of aircraft loading systems**
    1. Opening and closing of aircraft hold doors
    2. In-plane loading systems
    3. ULD automated and hand-operated restraints
    4. Operator's hold configurations and layouts
Aircraft Ground Movement Functional Training Specifications

Training for personnel with assigned duties and/or responsibilities in aircraft ground movement operations shall address the following subject areas, as applicable to assigned operational function(s):

1. **Aircraft ground movement operations**
   1. Scope of operations
   2. Principles, responsibilities
   3. Practices, procedures
   4. Hazards, risk assessment
   5. Safety precautions

2. **Operation of equipment**
   1. Nose gear towbar tractor(s)
   2. Nose gear towbarless tractor(s)
   3. Main gear tractor(s), if applicable
   4. Towbars

3. **Equipment-aircraft connect and disconnect procedures**

4. **Aircraft ground movement standard verbal communications (ground-flight deck)**
   1. Nose gear controlled pushback and towing operations
   2. Main gear controlled pushback operations, if applicable;
   3. Powerback operations, if applicable

5. **Aircraft ground movement standard hand signals (ground-flight deck, ground-ground)**
   1. Nose gear controlled pushback, towing operations
   2. Main gear controlled pushback operations, if applicable
   3. Powerback operations, if applicable
   4. Power-in and power-out operations, as applicable

6. **Aircraft marshalling**
   1. Scope of operations, principles, responsibilities
   2. Practices, procedures
   3. Standard hand signals
   4. Use of aircraft parking guidance system(s)

7. **Aircraft ground movement assistance**
   1. Scope of activities, principles, responsibilities
   2. Practices, procedures
   3. Standard hand signals
Cargo and Mail Handling Dangerous Goods Training Specifications

Subject areas to be addressed in dangerous goods training for cargo handling personnel is determined on the basis of operational functions as defined below:

**Function 6:**
Personnel assigned responsibilities for dangerous goods acceptance

**Function 7:**
Personnel assigned responsibilities for cargo and/or mail acceptance

**Function 8:**
Personnel assigned responsibilities for cargo or mail handling, ULD build-up and/or storage

Dangerous goods training subject areas are applicable to personnel in functional groups as shown below.

1. General philosophy–Functions 6, 7, 8
2. Limitations–Functions 6, 7
3. General requirements for shippers–Function 6
4. Classification–Function 6
5. List of dangerous goods–Function 6
6. General packing requirements–Function 6
7. Packing instructions–Function 6
8. Labelling and marking–Functions 6, 7, 8
9. Shippers declaration and other relevant documentation -Functions 6, 7
10. Acceptance procedures–Function 6
11. Recognition of undeclared dangerous goods–Functions 6, 7, 8
12. Storage and loading procedures–Functions 6, 8
13. Pilots’ notification–Functions 6, 8
14. Provisions for passengers and crew–Functions 6, 7, 8
15. Emergency procedures–Functions 6, 7, 8
16. ULD build-up–Function 8

**Summary**

This appendix provided you with the details of station positions, and listed the performance and responsibility criteria of each of them. The reason for providing you with such an extensive list of duties and responsibilities is to illustrate the many functions of staff who work in airside operations, and the knowledge and training required of them.

By knowing each employee’s position duties, and the training and responsibility required of each job, the Station Manager ensures that work is performed properly and safely, and that employees are qualified to carry out their duties.
Appendix B
Station Manuals
Overview

This appendix aims in familiarising you with a number of manuals that a Station must have in its “library” as a minimum. The list is not exhaustive, as each station and company may have individual needs or procedures that may require the acquisition of other internal or external manuals/documents.

Company Manuals
- Ground Operations Manual (GOM)
- Passenger Handling Manual
- Cargo Handling Manual
- Aircraft/Ramp Handling Manual

External Manuals (IATA)
- Dangerous Goods Regulations
- Live Animals Regulations
- Airport Handling Manual
- Travel Information Manual
Glossary
Ground Operations Management

Glossary

Module 1: The Role and Responsibilities of a Station Manager

Airline Operators’ Committee (AOC) – The Airline Operators Committee is set up in order to facilitate airport operations, such as the clearance and handling of passengers, crews, baggage, cargo and aircraft.

