Xfly Ground Handling Manual

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Effective when published in IQSMS and/or Web Manuals

Authorized by: Vilma Oras
Manager Ground Operations

/Signed digitally/

0.1 Revision Log

Page	Comment
1-4	Security Policy updated as per MSM.
1-6	Requirement to conduct assessment on the ground handling organization when operating ad hoc flights added.

0.2 Table of Contents

0.3 Purpose and Scope

Applicability

This manual contains ground handling policies and standards applicable to the following operator representing Regional Jet OÜ (doing business as Xfly; further referred to as Xfly in this manual):

- Xfly CRJ900 and ATR 72 operations.

Intended Users

The manual is aimed at managers within the Ground Operation department of Xfly. The focus is solely on management. Handling procedures are described in separate procedure manuals.

Current manual shall be available at locations where ground handling and cargo operations are conducted.

Form of publication

Within Xfly all manuals are issued only electronically.

The Ground Handling Manual (GHM) is accessible to Xfly staff and available to stations (handling agents) via IQSMS Document Distribution Module (DDM).

All contracted External Service Providers shall be given a username and password, which enables them the access to the IQSMS DDM. All printouts are considered uncontrolled copies, if in doubt the service provider must always refer to the IQSMS DDM for the most recent update of the manual.

Mastercopy Holder

The Mastercopy Holder, responsible for the contents and the revisions of the manual, is Ground Operations Manager (KO).

Summary of Contents

The structure of this manual follows that of the quality system. The contents are as follows:

Part 0 describes intended users, Revision System and List of Effective pages.

Part 1 describes Ground Handling standards.

Part 2 describes the organisation and management of Ground Operations, including Cargo Operations.

Part 3 describes the staff competence and skill level required together with the current training programme based on those requirements.

Part 4 through 6 elaborate upon part 3 by providing detailed information about various handling activities.

Part 7 describes Xfly security policy and station security audits/inspections.

Part 8 describes Xfly reporting and occurrences handling procedures.

Part 9 describes Compliance Monitoring System of the Ground Operations Department, describes the Compliance Monitoring Co-ordination and Station Compliance Monitoring Control.

Part 10 gives details of SGHA acceptable by Xfly.

Part 11 describes requirements for records system and various documents filing periods.

Part 12 contains list of Ground Handling manuals and documents.

Part 13 contains list of List of Ground Operation Forms and Guidance Material.

Part 14 Appendices contains Appendices to GHM.

0.4 Terminology

List of terms used in this manual.

Administrative responsibility

The responsibility of managing a unit including organisational structure, delegations, procedures, and resources (personnel, material, financial, and information).

AHM

Airport Handling Manual (IATA).

Airside activities

Ramp handling and activities to promote Airside Safety.

Airside Safety

Airside safety activities concerns the improvement of prevention of damage or injury to aircraft, personnel, equipment and premises.

Airside

The area on which an aircraft is operated when on ground and to which access is restricted.

Audit

See Compliance Monitoring.

Authority

Civil Aviation Authority.

CBT

Computer Based Training.

COM

Cargo Operations Manual.

Company

Xfly

Curriculum

See “Training Syllabus”.

DAM

De-/Anti-Icing Manual.

Dangerous Goods

Articles or substances which are capable of posing a significant risk to health, safety or property when transported by air and which are classified as such in the IATA Dangerous Goods Regulations.

DCS

Departure Control System.

Delegation

The assignment of authority and responsibilities to a person.

EDP

Electronic Data Processing.

External regulation

All regulations including laws regulating the activity of a unit from the outside.

GHM

Ground Handling Manual.

LCM

Load Control Manual.

PHM

Passenger Handling Manual.

Compliance Monitoring

The function to ensure an impartial evaluation of the organisation, on behalf of the Accountable Manager, to verify that the organisation complies with applicable regulatory requirements and other relevant standards of the organisation.

Ramp Handling

All aircraft handling activities performed on the ramp in connection with arrival and departure except Load control and handling of dangerous goods.

RHM

Ramp Handling Manual.

Special Load

A load which, owing to its nature or value, requires special attention and treatment during the process of acceptance, storage, and transportation, loading and unloading.

Station Management

The task of leading station operation.

Manager Station Services

A person responsible for managing the station.

Station

The term “station” usually refers to an “airport”. An airport however may occasionally be divided up into several stations.

Subcontractor

A person or business that signs a contract to perform part or all of the obligations of the Operator; (e.g. ground handling subcontractor).

Syllabus

See Training Syllabus.

Training Syllabus

A summary or an outline containing the main points of a course or training program, possibly together with examination requirements.

O.J.T.

On job training.

0.5 System of Amendment and Revision

The content of Ground Handling Manual (GHM) is revised when required due to changes in rules, regulations or internal procedures.

The manual uses revision bars (shown on the left side of the page) to indicate a revision, i.e. new information or a revised meaning of text. The revision bar is always placed beside the revised text. The revised text is highlighted in violet.

Revision

The revision number and the effective date are indicated in the header (top of page) for the chapters of this manual. Chapter List of Effective Pages shows the latest revision date for each chapter.

On or before the new revision effective date the following will be done:

- Revision record will be issued, indicating the changed parts.
- Relevant files will be updated in IQSMS Document Distribution Module (DDM); the Mastercopy Holder will deliver an electronic copy to **manualdistribution@nagroup.ee** for publishing the revised electronic manual on the IQSMS Document Distribution Module.

Distribution

GHM is accessible to Xlfy and station staff (handling agents) via IQSMS Document Distribution Module, user name and password required.

When GHM is revised, all stations and ACMI customers according to distribution list are notified via e-mail. It is ACMI customer responsibility to distribute GHM access info and/or revision notification to stations and handling agents involved.

The GHM shall be available at each station to all personnel engaged in Xfly passenger, baggage and aircraft handling duties.

0.6 List of Effective Pages

Chapter	Page	Revision	Date	Chapter	Page	Revision	Date
		16	14-05-2024	3	6	15	02-02-2024
0	1	15	02-02-2024	3	7	15	02-02-2024
0	2	16	14-05-2024	3	8	14	19-09-2023
0	3	15	02-02-2024	3	9	14	19-09-2023
0	4	14	19-09-2023	3	10	15	02-02-2024
0	5	14	19-09-2023	3	11	14	19-09-2023
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0	8	14	19-09-2023	3	14	14	19-09-2023
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1	8	14	19-09-2023	5	2	14	19-09-2023
1	9	15	02-02-2024	5	3	14	19-09-2023
1	10	15	02-02-2024	6	1	14	19-09-2023
1	11	15	02-02-2024	6	2	14	19-09-2023
1	12	15	02-02-2024	6	3	14	19-09-2023
1	13	15	02-02-2024	6	4	14	19-09-2023
1	14	14	19-09-2023	7	1	14	19-09-2023
1	15	14	19-09-2023	7	2	14	19-09-2023
2	1	14	19-09-2023	8	1	14	19-09-2023
2	2	15	02-02-2024	8	2	15	02-02-2024
2	3	14	19-09-2023	8	3	15	02-02-2024
2	4	14	19-09-2023	8	4	15	02-02-2024
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3	4	15	02-02-2024	9	4	14	19-09-2023
3	5	15	02-02-2024	9	5	15	02-02-2024

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10	3	14	19-09-2023	13	2	14	19-09-2023
11	1	14	19-09-2023	14	1	14	19-09-2023
11	2	14	19-09-2023	14	2	14	19-09-2023
11	3	14	19-09-2023	14	3	14	19-09-2023
12	1	14	19-09-2023	14	4	14	19-09-2023
12	2	14	19-09-2023			15	02-02-2024

0.7 List of Revisions

The table below shows the list of revisions and the effective dates:

Revision No	Effective date
0	07.01.2016
1	15.08.2016
2	01.11.2016
3	15.05.2017
4	15.12.2017

Revision Number	Revision Date
5	13-03-2018
6	01-07-2018
7	03-09-2018
8	01-03-2019
9	20-06-2019
10	06-09-2019
11	30-04-2020
12	06-08-2020
13	24-01-2022
14	19-09-2023
15	02-02-2024
16	14-05-2024

Latest full revision: 19-09-2023

0.8 Distribution List

Location	Responsible
IQSMS Document Distribution Module User groups: • Ground Operations • GH Supplier • Production • Management Team • Part-145	Vilma Oras
Web Manuals Reader application on EFB: • Flight Dispatch	

1.1 Policies

1.1.1 Safety Policy Statement

Safety Policy

We do not compromise on safety matters. Our objective is to be accident and incident free.

Management of safety is a primary responsibility of all managers and employees. Our goal is to provide our customers and our fellow employees with the highest level of safety achievable as far as reasonably practical.