Budget – A budget is an itemized forecast of an airline’s income and expenses expected for a defined fiscal year.

Enterprise Risk Management (ERM) – or integrated risk management). A systematic assessment and analysis of all risks in an organisation.

Emergency Response Plan (ERP) – The management and co-ordination of all activities should it be necessary to respond to a major accident, incident or other disastrous occurrence, whether man-made or natural, that may result in fatalities, serious injuries, considerable damage or a major disruption of operations.

Fixed costs – Costs whose forecasting does not fluctuate significantly.

Ground handling – Ground handling encompasses all activities required to service a parked aircraft on arrival and get it ready for departure.

Hard skills – Management skills that are measurable and accountable.

Induction Training – In the context of safety, induction training refers to safety training which the employee receives when he begins to work with a company or business.

Occupational Health and Safety – A component of all industry and organisations and closely legislated and overseen by federal and other authorities.

Safety Management System (SMS) – The SMS outlines a company’s safety policy and culture, with an overall goal to manage safety as an integral part of its business and to make it one of the company’s core values.

Soft Skills – Sometimes a manager must deploy ‘soft’ skills. This happens when he must plan, organise, monitor and control staff, situations and areas of responsibility over which he has limited authority.

Station – The term used to describe an airline’s operations at a particular airport.

Unit Load Devices (ULDs) – An umbrella term encompassing both aircraft containers and aircraft pallets. ULDs are used on most wide-bodied aircraft in service today to secure and ease the load and unload operations of both baggage and cargo.
# Module 1–Acronyms

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>AM</td>
<td>Accountable Manager</td>
</tr>
<tr>
<td>APU</td>
<td>Aircraft Auxiliary Power Unit</td>
</tr>
<tr>
<td>CAA</td>
<td>Civil Aviation Authority</td>
</tr>
<tr>
<td>CAR</td>
<td>Corrective Action Request</td>
</tr>
<tr>
<td>DAQCP</td>
<td>IATA De-Icing/Anti-Icing Quality Control Pool</td>
</tr>
<tr>
<td>DCS</td>
<td>Departure Control System</td>
</tr>
<tr>
<td>ERC</td>
<td>Establishment of an Emergency Response Centre</td>
</tr>
<tr>
<td>EMT</td>
<td>Emergency Management Team</td>
</tr>
<tr>
<td>ERT</td>
<td>Emergency Response Team</td>
</tr>
<tr>
<td>FAA</td>
<td>Federal Aviation Administration</td>
</tr>
<tr>
<td>GSE</td>
<td>Ground Support Equipment</td>
</tr>
<tr>
<td>GSP</td>
<td>Ground Service Provider</td>
</tr>
<tr>
<td>IAMS</td>
<td>IATA Integrated Airline Management System for Air Transport Operators</td>
</tr>
<tr>
<td>IATA</td>
<td>International Air Transport Association</td>
</tr>
<tr>
<td>ICAO</td>
<td>International Civil Aviation Organisation</td>
</tr>
<tr>
<td>IFAPA</td>
<td>International Federation of Airline Pilots Association</td>
</tr>
<tr>
<td>IFQP</td>
<td>IATA Fuel Quality Pool</td>
</tr>
<tr>
<td>IOSA</td>
<td>IATA Operational Safety Audit</td>
</tr>
<tr>
<td>LCC</td>
<td>Low Cost Carriers</td>
</tr>
<tr>
<td>MRO</td>
<td>Maintenance Repair and Overhaul</td>
</tr>
<tr>
<td>NIOSH</td>
<td>National Institute of Occupational Health and Safety</td>
</tr>
<tr>
<td>NOTOC</td>
<td>Notification of special loads to the captain</td>
</tr>
<tr>
<td>NPH</td>
<td>Nominated Post Holder</td>
</tr>
<tr>
<td>OCC</td>
<td>Operations Control Centre</td>
</tr>
<tr>
<td>ORG</td>
<td>Corporate Organisation and Management Systems</td>
</tr>
<tr>
<td>PPE</td>
<td>Personal Protective Equipment</td>
</tr>
<tr>
<td>PRO</td>
<td>Public Relations Officer</td>
</tr>
<tr>
<td>SLA</td>
<td>Service Level Agreements</td>
</tr>
<tr>
<td>WHO</td>
<td>World Health Organisation</td>
</tr>
</tbody>
</table>
Module 2: Airline and Airport Security

Airside—Refers to the movement part of an airport, adjacent terrain and buildings or portions thereof, and access to which is controlled.