We encourage everyone to report all hazards, incidents and occurrences that could affect the safety of our operations in any way.

All personnel should fully cooperate with the compliance monitoring audits/inspections and internal safety investigations for the sake of safety improvements.

We have a “Just Culture” where we ensure that no action will be taken against any employee who reports a safety concern through the safety reporting system, unless such disclosure indicates, beyond any reasonable doubt, gross negligence or a deliberate or willful disregard of regulations or procedures.

We will establish and operate hazard identification and risk management processes in order to eliminate or mitigate the safety risks of the consequences of hazards resulting from our operations or activities to achieve continuous improvement in our safety performance.

We will consider human factors principles as an integral part of our safety management, necessary to understand, identify and mitigate risks as well as to optimize the human contributions to our organizational safety.

We will comply with and, where appropriate, exceed, legislative and regulatory requirements and standards and seek to adopt best practices wherever practical.

We will establish and measure our safety performance against realistic Safety Performance Indicator s and Safety Performance Target s and will work diligently to achieve these targets.

We will continually improve our management system and our operational safety performance through continuous monitoring and measurement, and regular review and adjustment of safety objectives and targets.

We will ensure that externally supplied systems and services to support our operations are delivered meeting our safety performance standards.

We will provide all the necessary resources and training to our employees for the implementation of the values outlined in this policy.

/signed digitally in MSM/

Remco Althuis
Accountable Manager

/signed digitally in MSM/

Gabriel Sanchez
Head of Safety

1.1.2 Compliance Monitoring Policy

Compliance Monitoring Policy

We are committed to implement and maintain a Compliance Monitoring System which fully complies with the European Union and national regulations and recommended practices. All activities will be planned, monitored, evaluated, and corrected as required, with the objective of continuous improvement of the management system.

Our partners, sub-contractors and service providers are chosen after careful evaluation in aim to fulfill the expected standards and high level of service. This is monitored through regular inspections and audits.

Our Compliance Monitoring System comprises all the resources, people, guidelines, instructions and procedures that are used to steer and conduct the Company's business and operational activities. The system shall ensure that the entire organization works as an effective system, not as a group of independent units.

When we ensure that all flights are handled and operated by airworthy aircraft and in accordance with safe operational practices we also serve our customers in the best possible way. In addition, we will provide punctual operation, friendly and high standard of service by all our staff. Satisfied and loyal customers add our shareholder value.

The Accountable Manager has the overall responsibility for the Compliance Monitoring System including the frequency, format and structure of the internal management evaluation activities.

/signed digitally in MSM/

Remco Althuis
Accountable Manager

/signed digitally in MSM/

Mart Hansen
Head of Compliance Monitoring

1.1.3 Security Policy

Security Policy

Xfly is committed to a culture that has security as a fundamental operational priority. Operating a safe and secure airline is the core of Company values. The aim of the Security Policy is to protect customers, shareholders, employees and the business from threats and risks, and to ensure compliance with national and international regulations and Company standards. The same level of responsibility must be demonstrated in any sub chartered, subsidiary, or contracted operation. This aim will be met by:

1. Assessing the threats and risks;
2. Establishing security objectives and security performance standards;
3. Setting policies and counter-measures commensurate with the assessed threats and risks;
4. Promoting security awareness and establishing a security culture;
5. Providing adequate resources for the successful implementation of the Security Policy;
6. Communicating the security requirements continually and effectively to staff and business partners;
7. Ensuring all staff and contractors receive training appropriate to their responsibilities;
8. Security programs embedded within all areas of the business;
9. Continual improvement of the security management system.

It is the responsibility of all employees to carry out their duties mindful of the need for safe and secure operations, whether working directly for the Company, or one of its contracted partners or subsidiaries. In relation to this policy it is expected that persons will encounter events and situations, which compromise the safe and secure objective. It is the responsibility of all employees to report security breaches or acts of criminality whilst on duty to the safety department using the safety reporting process.

In order to be satisfied with the security performance of the Company's program, its partners and subsidiaries, the periodic audits and performance testing to examine security compliance will be carried out by the persons having sufficient knowledge of aviation security and the Company.

Responsible acting and reporting is the key to a successful safety and security awareness. However, it should be remembered that disregard for this goal will be treated as misconduct.

It is our task to provide this environment that gives confidence to all operating with and for the Company.

/signed digitally in Security Manual/

Remco Althuis
Accountable Manager

/signed digitally in Security Manual/

Janis Krupinš
Manager Security

1.2 Mission

1.2.1 General

The mission of the Ground Operations Department is to provide Xfly with ground handling services at all airports. Xfly outsource ground handling services to external service providers. The Management's task is to ensure the purchase of necessary ground handling services from subcontractors, establish quality and performance related requirements for ground handling services (see **1.4 - Standards**) and monitor that the aforementioned requirements are fulfilled by external service providers.

Reference: See **Chapter 10 - Contracts**.

1.2.2 In Detail

In detail, Xfly has delegated Manager Ground Operations the assignment of:

- Ensuring that ground handling services proceed according to Xfly policies and goals;
- Establishing procedures and instructions for ground handling services;
- Responsibilities for station security, station emergency plans and procedures, and flight safety within the areas of load control, dangerous goods and airside activities;
- Responsibility for the purchase of ground handling services at all stations, contracting and the monitoring of subcontractor's services;
- Responsibility for all station operations including passenger handling, ramp handling, load control, dangerous goods, aircraft fuelling, cargo operations and aircraft de-/anti-icing.

1.3 Subcontracting of Ground Handling

1.3.1 General

On Xfly operated EE flights Xfly subcontracts ground handling for own aircraft.

Subcontracting of ground handling shall be documented in a ground handling agreement or services are requested via e-mail.

Authorities and responsibilities are defined by the IATA SGHA. (Reference: See **Chapter 10**)

1.3.2 Selection of Ground Handling

Manager Ground Operations is responsible for selection of ground handling sub-contractors.

Selection of ground handling sub-contractor shall be based on the following:

- Commitment of ground handling sub-contractor to safe execution of ground handling operations;
- Ability of ground handling sub-contractor to provide handling according to Xfly Ground Operations Manuals;

- Ability of ground handling sub-contractor to provide handling according to IATA Standard Ground Handling Agreement;
- Efficiency and service level of ground handling sub-contractor;
- Cost of handling.

When a decision has been made to contract ground handling activities, an assessment of the ground handling subcontractor organization shall always be performed before the contract is signed.

The assessment is initiated by Manager Ground Operations and may be conducted on site or can be performed through desktop activity by means of:

- Evaluation audit carried out by Compliance Monitoring Department or
- Completing Ground Handling Assessment Questionnaire

U:\OPS\Compliance Monitoring\06 FORMS

The purpose of the assessment is to evaluate:

- To what extent the requirements for safety and quality can be fulfilled.
- What additional measures or arrangements (if any) are necessary in order to fulfill Xfly requirements.
- The subcontractor's capability to deliver sufficient equipment and manpower to meet the requirements of Xfly.

Manager Ground Operations is authorized to give a final and formal approval of the assessments of subcontractors.

1.3.3 Ground Handling for ad hoc flights

If necessary due to ad hoc flights or unforeseen circumstances, ground handling may be contracted by simple memorandum of understanding. This memorandum of understanding may be entered into force by either: Manager Ground Operations (KO), Ground Operations Specialist (KS) or OCC Flight Operations Officer (OFO).

Ground handling memorandum of understanding does not have a standard form, it may be in the form of a simple handling request and acknowledgement of that request.

Ground handling memorandum of understanding is only intended for a single flight or series of fewer than ten flights. For ten flights or more scheduled for the project, a ground handling agreement is required.

If a decision has been made to contract ground handling activities for ad hoc flights, an assessment of the ground handling subcontractor organization shall always be performed.

1.3.4 Ground Handling Agreements for flights on behalf of other Air Carriers (Lessee)

The following applies to ground handling agreements made by other air carrier for handling of Xfly aircraft:

- The ground handling agreement must fulfill the following requirements as Ground handling agreements made by Xfly.
- Lessee's handling contracts must be in force in involved stations and handling services must meet the Xfly requirements.

The Lessee is responsible:

- For the initial evaluation of the ground handling agent (incl catering company, cleaning provider etc).
- For communicating Xfly requirements to ground handling agent.
- For providing contact information of subcontractors. Ground Operations department files contracted service provides at each station U:\GH\SGHA\RegionalJet_ACMI. Ref: Ground and Cargo Operations Process Manual 2.2 Storing and Distributing Contract Information.

- Xfly Ground Operation Manuals must be followed.
- Xfly Ground Operations shall verify Lessee audit/inspection reports for the scheduled flights by reviewing the safety and security aspects of the reports, non-conformities addressed, corrective actions taken to eliminate the findings, if relevant. Ref: Ground and Cargo Operations Process Manual 3 Quality Control.

1.3.5 Ground Handling Agent Subcontracting of Services

Ground handling agent may delegate services to be provided to Xfly according to the ground handling agreement to third party suppliers. In this case the following conditions must be met:

- Xfly approves the subcontracting of the particular services to the subcontractor, ground handling agent provides subcontractor with all required Xfly instructions, subcontractor is subject to Xfly compliance monitoring system.

1.4 Standards

1.4.1 General

Xfly manuals regulate ground handling activities, by requirements from the Estonian Transport Administration and by various industry standards.

Documents containing these requirements are described below.

1.4.2 Manuals

The Ground Handling Manual (GHM) is the main regulating document describing ground handling standards published by Xfly.

Several additional corporate manuals elaborate on the GHM (Ref. see **Chapter 12 - Ground Handling Manuals**).

1.4.3 Flight safety

With respect to flight safety and security, the area of ground handling activities is regulated by EASA OPS, Estonian Transport Administration and IATA IOSA requirements as well as IATA AHM recommendations.

These are documented in:

- Estonian Aviation Act
- EASA OPS
- IOSA (IOSA Standards Manual, IOSA Checklists)
- IATA Airport Handling Manual (AHM).

1.4.4 Personnel

All personnel must be properly qualified for their work.

All personnel must have the required competence and training with respect to safety and security for their particular work.

At work personnel must not be under the influence of alcohol or drugs.

These items apply to all personnel, including non-Xfly personnel carrying out work or duties on the behalf of Xfly.

Reference: See **Chapter 3 – Training and Qualification Requirements**.

1.4.5 On-time Performance

Xfly strives to operate flights at the highest possible on-time performance. Monthly on-time performance monitoring shall be done against the following targets:

	Target
Regularity (per month)	99.5%
Punctuality within 3 min (per month)	85.0%
Punctuality within 15 min (per month)	95.0%
Punctuality / GH controllable delays* (per month)	96.0%

*The following delay codes shall be regarded as Ground Handling controllable delays:

PD/11, PL/12, PE/13, PH/15, PC/17, PB/18, CP/22, CL/28, GD/31, GL/32, GE/33, GS/34, GC/35, GT/39, DG/52, EO/58

1.4.6 Minimum Ground Times

Unless otherwise agreed with handling agents at specific airports, the following standard ground times shall apply for all airports:

On regular flights:	
All aircraft types	35 min

Arriving from a charter flight and departing to a charter or regular flight:

Charter to charter and charter to regular flights:	
All aircraft types	45 min

1.4.7 Ground Handling Agreement and Service Delivery Standards

Ground Handling Agreement

The ground handling agreement shall be based on the IATA Standard Ground Handling Agreement (SGHA), found in the IATA Airport Handling Manual (referred to as AHM 810).

Any deviations from the IATA SGHA must be documented and accepted by Manager Ground Operations.

Signed SGHA shall be kept on file in Nordic Aviation Group Headquarters.

All ground handling agreements should be reviewed when the need arises, on basis of safety, service and economics.

Some locations may have variations of the IATA SGHA or different types of handling agreements or contracts and such agreements, although objectionable in principle, may be accepted instead of the IATA SGHA with the approval of the Manager Ground Operations.

The ground handling agreement must allow Xfly, at its own cost, to audit the contracted services.

The ground handling agent shall cooperate with Xfly and undertake any corrective action(s) required.

Reference: See **10.2 - The IATA Standard Ground Handling Agreement (SGHA)** for required services to be included in SGHA.

Service Delivery Standards

Service Level Agreement (SLA) should be made in conjunction with SGHA. The aim of the SLA is to ensure that quality standards are set and can be measured accordingly. Signed SLA shall be kept together with SGHA.

The following serve as Xfly standards for airport ground handling operations.

The service delivery standards outlined below are subject to the Carrier operating on schedule and the factors being within the control of the Handling Company. Reasonableness shall be applied in the application of these standards. At all times the delivery of the service standards shall not compromise safety procedures.

Different standards may be agreed upon with Handling Agents at various airports, provided the revised standards follow local conditions and are laid down in the Service Level Agreement between Xfly and the local Handling Agent.

GENERAL	**Target**
Aircraft operating outside schedule (provided actual arrival not later than STD) shall be handled within the agreed minimum turn-around times as follows: All aircraft types –35 min.	90%
CHECK-IN	**Target**
Handling Agent will operate dedicated check in counters for all carrier regular flights. Check in deadline STD – 30 min, unless otherwise instructed by Carrier.	100%
One C and one M class counter to be opened at STD – 2 hours, unless otherwise instructed by Carrier.	100%
Following stationery (not limited) shall be provided by the Handling Company, unless otherwise agreed: *Boarding passes, baggage tags, rush tags, pilferage form, missing form, DPR form, AHL form, passenger manifest, meal voucher, UMNR/live animal/firearm declaration forms, heavy tag, firearm tag, delivery at aircraft tag, priority tag, standby tag, live animal tag, assistance tag.*	100%
DEPARTURE GATE	**Target**
Gate to be manned the latest ETD – 35 min.	100%
Gate monitor(s) shall display the Carrier's logo, flight number(s) and destination.	100%
Boarding announcements shall be made in accordance with the Carrier's policy.	100%
All boarding passengers are required to be identified by passport check (the name in the boarding pass must match the name in the passport) for security reasons. (subject to local authorities requirements on flights operated within Schengen, EU, Norway, Switzerland, Iceland).	100%
Large hand baggage to be removed from passengers and checked in as hold baggage.	98%
Boarding to commence by ETD – 30 min (if aircraft parked remote) or ETD – 20 min (if aircraft parked at the gate position) provided the crew is ready for boarding.	98%

Boarding shall be completed by ETD – 7 min.	98%
In case of a flight delay, the gate staff shall make a delay announcement at STD – 15 min, then at the STD and thereafter as often as needed, but not less than once per hour, in order to keep the passengers informed at all times. (Ref. **PHM 9.2**)	100%
ARRIVAL	**Target**
"Red Cap" to be available at gate/stand at ATA. Establish contact with the cockpit crew after passenger disembarkation.	100%
Delivery to the passenger or the authorized representative shall be made within 24 hours after receipt of the bag.	95%
RUSH bags must be forwarded and a FWD telex sent latest 24 h after the bag was found at the station.	100%
RAMP HANDLING	**Target**
Equipment and staff to be on stand-by at the parking stand at ETA – 5 min.	95%
Safety cones (Ref. RHM **1.6**) shall be used for the entire duration of the ground stop. Cones to be in place before any equipment approaches the aircraft.	100%
Wheelchocks shall be placed at ATA +1 min. (Ref. RHM **1.5**)	100%
No equipment shall be allowed to drive under the wings of the aircraft.	100%
All vehicles shall be attended when engines running (with the exception of belt-loaders).	100%
If applicable, all vehicles shall have stabilizers serviceable and down when operating.	100%
Brakes shall be working and applied on all equipment and trailers.	100%
Guideman shall be used when positioning vehicles, which get into direct contact with the a/c fuselage, e.g. belt loaders, catering trucks, etc. Guide person is not required when equipment in use has built in safety aids and sensors in place.	100%
Guideman shall be used when reversing any equipment towards the a/c. Guide person is not required when equipment in use has built in safety aids and sensors in place.	100%
All vehicles shall make a safety stop at 3 meters from the a/c.	100%
There are to be zero incidents of damage to aircraft.	100%
RAMP HANDLING	**Target**
Mishandled baggage max 5 per 1000 pax.	100%
Fuelling to be completed by ETD – 20 min.	95%
Cleaning to be completed by ETD – 20 min.	95%
Staff in charge of loading shall check all compartments before loading is started in order to detect any unauthorized objects.	100%
Loading and the Loading Report to be completed by ETD – 7 min.	98%
There are to be zero dangerous goods loading incidents.	100%
Baggage of passengers who fail to board the aircraft must be offloaded at all times.	100%
A pre-departure check is to be carried out after loading is complete and all doors closed.	100%
Push-back to be available on stand at ETD – 5 min.	98%

1.4.7.1 Monitoring Service Delivery Standards

Xfly Ground Operations Department monitors safety and security related service delivery standards in below areas:

Ground Operations

Management and Training

Passenger Handling

- Check in procedures
- Gate procedures
- Baggage acceptance procedures

Ramp Handling

- Arrival procedures
- Aircraft loading
- Aircraft servicing
- Aircraft departure procedures

Load Control

- Loadplanning
- Documentation

Cargo Operations

- Management and Training
- Cargo Acceptance
- Dangerous Goods Handling

Security

- Company materials security
- Passenger security
- Hold baggage security
- Aircraft security

Input for the monitoring is obtained from safety reports (SPI trends) and station inspections.