Aviation Security—Aviation security is a combination of measure and human and material resources put in place to safeguard civil aviation against acts of unlawful interference.

Computed Tomography Security System—Baggage is directed to a computed tomography device, comprising a tunnel to receive it, an x-ray source providing an x-ray beam that intersects the tunnel and has a beam angle of 120°, a gantry that oscillates relative to the tunnel through an oscillation angle that equals 270°, and a plurality of detectors.

Contingency plan—A plan or arrangement made in case a particular situation should arise.

ICAO—An agency of the United Nations, formed in 1947 following an international civil aviation conference held in Chicago, which became known as the Chicago Convention.

Landside—Refers to non-aircraft operational areas and other areas, such as the passenger terminal, to which the general public have access.

Marshal—To arrange, to combine in order.

Screening—The application of technical or other means which are intended to identify and/or detect weapons, explosives or other dangerous devices, articles or substances which may be used to commit an act of unlawful interference.

Pilferage—Refers to theft in small quantities. In the context of passenger baggage, pilferage refers to the theft of some items from a passenger’s checked suitcase/bag (as opposed to all of his belongings, and/or his suitcase/bag, etc.).

Security Control—A means by which the introduction of weapons, explosives or other dangerous devices, articles or substances which may be used to commit an act of unlawful interference can be prevented.

Security Management System (SEMS)—The SEMS is one of the supporting Management Systems within the Integrated Airline Management System. The ultimate goal of the Security Management System (SEMS) is to serve as a guideline for Member Airlines in helping them build effective aviation security measures.

Vet—In the context of hiring personnel, to vet means to examine thoroughly and critically (and pass as sound or correct).

Module 2—Acronyms

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td>ACSP</td>
<td>Air Carrier Security Programmes</td>
</tr>
<tr>
<td>ANSP</td>
<td>Aviation National Security Program</td>
</tr>
<tr>
<td>ATC</td>
<td>Air Traffic Control</td>
</tr>
<tr>
<td>BRS</td>
<td>Baggage Reconciliation Systems</td>
</tr>
<tr>
<td>PPBM</td>
<td>Positive Passenger Bag Match</td>
</tr>
<tr>
<td>PPI</td>
<td>Positive Passenger Identification</td>
</tr>
<tr>
<td>STM</td>
<td>Station Management System</td>
</tr>
</tbody>
</table>
Module 3: Fraud Prevention

**Address Verification System (AVS)**—A second security verification which is supported by the International Card Schemes to confirm the cardholder’s billing address with the issuer.

**Airlines’ Reporting Corporation (ARC)**—The American equivalent of the BSP (Billing and Settlement Plan) scheme which operates in most other countries around the world.

**Billing and Settlement Plan (BSP)**—BSP is a system designed to facilitate and simplify the sealing, reporting and remitting procedures of IATA Accredited Passenger Sales Agents, as well as improve financial control and cash flow for BSP Airlines. It is truly a worldwide system: at the close of 2008, there were 88 BSPs, covering 160 countries and territories serving 400 airlines, while gross sales processed amounted to USD 239 billion.

**“Blocked funds syndrome”**—Where/when airline tickets become a form of discounted currency as a means of externalising foreign exchange and trading in them acts to our disadvantage.

**Fraud**—Any action which deprives a carrier of the revenue to which it is entitled, undertaken without the carrier’s knowledge or consent.

**Frequent Flyer Programme (FFP)**—A programme that rewards passengers for brand loyalty by giving them credit for accrued mileage travelled on a carrier, or a combination of carriers.

**Miscellaneous Charges Order (MCO)**—A document issued by a carrier or its agent requesting issue of an appropriate Passenger Ticket and Baggage Check or provision of services to the person named in such document.

**Multiple Purpose Document (MPD)**—A form used for automated issuance of interline accountable traffic documents other than the Passenger Ticket and Baggage Check such as an Excess Baggage Ticket, Tour Order, Prepaid Ticket Advice, MCO and Agents Refund Voucher. It is a multi-copy carbonised form or a document issued coupon-by-coupon for use by carriers and travel agents.

**Prepaid Ticket Advice (PTA)**—The notification by teletype, commercial wire or mail that a person in one city has requested issuance or prepaid transportation as described in the authority, to a person in another city.

**SITA**—A pioneer in international telecommunications for the air transport industry and operates at the forefront of technology. From its foundation as Société Internationale de Télécommunications Aéronautiques, SITA has aimed to bring together airlines’ existing air transport communications facilities. This allows organizations and the wider industry to take advantage of shared-infrastructure cost efficiencies. SITA presently serves over 550 members worldwide. This includes more than 500 airlines, airports, aerospace companies, air freight organizations and governments.

**Tariff Abuse**—Application of incorrect fare levels, by intent and/or error.
Module 3–Acronyms

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>AP</td>
<td>Advance Purchase period</td>
</tr>
<tr>
<td>BCCFS</td>
<td>Baggage Claims Central Filing System</td>
</tr>
<tr>
<td>CNP</td>
<td>Cardholder Not Present (as related to credit card transactions)</td>
</tr>
<tr>
<td>IT Fare</td>
<td>Inclusive Tour Fare</td>
</tr>
<tr>
<td>PNR</td>
<td>Passenger’s name record</td>
</tr>
<tr>
<td>TBM</td>
<td>Tickets by Mail</td>
</tr>
<tr>
<td>PIR</td>
<td>Property Irregularity Report</td>
</tr>
<tr>
<td>PSCRM</td>
<td>Passenger Services Conference Resolutions Manual</td>
</tr>
</tbody>
</table>

Module 4: Airside Safety

**Accident**–‘An event that happens by chance, without any deliberate intention.’

**Foreign Object Damage**–Debris and litter which is allowed to fall and remain on the ramp area which cause damage to aircraft tires, thrust reversers and engines, as well as people.

**Hazard**–Any physical situation or object that has the potential to cause harm to people and/or damage to property.

**Human Factor**–The simple tendency of people to sometimes make errors, for a variety of reasons, is referred to as the “human factor” element in safety.

**Just Culture**–A “just culture” means the focus is on learning from mistakes rather than identifying whose fault a mistake is.

**Personal Protective Equipment (PPE)**–Personal safety items which include a high visibility vest, sturdy footwear, ear defenders, gloves, sunglasses and knee protectors.

**Positive Safety Culture**–A positive safety culture is generated by an open and honest reporting system where members of the organisation can feel free to report safety issues without the threat of punitive measures being taken.

**Risk**–The likelihood of a specific undesired event occurring within a specified period. Risk is therefore a function of both the likelihood and consequence of a specific hazard being realized.

**Risk Assessment**–The process of estimating the likelihood of occurrence of specific undesirable events (the realization of identified hazards), and the severity of harm or damage caused, together with a value judgement concerning the significance of the results. It therefore has two distinct elements: risk estimation and risk evaluation.

**Risk Management**–Risk management includes processes for both hazard identification and risk assessment.
Module 4–Acronyms

GSE  Ground Service Equipment
IOSA  IATA Operational Security Audit
ISAGO  IATA Safety Audit for Ground Operations
QA  Quality Assurance
QC  Quality Control
QMS  Quality Management System
SeMS  Security Management System
VDGS  Visual Docking Guidance System

Module 5: Baggage Handling

Advise If Hold (AHL)–Refers to a missing baggage report. It is used within the baggage tracing systems in order to facilitate the comparison of missing baggage reports with unclaimed baggage reports.

Baggage Identification Chart–The baggage identification chart reflects the bags and other articles which constitute checked baggage and divides them into three categories: non-zippered bags, zippered bags, miscellaneous articles.