During ACMI operations, the contract with the service provider is between the service provider and the Lessee. In that case, Lessee's IOSA report is obtained to check that it confirms with the provisions of monitoring the measurable specifications in the contracts. The results of such monitoring and the IOSA reports can be found at:

U:\OPS\Compliance Monitoring\02 Partner Airlines Monitoring

1.4.7.2 Other Standards

Load Control

- Zero errors in Load Control documents.

Damaged Goods

- Zero Damage Goods accidents.

Ramp Safety

- All safety rules to be observed at all times.
- No violations of local authority tarmac regulations.
- All staff to use hoods/ear protection when working on the ramp.

Security

- Zero Security incidents.
- Zero Fraud and Theft incidents.
- Full compliance with government, Xfly and authority regulations.

Ramp Handling and Loading

- Zero Loading errors.
- Loading/unloading shall be done in accordance with the load planning for the flight.
- All objects/items shall be secured in the Cargo compartment in accordance with the Aircraft manufacture instructions and Ramp Handling Manual.
- All equipment needed to be ready and operational 5 minutes prior to an ATA (on blocks).
- Loading to be completed 5 minutes prior to an ETD.
- All staff must receive a recurrent airside safety training at least once in 36 months unless operator or State has defined shorter period for such training, including local regulatory and Foreign Object Damage (FOD) issues.

Parking Stand Check

- Before each arrival of A/C, the person who is in charge of clearing the ramp/stand shall visually check the parking stand.
- The parking stand-check shall be done to avoid risk of accident caused by equipment, oil, ice or foreign objects which represent a hazard for safe A/C maneuvring.

Marshalling of Aircraft

- Personnel, who are trained and approved for the task, shall only do marshalling using the signals described in IATA IGOM 3.4.7.
- Marshalling shall only be done according to above, if it is excluded from the airport authorities' responsibility.

Guideman Hand Signals

- Guidance by second person shall be used whenever necessary (IATA IGOM 3.4).

Wheel Chocks, Tip Cones

- Wheel chocks and tip cones shall always be placed after engine shutdown/propeller stop and anti-collision beacons off following arrival A/C and shall be removed prior to departure before A/C maneuvring start in accordance with valid instructions and in co-operation with the commander.

Passenger Stairs and A/C Handrails

- External passenger stairs (inc ramp platforms) shall always be operated in a way that the A/C fuselage and doors are not damaged.
- Position of the equipment shall never jeopardise the passenger's safety during disembarkation or embarkation.
- A/C handrails and locking of A/C internal stairs shall be done in a correct and locked position before passengers and crew disembark/embark the aircraft.
- Before the A/C door is opened it must be ensured by responsible ground staff, that the A/C slide is disarmed.

Jet Bridge

- All jet bridge operations shall be done in accordance with local rules and regulations and staff should be trained and approved for the task.
- In connection with disembarkation/embarkation with use of jet bridge, co-operation with the cabin attendants – by use of visible signs/contact – should be done before allowing passengers and crew to walk from/ to the aircraft.

Internal Cleaning

- Internal cleaning shall follow the rules and regulations described in the Ramp Handling Manual (RHM).
- Only approved cleaning material described in the RHM and the manufactures instructions must be used.

Water

- Zero incidents – A/C potable water not fulfilling standard.
- Water operation shall be done in a way that spillage and improper handling is avoided.
- Water destined for aircraft potable water systems must be chlorinated. Total chlorine content at the point of filling into the aircraft must be in the range of 0.2-0.5 mg/l or ppm. Once filled, the potable water servicer may only be used for aircraft servicing after a minimum of 30 minutes,
- Potable water quality shall comply with the IATA AHM440 standards or local standards if these are more stringent.
- The microbiological examination of drinking water must be performed by a qualified local laboratory quarterly,
    - The examination result shall be filed at the station and a copy of it in the water truck.

- Regular monitoring and analysis to ensure potable water quality is maintained shall be done in accordance with IATA AHM440 standards or local standards, if these are more stringent. The water analysis certificate with the parameter values and parameter limits shall be available.
- The water truck must have a log with records about filling, cleaning, examinations.
- Operations shall be done in accordance with procedures described in RHM.
- Potable water servicers must not be filled up from the same tap as toilet servicers.
- Potable water servicers and toilet servicers must not be parked in the same area.
- Personnel engaged in toilet servicing are not allowed to perform water service at the same time.
- Water services are to be completed 10 minutes prior ETD.

Waste

- Waste operation shall be done in a way that spillage and improper handling is avoided.
- Persons operating waste truck shall apply to the rules of personnel protection and separation of procedures.
- Waste services to be completed 10 minutes prior ETD.

Heating

- Heating of the A/C shall be done according to procedures described in the Ramp Handling Manual.
- Positioning of heating/cooling units shall be at safe distance from the A/C fuselage.
- Operating heating and cooling unit shall be applied to local conditions decided by either station manager, delegated person or the crew of the A/C.
- Airport safety regulations must be adhered to.
- Temperature shall be in accordance with company policy.

Push Back, Towing

- Push-back/Towing must only be done by staff trained and approved in accordance with **3.5 - Airside Safety Training Programme**.
- Push-back tractor to be connected and ready 5 minutes prior to ETD.

External power

- External power / GPU shall be connected as soon as possible after the arrival (final parking) of the A/C and disconnected prior to departure, when the A/C produces own power either from the auxiliary power unit or its own engine.
- The person operating the external power unit shall control external power correct voltage, current and frequency.

Air-starter

- Airstart Unit shall be used when the A/C's own air source cannot start engine.
- Operation of the airstart unit shall be done in close cooperation and under control of the ramp dispatch person of the A/C.
- Only trained and approved staff must operate the airstart unit.

Departure check

- The departure check of the A/C shall be done when all activities in connection with the departure are finished and before pushback/turn out is started.
- The departure check shall ensure that the A/C has not suffered any damage and that all doors and visible panels are in closed position.
- The person doing departure check must have received the necessary training.

Ramp Dispatch of A/C

- Ramp dispatch of A/C shall be in cooperation with the Flight Deck and when departure checklist is finished, primarily by use of interphone communication, secondly by use of hand signals.
- The person shall ensure that no fixed obstructions, foreign objects or vehicles can/will obstruct the moving A/C in connection with either pushback or turn out, until Flight Deck has full control of the movement of the A/C on its own power.
- The area around the A/C shall be kept under close surveillance.
- An "all clear" signal by use of an erect thumb shall be given to the Commander before the A/C is permitted to move under its own power.
- The person shall be approved according to GHM (see **Chapter 3 - Training**).

Cabin Divider

- Position of cabin divider shall be done before passengers embark the A/C.
- Position of the divider shall be done according to A/C configuration.
- The divider shall always be fastened/secured in such a way that it can not come loose.

Catering

- Catering vehicles shall always be operated with great caution in order not to damage the A/C.
- All other activities shall be approved in cooperation with "in-flight service functions" and applied to the local conditions.

PWD service vehicles

- PWD service vehicles shall always be operated with great caution in order not to damage the A/C.
- PWD service vehicles shall be suitable for the aircraft type

Departure Baggage

- Baggage reconciliation procedures to be followed.

Fuel

- Fuel delivered and loaded onto aircraft must be:
    - free from contamination
    - of the correct grade and specification for each aircraft type.
- Fuel suppliers shall maintain standards of fuel safety and quality acceptable to Xfly.

2.1 General Introduction

Management System

Xfly has management system that ensures control of ground operations and cargo operations and the management of safety and security outcomes.

Ground Handling Operations

Ground Handling Operations include everything necessary for fulfilling Xfly demands on such operations including partner airlines. The main functions of ground handling operations and other relevant areas are following:

- Load Control (see **Chapter 4**),
- Handling of Dangerous Goods and Special Load (see **Chapter 4**),
- Passenger and Baggage Handling (see **Chapter 5**),
- Ramp Handling including Cabin Cleaning (see **Chapter 6**),
- Security (see **Chapter 7**),
- Occurrences and Reporting (see **Chapter 8**).
- Cargo Handling (see COM)
- Aircraft De-/Anti-Icing (see DAM)

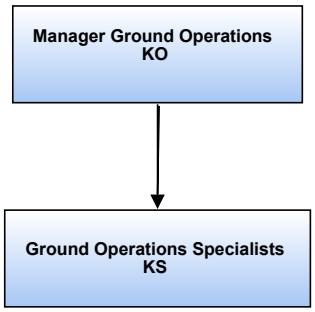
The Ground Handling Manual (GHM) together with references therein describes minimum requirements and instructions for ground handling and cargo handling operations.