Baggage Processed Message (BPM)–The BPM contains data regarding the status of baggage for tracking and reconciliation. This information may be used by the transporting carrier to track the ground transportation, baggage sortation and loading process (including unloading).

Baggage Source Message (BSM)–Message sent by departing carrier from its departure control or check-in system to the operator of an automated baggage system at the point of departure.

Baggage Transfer Message (BTM)–Provides a receiving carrier at a transfer station details of all baggage on an incoming flight which have not previously passed as a part of a through check-in transaction.

Baggage Unload Message (BUM)–This message gives instructions to unload, or not to load specific baggage.

Exception Baggage–Baggage which cannot be transported by the normal conveyor belt system because it is too heavy, fragile, large or in need of special treatment (e.g. wheelchairs, skis, musical instruments).

Expedite Baggage–Baggage which has been mishandled (e.g. misrouted). It must, therefore, be forwarded to the correct destination in order to be returned to its owner.

Interim Expenses–Interim expenses are the amount a passenger obtains from the airline if his baggage has been delayed. They are also known as ‘first needs’ and ‘out-of-pocket expenses’ (O.P.E.).

Licence Plate–The licence plate is a unique ten-digit number which facilitates the translation of the alpha-numeric baggage tag number into a bar code.

Local Baggage Committee–A Local Baggage Committee (LBC) is an organisation of airline managers which meets at least once a month to identify, analyse, and solve local interline baggage handling problems.

Minimum Connecting Time (MCT)–Times set to ensure that there is enough time to transfer baggage, not passengers.
**Multilateral Interline Traffic Agreement (MITA)–Passenger**—The IATA Multilateral Interline Traffic Agreement (MITA)–Passenger establishes the rules for accepting baggage, handling mishandled baggage, and settling and prorating baggage claims between airlines who agree to interline passengers.

**Opportunist**—In this context, someone who takes advantage of a situation which he believes makes it possible for him to steal items from passenger luggage. He is different from the ‘professional’, full-time criminal or thief who supports himself financially through theft.

**Passenger and Baggage Reconciliation**—As referenced in ICAO Annex 17, meaning that a carrier must not transport the baggage of passengers who are not on board the aircraft unless that baggage has been subjected to other security control measures.

**Pilferage**—Theft of some of the contents of a checked bag or baggage.

**Positive Closeout**—Positive closeout is the confirmation by check-in staff with the ramp staff when the last item of baggage has been accepted.

**Primary Irregularity Code**—Within the IATA system for identifying and classifying the reason why an item of baggage has been mishandled, each reason is usually expressed as a code. Mishandlings are given one of eight primary irregularity codes: 10, 20, 30, 40, 50, 60, 70, 80. Each of these primary irregularity codes is used to identify a general problem.

**Property Irregularity Reports (PIRs)**—Files kept by the baggage services office. They are used to record baggage mishandling incidents, and include details such as the passenger’s name, baggage tag number, flight number, routing, baggage description and contents.

**Proration of a Claim**—Proration of a claim is the process whereby it is decided how much (i.e. what percentage) of the total compensation must be paid by each of the carriers involved in the passenger’s journey.

**RL Code**—Reason for Loss Code

**Secondary Irregularity Code**—Within the IATA system for identifying and classifying the reason why an item of baggage has been mishandled, each reason is usually expressed as a code. A secondary irregularity code is used to identify more specifically the nature of the mishandling problem.

**SITA**—A pioneer in international telecommunications for the air transport industry and operates at the forefront of technology. From its foundation as Société Internationale de Télécommunications Aéronautiques, SITA has aimed to bring together airlines' existing air transport communications facilities. This allows organizations and the wider industry to take advantage of shared-infrastructure cost efficiencies. SITA presently serves over 550 members worldwide. This includes more than 500 airlines, airports, aerospace companies, air freight organizations and governments.

**WorldTracer**—The industry-standard, fully-automated system for tracing lost and mishandled passenger baggage. It is used by over 400 leading airlines and ground-handing companies worldwide. The system searches for a match of the same tag number in any delayed bag report (AHL) that is in the WorldTracer database.
Module 5–Acronyms

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td>AOC</td>
<td>Airline Operators’ Committee</td>
</tr>
<tr>
<td>OPE</td>
<td>Out-of-pocket expenses</td>
</tr>
<tr>
<td>QMS</td>
<td>Quality Management System</td>
</tr>
<tr>
<td>QOH</td>
<td>Quick on Hand</td>
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<tr>
<td>RFID</td>
<td>Radio Frequency Identification</td>
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</tbody>
</table>

Module 6: Passenger Handling

**ACAA**—U.S. Air Carrier Access Act that requires every affected airline employee and vendor who interacts with the public undergo new training on how to properly assist passengers with disabilities.

**API**—Comes from the full acronym **APIS**: Advance Passenger Information System. It is a system which is fed by the passenger’s name record (PNR) and requires that airlines collect specific information from every passenger traveling to Canada, as well as to/from the U.S. and certain other countries. For example, under APIS the US Customs and Border Protection (CBP) requires air carriers to collect and transmit information that consists primarily of information that appears on the biographical data page of travel documents, such as passports issued by governments worldwide. Many APIS data elements (such as name, date of birth, gender, country of citizenship, passport or other travel document information) routinely have been collected over the years by a country’s government, when a traveller seeks entry into that country, by requiring the traveller to present a government-issued travel document containing that information.

**Check Digit**—Located at the end of the ticket number. It is used as a device for checking the accuracy of the ticket number. Genuine check digits can only lie between the values of 0 and 6 (inclusive).

**Common User Self Service (CUSS)**—Involves the provision of self-service kiosks so passengers can avoid, or only partially use (e.g. bag drop), check-in desks.

**Common User Terminal Equipment (CUTE)**—Provides a standard computer system at each check-in counter that can access individual airline systems.

**Fast Travel Programme**—Part of IATA’s Simplifying the Business (StB) initiative, which is introducing self-service options for passengers that provide better service and lower cost.

**Force Majeure**—(French for “superior force”). A term used to depict an unusual or extraordinary event or circumstance beyond our control, such as war, strike, riot, crime; or “Acts of God,” such as flooding and earthquake events.

**MEDA (Medical Case)**—Meaning that company medical clearance may be required. The term does apply to incapacitated passengers who only require special assistance or handling, and therefore do not require a medical clearance.

**Simplifying Passenger Travel (SPT) Programme**—An IATA initiative that focuses on the passenger and facilitating their journey while emphasizing the security benefits of processing ‘known’ passengers automatically, thereby freeing-up resources to concentrate on ‘unknown’ passengers.
Travel Information Manual (TIM)—Published monthly, outlines the legal requirements for each country, e.g. passport required/not required, visa required/not required, vaccination required/not required. A handling company should consult this manual before sending passengers on a flight to any given country.

Module 6–Acronyms

CATS  Corporate Air Travel Survey
DCS  Departure Control Systems
DEPA  Accompanied deportee
DEPU  Unaccompanied deportee
EMA  Electric Mobility Aid
INAD  Inadmissible passengers and deportees
LRT  Limited Release Tag
MAAS  Meet-And-Assist
MRZ  Machine-Readable Zone
MRDTs  Machine-readable Travel Documents
TIMATIC  Electronic format of the Travel Information Manual
UM  Unaccompanied Minor

Module 7: Airline Catering

Bacteria—Tiny micro-organisms which can only be seen through a microscope. Not all bacteria are harmful. Some aid the human digestive process, while others are actually used in the manufacture of foods such as yogurt and cheese.

Radio Frequency Identification (RFID)—A method of identifying unique items using radio waves.

Module 7–Acronyms

ACO  Airline’s Catering Order
HACCP  Hazard Analysis and Critical Control Point
PIL  Passenger Information List
Module 8: Handling Agreements and Services for Other Airlines

**Ambiguity**—The term ‘ambiguity’ means with doubtful or double meaning.

**Date of Effectiveness**—In the context of the SGHA, the Main Agreement’s date of effectiveness is the date when it comes into effect. This date is indicated in Sub-Article 11.1 of that Main Agreement. The date of effectiveness is more important than:

(a) the date on which the Agreement was made or arrived at
(b) the date the Agreement is executed in the signature block.