Compliance System

Ground handling and cargo handling operations will be audited according to **Chapter 9** and according to EASA OPS Compliance Monitoring System (see Xfly Management System Manual).

2.2 Organisation

The Ground Operations Department of Xfly is managed by Ground Operations Manager (Nominated Person Ground Operations) and consists of the following functions:



Reference: See **2.3.1 - Responsibilities and Duties of Ground Operations and Cargo Operations Management Personnel**.

As a Nominated Person Ground Operations, he/she reports to Accountable Manager of Xfly. Ref MSM **1.4.1 - General**

2.3 Management

2.3.1 Responsibilities and Duties of Ground Operations and Cargo Operations Management Personnel

Ground Operations Manager / Ground Operations Nominated Person (KO)

KO is the Ground Operations Nominated Person in means of Air Operations Regulation, ORO.AOC.135(a)(3) and accepted by the Authority as such. He/she is appointed to organize and run Xfly ground handling and cargo operations in most effective and safe way in accordance with the Company policy.

KO is also responsible for any corrective action resulting from the quality monitoring.

KO will always be in the position to confirm that all personnel in Ground Handling department performing operationally critical functions are physically and medically fit for duty.

DA has ultimate authority to make decisions that affect safety and/or security matters of ground operations and cargo operations within limits of regulatory requirements.

KO, QS, QD and XA have the authority to make decisions that affect safety and/or security matters of ground operations and cargo operations within limits of regulatory requirements.

KO reports to DA. In the absence of KO his/her functions for Xfly will be attended by primary deputy, Ground Operations Specialist (KS) and secondary deputy (DA).

KO Duties and Responsibilities

KO is responsible for ensuring the safety and security of ground handling operations.

KO duties and responsibilities within the scope of ground handling and cargo operations are to ensure that:

- Responsibilities and duties are allocated and instructions issued to the individuals, sufficient for implementation of the Company policy and maintenance of the safety and security standards;
- The number of staff in the Ground Operations Department is dependent upon the nature and scale of operations;
- The Ground Handling Department is staffed by trained personnel who have a thorough understanding of their responsibilities;
- The Ground Handling Department facilities are sufficient for personnel, for storage and display of essential records;
- The arrangements are made for the production of ground handling and cargo operation manuals, amendments and other documentation;
- Any contractor employed meets the required standards of Xfly;
- The flight safety and security, ramp safety and security standards, external ground handling, cargo operations and fuelling providers are continuously monitored;

- The annual budget of the Ground Handling Department is prepared to support the planned activities;
- The system for cost control of all functions within the Ground Handling Department is established and maintained;
- Regulatory authorities, ground handling and cargo handling service providers and other operationally relevant external entities are liaised;
- Ensure that the organization remains in compliance with the applicable requirements (regulations, standards, Company procedures, etc.), including those regarding the management of safety;
- Continually promote the Safety Policy to all personnel, demonstrate their commitment to it and lead by example;
- Ensure the provision of necessary human and financial resources for the implementation of the Safety Policy in their area of responsibility;
- Perform Safety Risk Assessments and the Management of Change processes within their area of responsibility;
- Implement risk mitigation actions within their area of responsibility;
- The management of safety risks and security threats to aircraft operations;
- Operations are conducted in accordance with conditions and restrictions of the Air Operator Certificate (AOC), and in compliance with applicable regulations and standards of Xfly;
- All company procedures associated with ground handling, cargo operations and fuel services are approved by KO;
- Ground Handling, Cargo Operations and fuelling procedures are prepared and maintained ensuring safe and secure operations in respect of rules and regulations (Republic of Estonia, Xfly, IATA, ICAO, EASA, etc) and in order to meet the operational requirements in the most efficient way;
- Ensure effective communication and staff information concerning relevant policies, procedures, etc;
- Once a year assures orders for documentation and/or data (IATA recommendations, e.g. AHM, DGR, LAR etc) from external sources are in place and purchased according to Company’s needs;
- Conducts negotiations with external ground handling service providers, including cargo and fuelling, is responsible for handling of ground handling contracts, including cargo and fuelling with external service providers, associated with ground handling services and cargo operations and keeps a record of all ground handling and cargo handling agreements;
- Agreed levels of service and specified targets are met.

2.3.2 Responsibilities and Duties of Personnel Related to Ground Handling Operations and Cargo Operations

2.3.2.1 Ground Operations Specialist (KS)

KS reports to KO. KS is primary deputy for KO. In the absence of KS his/her functions will be attended by KS, secondary by KO.

KS Duties and Responsibilities

KS duties and responsibilities within the scope of ground handling and cargo operations:

- Is responsible for the management and coordination of all ground handling operations functions associated with ramp handling, cargo operations, passenger services, baggage handling, aircraft interior cleaning, weight and balance, ground support equipment and aircraft de-/anti-icing at stations served by Xfly;
- Ensures ground handling and cargo handling agents at Xfly scheduled destinations are timely informed about company procedures and provided with Xfly ground handling and cargo operations manuals, ground handling forms and stationary for handling;
- Assists Operations Control Center to coordinate with ground handling partners' activities in irregularity situations;
- Is responsible for arranging ground handling for ad hoc (non-scheduled) flights;
- Performs turnaround inspections and station inspections;
- Prepares Xfly ground handling and cargo operations procedures and manuals (input from area of own expertise, e.g. Dangerous Goods, Deicing/Anti-icing etc);
- Provides input for Airport Evaluation station assessment upon request from Flight Support;
- Keeps up to date ACMI Reports Review summary table U:\OPS\Compliance Monitoring\15 Station Inspections;
- Performs other duties within the scope of ground and cargo operations requested by KO.

2.3.3 Qualification and Training Requirements

KO Qualification Requirements

KO should have:

- Practical experience and expertise in the application of aviation safety standards and safe operating practices.
- Comprehensive knowledge of:
    - EASA-OPS and any associated requirements and procedures,
    - Company Operations Specifications,
    - The need for, and content of, the relevant parts of Xfly Operations Manuals,
    - Familiarity with Management Systems and Safety Management System.

- Appropriate management experience in a comparable organization and five years relevant work experience of which at least two years should be from the aeronautical industry in ground operations and cargo or other field closely related to ground operations and cargo.
- Level of English language proficiency, which enables to understand a wide range of demanding, longer texts, and recognise implicit meaning. To express him/herself fluently and spontaneously without much obvious searching for expressions. To use language flexibly and effectively for social, academic and professional purposes. To produce clear, well-structured, detailed text on complex subjects, showing controlled use of organisational patterns, connectors and cohesive devices.
- A thorough knowledge of Xfly ground operations and cargo operations concept.

KS Qualification Requirements

KS should have:

- English skill – fluent in speech and writing.
- Basic knowledge in station and/or cargo operation enabling the person to manage and coordinate these activities as outlined in manuals.
- Administration skills.
- Familiarity with Quality Systems.
- Practical experience and expertise in the application of aviation safety standards and safe operating practices.
- Comprehensive knowledge of:
    - Company Operations Specifications,
    - The need for, and content of, the relevant parts of Xfly Operations Manuals.
- At least two years work experience in the aeronautical industry in ground operations and cargo or other field closely related to ground operations and cargo.
- A thorough knowledge of company´s ground operations and cargo operations concept.

KO and KS Training Requirements

- Management System training
- Familiarization training
- Dangerous Goods training (according to regulations)
- De-/anti-icing training (basic)
- IATA SGHA training* (IATA or equivalent)
- Ground Operations training (IATA or equivalent)
- Cargo Operations training* (IATA or equivalent)

*optional for KS

All management and non-management personnel that perform functions within the scope of ground handling and cargo operations for the Operator must complete SMS training that ensures ground handling and cargo operations personnel are trained and competent to perform SMS duties. The scope of such training shall be appropriate to each individual's involvement in the SMS. For more information about SMS training, please see **MSM** 1.7.4.1**.3**

2.3.4 Ground Operations Communication System

Communication system ensures effective exchange of information relevant to conduct of ground handling and cargo operations throughout the management system for ground handling and cargo operations and among operational personnel.

To ensure effective communication, Xfly uses following methods, such as, but not limited to:

- E-mail, phone for daily communication;
- Microsoft Teams, Microsoft Sharepoint;
- Xfly department meetings and meetings with external service providers;
- Ground Handling newsletters and notices published via Xfly IQSMS DDM;
- Quick Reference Guide forms;
- Software application that supports quality and safety management systems, audits, corrective actions, incident reporting and investigations etc.);
- Etc.

2.3.5 Meetings

In order to facilitate the operational work and flow of information within the Ground Operations Department and with other divisions and cooperation partners, meetings are an efficient tool.

- **Ground Operations Department Meeting**

Ref: Ground and Cargo Operations Process Manual **Ch 1.1.**

Participants: KO, KS, KSC. KO chairs the meeting.

- **Management Meeting**

Management review, attended by the Accountable Manager, QD, QS and Nominated Persons, shall take place annually to ensure its continuing suitability, adequacy and effectiveness. The Accountable Manager and/or QD should decide upon the frequency, format and structure of the internal management evaluation activities. The minutes of meeting shall be recorded. A meeting shall review opportunities for improvement and the need for changes to the system, including, but not limited to, organizational structure, reporting lines, authorities, responsibilities, policies, processes and procedures.

Reference: See **MSM 1.6.3**.

- **Operations Management Team (OMT) Meeting**

The OMT meeting is a regular information exchange meeting held by the Chief Executive Officer (DA). DA will decide on the format and participants of the meeting. The meetings are held with an interval based on the decision of the Accountable Manager.

Reference: See **MSM 1.6.1**.

- **Xfly Safety Review Board Meeting**

KO is a participant to the Xfly Safety Review Board Meeting.

Reference: See **MSM 1.6.2.1**.

- **Compliance Monitoring Reports**

Reference: See **MSM 1.6.5**.

- **Ground Operations Safety Action Group (SAG)**

Reference: See **MSM 1.6.2.2.3**

- **Airport User Committees (AUCs)**

Xfly may be a member to the local AUC, if deemed necessary by the management of Xfly, and represented by a Xfly representative or a nominated subcontractor to represent Xfly in the said organisation.

Xfly nominated delegate to the AUC shall be KO.

- **Meetings with Handling Agents**

KO or KS may conduct meetings with external service providers (Handling Agents) for a performance review, procedures briefing etc. The frequency of the meetings shall be agreed upon between the parties.

3.1 General

This Chapter describes the qualification and training requirements for ground personnel set by Xfly. These requirements are set in order to ensure a safe operation of Company aircraft.

All Ground operations and Cargo operations personnel must have an acceptable level of training and qualification in order to meet the requirements and instructions of Xfly, IATA, IOSA, ICAO, EASA-OPS and/or other local or international legal regulations when providing their respective duties. The Handling Company/Service provider must ensure that their staff carries out only the duties for which they have been trained.

Personnel must complete initial training and assessment prior to being assigned such duties, and subsequently receive recurrent training or recurrent assessment as appropriate to the role.

Initial and recurrent training or recurrent assessment and re-qualification training, if applicable, must be completed by personnel performing in following ground handling duties or function(s):

- Passenger services;
- Ramp services;
- Load control;
- Aircraft fueling;
- Aircraft ground de/anti-icing;

Consideration of local laws and regulations must be reflected in the training.

The Handling Company/Service provider must ensure that their staff has received appropriate training enabling them to perform their duties. This typically includes, but is not limited to, Passenger Handling, Load Control, Ramp Handling, Aircraft Servicing, Aircraft De-/Anti-Icing, Cabin Cleaning, Cargo Operations, Catering, Aircraft Fuelling.

Reference:

- See training requirements in GHM 3.2-3.20
- See qualification requirements in **GHM 4.2**, **5.2** and **6.3**.

3.2 Ground Operations Training Programs

3.2.1 General

Subcontractors for ground handling services shall have a corporate training program that specifies standards to ensure personnel at all stations, to include personnel of third parties for outsourced services, who perform duties in functions within the scope of ground operations (hereinafter “operational ground handling personnel”), complete initial and recurrent training in accordance with requirements of the Subcontractor, relevant authorities, Xfly, to include:

i. General and function-specific training prior to being assigned to perform operational duties;

ii. Recurrent training or recurrent assessment on a specified frequency to remain qualified to perform operational duties;

iii. Periodic assessment to ensure ongoing competency.

Requirements for initial and recurrent training or recurrent assessment apply to all personnel who perform duties within the scope of ground operations.

A company shall have established Training Programs to ensure that all operational personnel can acquire the necessary skills and remain competent to perform their duties.

Training program should specify the qualification requirements for each job task/function within the scope of the company's activities. As a minimum the training program should address:

- Initial and Continuing Qualification – including training frequency:
    1. Initial Training;
    2. Recurrent Training or Recurrent Assessment;
    3. Re-qualification Training, as applicable;
    4. Update Training, as applicable;
    5. Other specialized training requirements, including those required by equipment manufacturers/suppliers, system developers/suppliers, the customer airline(s) or by the regulatory/legal authorities, as applicable);
- Training methods;
- Testing and evaluation processes;
- Management of the training documentation and records;
- Qualification and competency requirements for instructors and evaluators;
- Training Modules.

Training modules and material must provide the knowledge necessary for staff to perform duties, execute procedures and operate equipment associated with specific ground handling and cargo operations functions and responsibilities. Training modules and material shall include:

- Familiarization training on applicable regulations;
- In-depth training on requirements, including policies, procedures and operating practices;
- Training in human factors principles;
- Safety training on associated operational hazards.

3.2.2 Recurrent Training or Recurrent Assessment and Re-qualification Training

Subcontractors for ground handling services shall have corporate standards to ensure recurrent training or recurrent assessment as specified in **3.2.1 - General**, except recurrent training in dangerous goods as specified in **3.4.1 - General** and in aircraft de-/anti-icing as specified in **3.18 - Aircraft De-/Anti-icing Training Programme**, is completed by ground handling personnel on a frequency in accordance with requirements of the Provider, relevant authorities and customer airlines, but *not less than once during every 36-month period* unless otherwise specified in GHM for a specific training programme.

Recurrent training in dangerous goods has to be completed on a frequency in accordance with requirements of the regulatory authority, but not less than once within 24 months of the previous training.

Recurrent training sessions should be planned such that the training is performed and any evaluation done prior to the current expiry date. If however the expiry date should be exceeded, the training will be considered valid provided that the training session is completed within the same calendar month as the expiry date.

Recurrent assessment is a possible alternative to the recurrent training.

Successful completion of the required courses is necessary to maintain the training qualification.

Re-qualification training is applicable to personnel that become unqualified for any reason, prior to being reassigned to perform operational duties. Re-qualification training is repeat training for performing certain duties and functions in which the operational personnel have previously been trained. This is typically initiated following a series of events or an evaluation that addresses lack of comprehension of the task to be performed, or a prolonged absence from doing the specific tasks or functions or a prolonged absence from the working environment.

Where an employee is forced to be absent for a long period of time, regardless of the reason of his/her absence, a company should ensure that the following minimum conditions are met:

- **Period of Absence up to 3 months:** Brief the employee on any possible procedural, organizational, or equipment/infrastructure updates/changes that might have occurred during his/her absence. The briefing should be documented and filed accordingly.
- **Period of Absence between 3 and 12 months:** Deliver one session of on-the-job training to brief the employee on any possible procedural, organizational, or equipment/infrastructure updates/changes that might have occurred during his/her absence. The briefing should be documented and filed accordingly.
- **Period of Absence between 12 and 24 months:** Requalification training to be delivered.
- **Period of Absence more than 24 months:** Initial training program(s).

Recurrent training shall be completed by ground handling personnel in the following subjects:

i)	Security Training Programme	…see **GHM 3.3**
ii)	Dangerous Goods Training Programme	…see **GHM 3.4**
iii)	Airside Safety Training Programme	…see **GHM 3.5**
iv)	Load Control Training Programme	…see **GHM 3.8**
v)	Passenger Handling Training Programme	…see **GHM 3.9**
vi)	Baggage Handling Training Programme	…see **GHM 3.10**
vii)	Aircraft Handling and Loading Training Programme	…see **GHM 3.11**
viii)	Aircraft Ground Movement Training Programme	…see **GHM 3.15**
ix)	Cargo and Mail Handling Training Programme	…see **GHM 3.16**
x)	Aircraft Turnaround Coordinator Training Programme	…see **GHM 3.17**
xi)	Aircraft De-/Anti-Icing Training Programme	…see **GHM 3.18**
xii)	Aircraft Fuelling Training Programme	…see **GHM 3.19**

3.2.3 Evaluation

Subcontractors for ground handling services shall have corporate standards to ensure training for personnel who perform operational duties in functions within the scope of ground handling and cargo operations:

- Includes testing or evaluation by written, oral or practical means, as applicable;
- Requires a demonstration of adequate knowledge, competency and proficiency to perform duties, execute procedures and/or operate equipment.