**Date of Validity**—Annexes are said to be valid from a particular date. The date of validity of Annex A is generally the same date as the date of effectiveness of the Main Agreement as they are created on the same day. An exception would be when a newer version of Annex A is being substituted into an earlier agreement. This would not happen very often, as Annex A is a stable component of the SGHA. The date of validity of any Annex B is the date on which it is created.

**Dormant**—In the context of the legal document under discussion, the term ‘dormant’ means inactive, at rest, not being used at present.

**Generic**—Refers to something which is general; applicable to any member of a group or class.

**Ground Handling Charge Note (HCN)**—This is referred to as a contract, rather than an agreement. It is used whenever it is necessary to handle the incidental flight of a non-customer, or when a customer requires a service which is not covered by the SGHA.

**Handling Company (in singular)**—For the sake of simplicity the term here is used in singular. However, an airline is under no obligation to buy all handling services from only one other party. If an airline chooses to do so, it can use more than one handling company.

**IATA Clearing House**—A centralised method of payment for airlines who are members of IATA.

**Indemnify**—To secure against or exempt from.

**Mandatory**—The term ‘mandatory’ means compulsory; there is no option or choice; it must be done.

**Open-ended**—An Annex (or an Agreement) is termed “open-ended” when no specific date of termination has been indicated.

**Optimum**—Refers to that point at which any condition is most favourable, i.e. best for the achievement of an aim or result: very best.

**Preamble**—A preface or an introduction, especially to a legal document.

**Procurator**—Someone who manages affairs for another person (or company), i.e. they have authorisation to act on behalf of that other person (or company).

**Reciprocal**—A relationship is considered ‘unlikely to become reciprocal’ when it involves a non-airline company which sells services and has no foreseeable reason to purchase such services elsewhere.

**Simplified Procedure**—Devised by a Task Force of the IATA Ground Handling Council and approved in January 1990, this approach is intended to simplify the creation and further handling of agreements by eliminating unproductive tasks. The Simplified Procedure replaces the various "Main Agreements and Annexes A" created by numerous pairs of parties all over the world with a
unique master set of “Main Agreement and Annex A”. This ‘unique master set’ is entitled AHM 810 and is published in the IATA Airport Handling Manual. As a result, users need no longer prepare a Main Agreement and Annex A. All they have to do is create Annexes B in the traditional manner, but with one important difference. They have to include standard wording (known as a preamble) indicating that these Annexes B are governed by the provisions of the SGHA published by the International Air Transport Association.

Supplier Management System (SUMS)—An organised approach to managing operational contractors, including the necessary organizational structures, accountabilities, policies and procedures.

Service Level Agreement (SLA)—The agreement that is made between the Air Carrier and the Service Provider at a specific location and concerns the Service Delivery Standards for the ground handling services contracted by the two parties.

Supersede—When something has been ‘superseded’, this means that it has been set aside in favour of something else, i.e. it has been replaced by a more modern, updated version.

Module 8—Acronyms

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td>AGSA</td>
<td>Aviation Ground Services Agreements</td>
</tr>
<tr>
<td>AHASC</td>
<td>Airport Handling Agreements Sub-Committee (AHASC) of the Airport Handling Committee (AHC)</td>
</tr>
<tr>
<td>AHC</td>
<td>Airport Handling Committee</td>
</tr>
<tr>
<td>ASG</td>
<td>Airside Safety Working</td>
</tr>
<tr>
<td>IATP</td>
<td>International Airline Technical Pool</td>
</tr>
<tr>
<td>IGHC</td>
<td>IATA Ground Handling Council</td>
</tr>
<tr>
<td>RAMPSG</td>
<td>Ramp Equipment Safety</td>
</tr>
<tr>
<td>SGHA</td>
<td>Standard Ground Handling Agreement</td>
</tr>
</tbody>
</table>

Module 9: People Management

Behaviour—Behaviour is a function of its consequences, meaning that for every action there are two possible consequences: a positive consequence (i.e. a reward) or a negative consequence (i.e. a punishment).

Behaviour Modification—Behaviour modification is based on the premise that all behaviour is a function of its consequences. It suggests that employee behaviour can be changed by the work environment and the manager’s influence on it.

Catalyst—A substance which causes a change or helps a change to take place. The catalyst itself is not changed or used up within the process.
**Delegation**—Delegation is concerned with giving extra responsibility to employees who will get results and achieve targets.

**Developmental Feedback**—Developmental feedback is not a personal attack on the employee. It is aimed at improving and changing his behaviour so that he will improve his performance, and/or avoid making the same mistake again.

**Efficiency**—In the workplace, relates to how a business uses its resources to meet its objectives.

**Effectiveness**—In the workplace, relates to whether or not the business meets those objectives.

**Employee Appraisal**—An appraisal is carried out with the intention of improving the employee’s future performance by reviewing his past performance.

**Management by exception**—The concept of management by exception means that although the employee has control over his work, the manager is always available should his help or advice be needed.

**Motivation**—Motivation is best defined by the intentions, desires, goals, and needs which drive the behaviour of people.

**Performance Appraisal (PA)**—A performance appraisal is an example of performance criteria. The annual PA aims to identify strengths and weaknesses of the employee, and with providing him with feedback on their progress during the year. It contains a continuing and systematic appraisal to determine the degree of mastery of the job task and to help the employee and employer to focus on the particular improvement or training, necessary to achieve mastery.

**Target**—A target is a statement of future position, and sets out something that is to be achieved by a specific date.

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**Module 9—Acronyms**

**GSP** Ground Service Provider
Glossary of Appendix A

Monocoque—Modern aircraft structures are designed using a semi-monocoque concept—a basic load-carrying shell reinforced by frames and longerons in the bodies, and a skin-stringer construction supported by spars and ribs in the surfaces. Approved cumulative zone or fuselage monocoque structural loading limitations (including lower hold cargo) is achieved by using only unit loading devices (ULDs—containers and pallets) that are structurally compatible with the cargo loading system.

Acronyms

AVI  Live Animals
EAT  Foodstuff not hermetically sealed
LHO  Live Human Organs
LIR  Loading Instruction/Report
OBX  “Obnoxious Cargo” means any of the following kinds of cargo which are not included in the category of Dangerous Cargo:

(a) substances which can cause discomfort to or adversely affect personnel handling them;

(b) substances which will taint or contaminate other cargo or containers in close proximity;

(c) substances which will damage other cargo or container by contact or by shifting e.g. carbon, graphite, white pigments, greases and other ‘dirty cargo’;

(d) hydroscopic or deliquescent goods or goods in a moist or wet condition such as hides;

(e) cargo liable to infestation by insects, mites, weevils or grubs or any other cause which may require fumigation;

(f) cargo of liquid or semi-solid nature and goods liable to qualify with a rise in temperature such as reasonably could be foreseen; or

(g) any other cargo or container which is likely to adversely affect other cargo or containers or to present any special difficulties in handling.

WET  A shipment which contains liquids or which by its nature may produce liquids or give off large amounts of moisture.
A slow turnaround could cost him the race.

Ground Operations Training with IATA.

Successful aircraft turnaround demands the same degree of precision and on-time performance. Learn how to optimize the use of ground service equipment and manpower to ensure consistent, on-time performance. Taught by industry experts and based on industry wide accepted standards AHM and I-GOM, IATA offers a range of courses that focus on best practices within the complex operational environment of modern airports, preparing you to increase customer satisfaction at your ground station.

Turnaround Coordination • Station Management • Station Ops Control • Weight & Balance • Passenger Handling • Emergency Response Planning • Crisis Communications & Media Response • Loading Supervision • SGHA and SLAs • Passenger Assessment & Travel Document Checks • Human Factor • Management of Deicing Ops • Baggage Handling

Train the way you want!
☑ Classroom Training ☑ In-Company Training ☑ Distance Learning

www.iata.org/training-groundops