3.2.4 Instructors

Subcontractors for ground handling services shall have corporate standards to ensure instructors (trainers) and evaluators who conduct training and evaluation for operational ground handling personnel are competent, qualified and, where required, certified to conduct such training activities.

3.2.5 Training Records

Subcontractors for ground handling services shall have corporate standards to ensure the completion of all required training and evaluation by operational ground handling personnel, instructors (trainers) and evaluators is documented in records in a timely and consistent manner, and such records are retained in accordance with **11.1 - Records System** and **11.2 - Filing Periods** for a period as specified by relevant authorities and/or customer airlines.

Records shall identify the date when the particular subject matter has been delivered to the learner. The trainer will sign or initial that they have delivered the training.

When electronic training record system is maintained, the content shall include, as a minimum, the learner’s name, test mark achieved, date of training and course reference.

3.2.6 Training Program Review

Subcontractors for ground handling services shall have corporate standards to ensure the training programme, including the programme standards and the content of training courses, is periodically reviewed and updated to remain operationally relevant and in accordance with requirements of the Provider, relevant authorities and/or customer airlines.

Training programs shall comply with applicable ICAO, IATA AHM and IATA DGR requirements. Any additional training modules, topics within the scope of ground handling and cargo operations that are not covered in ICAO, IATA AHM and IATA DGR should be added according to the company's scope of operation, national and airport regulatory requirements and customer airline specifics.

3.2.7 Renewing and Updating Training Programmes

At least once a year KO must check all Xfly ground handling and cargo operations related training programmes according to the latest requirements from IATA, ICAO and local CAA and make a change if need arises.

In case of any regulatory or operational change the applicable training programme must be renewed or updated in a timely manner.

Ground Operations Manager must be aware that all ground handling and cargo operations related training programmes are in continuous improvement and effectiveness.

3.3 Security Training Programme

3.3.1 General

Subcontractors for ground handling services shall have a corporate security training programme that is in accordance with the Security Programmes of customer airlines and requirements of the civil aviation security programme of states where operations are conducted. Such training programme shall include initial and recurrent training or recurrent assessment conducted in accordance with corporate training programme standards, and have a balanced curriculum of theoretical and practical training to ensure:

i. If personnel employed by the Subcontractor implement security controls, such personnel have the competence to perform their duties;
ii. Ground handling personnel are familiar and know how to comply with the relevant requirements of the national security programme of the customer airline(s);
iii. Ground handling personnel are able to act in the most appropriate manner to minimize the consequences of acts of unlawful interference, unauthorized interference, and/or disruptive passenger behaviour;
iv. Appropriate operational personnel, through security awareness training, are acquainted with preventative measures and techniques in relation to passengers, baggage, cargo, mail, equipment, stores and supplies intended for transport on aircraft, as applicable, so they may contribute to the prevention of acts of sabotage and other forms of unauthorized interference.

Intensive training for personnel who are employed within the security organization of a Subcontractor will enable them to develop the expertise required to advise management on all aspects of the security programme. There are two classifications of aviation security training for a provider:

Personnel Training

This may be sub-divided into training for managers/supervisors, ramp personnel, cargo handling personnel, passenger and baggage handling personnel, and other categories of personnel who are directly involved in the implementation of security measures and thereby require an awareness of the obligations associated with aviation security.

General Security Awareness

Such training applies to the protection of assets from internal and external interference and the necessity of ensuring all ground handling personnel have a positive attitude to security. The focus of training to achieve such awareness will vary by region or company and may be influenced by cultural, religious and other circumstances. Such training is tailored to be effective in the environment in which it is to apply.

The completion of security training would be recorded and retained in the records' system for proof of compliance with applicable security standards or regulations.

Ground handling staff must receive initial and recurrent trainings on general security awareness associated with their airport functions, which include, but are not limited to:

- Displaying visibly a restricted area pass;
- Recognizing suspicious activities in their environment;
- Recognizing unusual situations, i.e. open doors in a secure area;
- Questioning anyone in the restricted area not displaying a pass;
- Questioning anyone in the landside or airside areas who look suspicious and/or has no need to be there;
- Being aware of the procedures to follow in case of discovering anything unusual – i.e. unattended package (who to call, how to report);
- Ensuring access control at both landside and airside facilities;
- Adhering to cargo security procedures in accordance with requirements of the state of flight departure and/or the state of flight arrival.

3.3.2 Outsourcing of Security Functions

If the Subcontractor has outsourced operational security functions to third parties, the Subcontractor shall have corporate standards to ensure each outsourced party has a security training programme that is in accordance with the Security Programmes of customer airlines and requirements of the civil aviation security programmes of states where operations are conducted.

3.3.3 Security Functions conducted by Subcontractor

If the Subcontractor conducts security functions, the Subcontractor shall have corporate standards to ensure personnel who perform such functions complete:

i. Initial security training prior to being assigned to operational duties that involve security responsibilities;
ii. Recurrent security training or recurrent assessment in accordance with the Security Programmes of customer airlines and requirements of the civil aviation security programmes of states where operations are conducted.

3.3.4 Security Screening

If the Subcontractor manages or operates a security screening system, the Subcontractor shall have corporate standards to ensure personnel who manage or operate the system:

i. Are certified in accordance with requirements of the applicable civil aviation security authority, where such certification requirements exist;

ii. Complete initial and recurrent training, which shall include training in the identification of explosives, weapons or other dangerous items or devices.

3.3.5 Training Programme Review

The Subcontractor shall have a process to ensure the security training programme is periodically reviewed and updated as specified in **3.2.6 - Training Program Review**.

Recurrent training shall be completed by ground handling personnel on a frequency in accordance with requirements of the provider and relevant authorities.

3.4 Dangerous Goods Training Programme

3.4.1 General

Ground handling personnel at all stations shall complete initial and recurrent dangerous goods training conducted in accordance with corporate training programme standards of the Subcontractor with a curriculum appropriate to assigned operational functions or duties.

The Subcontractor dangerous goods training program shall fulfil the requirements from IATA-DGR and IATA Dangerous Goods Training Guidance-Competency-based Training and Assessment Approach (IATA CBTA).

Subcontractor is responsible for ensuring that all its staff is competent to perform the functions they are assigned to and must ensure that dangerous goods training programs are designed to accomplish this. Dangerous goods training programs are subject to appropriate national authority approval in accordance with national regulations, policies and procedures.

Dangerous Goods initial training must be completed prior staff is assigned to perform the operational duties.

Recurrent training in dangerous goods shall be completed on a frequency in accordance with requirements of the Subcontractor, relevant authorities and/or customer airlines, *but not less than once within the 24-month period since the previous training in dangerous goods*.

The basic curriculum for dangerous goods training completed by ground handling personnel would be structured to include:

- General familiarization with dangerous goods;
- Detailed training in dangerous goods requirements applicable to the specific operational function(s) performed;
- Safety training that addresses dangerous goods hazards, proper handling and emergency response procedures.

Subjects included in the curriculum for dangerous goods training for ground handling staff may vary depending on their specific responsibilities and tasks assigned. For the purpose of determining subjects to be addressed in dangerous goods training, ground handling staff is grouped into following functions:

- Load Control;
- Passenger Handling;
- Ramp Handling (Baggage handling and aircraft loading);
- Baggage screening

3.4.2 Dangerous Goods Competence and Training Requirements

All ground handling staff must be competent to perform tasks assigned to them and trained accordingly.

The following table shows ground handling staff functions work tasks. References to IATA CBTA where requirements for their trainings and assessments are found are also stated in the table.

Staff Function	Tasks	References
Load Control	Plan loading • Determine stowage requirements • Determine segregation, separation, aircraft/compartment limitations Issue NOTOC • Enter required information • Verify conformance with load plan • Transmit to loading personnel	IATA CBTA 7.6 Function
Passenger Handling	Process baggage • Identify forbidden dangerous goods • Apply approval requirements Accept baggage • Apply operator requirements • Verify passenger baggage requirements • Advise pilot-in-command	IATA CBTA 7.5 Function
Ramp Handling	Load aircraft • Transport cargo/baggage to aircraft • Check packages for indications of undeclared dangerous goods • Check for damage and/or leakage • Apply stowage requirements (e.g. segregation, separation, orientation, securing and protecting from damage) • Verify that NOTOC reflects against aircraft load • Verify passenger baggage requirements • Inform pilot-in-command and flight operations officer/flight dispatcher	IATA CBTA 7.4 Function
Baggage screening	Process baggage • Identify forbidden dangerous goods	IATA CBTA 7.10 Function

Note: All staff functions must also be trained in dangerous goods reporting requirements and procedures.

3.4.3 Dangerous Goods Instructors Training

Subcontractors that provide dangerous goods training shall ensure that instructors that conduct dangerous goods training are evaluated for adequate instructional skills and, prior to delivering instruction, have completed a dangerous goods training programme that provides the knowledge in subject areas consistent with the level of instruction to be delivered.

Subcontractors that provide dangerous goods training shall have corporate standards to ensure instructors that conduct dangerous goods training, within every 24 months, either:

i. Conduct a minimum of one dangerous goods training course, or

ii. Attend recurrent dangerous goods training.

Subcontractors must ensure that the instructor receives updates to the Regulations and training material on an annual basis with the issuance of each edition of the DGR or as the Regulations are modified. Instructors must receive and understand updates to dangerous goods information and be made familiar with those changes by training or other means on an annual basis or as the Regulations are modified.

Reference: IATA DGR 1.5.3

3.5 Airside Safety Training Programme

All station personnel with duties that require access to airside areas shall complete initial and recurrent airside safety training or assessment. Such training shall be conducted in accordance with corporate training programme standards of the Subcontractor and address subject areas applicable to assigned operational function(s) as specified in **Table 1** below.

Airside safety training would be applicable to personnel with duties or responsibilities in station airside operational functions, which typically include, but are not be limited to:

- Operation of passenger boarding equipment;
- Operation of aircraft loading equipment;
- Operation of ground support equipment and vehicles;
- Operation of catering vehicle(s);
- Operation of de-/anti-icing equipment;
- Aircraft towing and/or pushback;
- Aircraft walk-out/in assistance;
- Aircraft chocking;
- Aircraft water servicing;
- Aircraft toilet servicing;
- Aircraft interior cleaning;
- Line maintenance.

Guidance for Airside Safety Training in AHM 1110 shall be followed.

Table 1 – Airside Safety Training Specifications	
Functional Groups For the purpose of determining the applicability of airside safety training subject areas, ground handling personnel are grouped according to operational function as follows. *Note 1*	
Function 1:	Personnel whose duties require access to airside areas.
Function 2:	Personnel whose duties require operation of basic GSE (e.g., tractors, belt loaders).
Function 3:	Personnel whose duties require: (1) operation of specialised equipment (e.g., aircraft movement units, container/pallet loaders, de-icing vehicles, catering vehicles), (2) exercise of control during aircraft movement operations, or (3) performance of lead responsibility over other personnel.
Function 4:	Personnel in first level management, to include supervisors having responsibility for: (1) directing staff and/or equipment resources, or (2) controlling an operational activity.
Function 5:	Personnel in station management having responsibility for resource issues, health and safety, incident management and budgetary control.

Note 1: Functional definitions may be varied as determined by local requirements or considerations		
Training Subject Areas Airside safety training shall address, according to assigned operational function(s): 1.1.1 Safety Philosophy		
a.	Company safety policy and programme	All Functions
b.	Employer/employee responsibilities	All Functions
1.1.2 Safety Regulations		
a.	International aviation regulations	All Functions
b.	State aviation regulations	All Functions
c.	Airport airside regulations	All Functions
d.	Safe working and operating practices	All Functions
1.1.3 Hazards *Note 2*		
a.	Vehicle movements	All Functions
b.	Pedestrian movements	All Functions
c.	Aircraft movements	All Functions
d.	Jet engines	All Functions
e.	Propeller-driven aircraft and helicopters	All Functions
f.	Aircraft antennae and other protrusions	All Functions
g.	GSE	Functions 2-5
h.	Aircraft fuelling and fuel spills	All Functions
i.	Adverse and seasonal weather conditions	All Functions
j.	Night operations	All Functions
k.	Working at height	All Functions
l.	Slips, trips and falls	All Functions
m.	Noise	All Functions
n.	Manual handling	All Functions
o.	Runway incursions	All Functions

Note 2: Subject areas a. through o. are applicable to personnel as appropriate to specific function and types of operations conducted.		
1.1.4 Human Factors		
a.	Motivation and attitude	All Functions
b.	Human behaviour	All Functions
c.	Communication skills	All Functions
d.	Stress	All Functions
e.	Ergonomics	All Functions
f.	Effects of psychoactive substances (drugs and alcohol)	All Functions
g.	Fatigue	All Functions
h.	Time pressure	All Functions
i.	Peer management pressure	All Functions
j.	Situational awareness	All Functions
k.	Teamwork	All Functions
1.1.5 Airside Markings and Signage		All Functions
1.1.6 Emergency Situations *Note 3*		
a.	Reporting	All Functions
b.	Injuries	All Functions
c.	Security threats	All Functions
d.	Spillage	All Functions
e.	Location and response to alarms and emergency stops	All Functions
f.	Fuel shut-offs	All Functions
g.	Ground-to-flight deck emergency hand signals	All Functions
h.	Fire	All Functions
i.	Severe weather	All Functions
j.	Emergency procedures for on stand evacuation	All Functions
Note 3: Subject areas a. through j. are applicable to personnel as appropriate to specific function and types of operations conducted.		
1.1.7 FOD Prevention Refer to IATA AHM 465		All Functions
1.1.8 Personal Protection *Note 4*		
a.	Personal protective equipment	All Functions
b.	Occupational health program	All Functions
c.	Musculoskeletal injury prevention program	All Functions
d.	Weather exposure	All Functions
Note 4: Subject areas a. through d. are applicable to personnel as appropriate to specific function and types of operations conducted.		
1.1.9 Accidents, Incidents, Near Misses *Note 5*		
a.	Personnel injuries	All Functions
b.	Damage to aircraft, GSE, facilities	All Functions

c.	Reporting	All Functions
d.	Investigation	Functions 4, 5
e.	Prevention	All Function
f.	Cost of accidents, incidents	All Functions
g.	Risk assessment review	All Functions
Note 5: Subject areas a. through g. are applicable to personnel as appropriate to specific function and types of operations conducted.		
1.1.10 Airside Safety Supervision		
a.	Creating an open reporting culture	Functions 4, 5
b.	Performance monitoring	Functions 4, 5
c.	Coordination of airside activities	Functions 4, 5
d.	Workload management	Functions 4, 5
e.	Decision making	Functions 4, 5
f.	Planning	Functions 4, 5

3.6 Airside Driver Training Programme

All station personnel with duties that require the operation of vehicles and/or equipment in airside areas shall complete driver training and qualification. Such programme shall ensure airside driver training addresses, subject areas specified in **Table 1** below and, as applicable, personnel;

i. Complete the qualification process required by the relevant authority;

ii. Obtain an operating license in accordance with requirements of the relevant authority.

Guidance for Driver Training in AHM 1110 shall be followed.

Table 1 – Airside Driver Training Specifications

Airside driver training for ground handling personnel shall address, the following subjects:

1.2 General

1.2.1 The role and responsibilities of vehicle operators:

a. Fitness to drive (medical/health standards) per national or airport requirements;

b. Use of personal protective equipment such as high visibility clothing and hearing protection;

c. General driving standards;

d. Speed limits, prohibited areas and no parking regulations;

e. Vehicle reversing;

f. Staff and passengers walking across aprons;

g. Vehicle towing restrictions;

h. Vehicle movement in proximity to maneuvering aircraft and navigational equipment/signage;

i. Smoking restrictions;

j. FOD – types, effects and required action;

k. Assurance of vehicle suitability for the task and used correctly;

l. Consequences of contravening rules and regulations related to operation of vehicles airside.

1.2.2 Vehicle/equipment standards:

a. Condition and maintenance standards agreed at aerodrome and/or national level;

b. Requirements to display obstruction lights and company insignia;

c. Requirements and content of daily vehicle inspections;

d. Agreed standards of aerodrome and company vehicle fault reporting and rectification;

e. Local requirements for the issue and display of Airside Vehicle Permits (AVPs).

1.2.3 Hazards of airside driving:

a. The danger zones around aircraft;

b. Engine suction/ingestion and blast, propellers and helicopters;

c. Aircraft refuelling;

d. Fuel spillage;

e. Congestion on the ramp.

1.2.4 Reduced visibility procedures:

a. Driving at night;

b. Driving in adverse weather conditions, particularly low visibility.

1.2.5 Accident and incident reporting procedures:

a. Action to be taken in the event of a vehicle accident;

b. Action to be taken in the event of a vehicle striking an aircraft;

c. Action to be taken in the event of fire;

d. Action to be taken in the event of aircraft accident/incident;

e. Action to be taken in the event of personal injury.

2.2 Aprons, stands and airside roads

2.2.1 Familiarization with the apron layout: operational stands, vehicle corridors, airside roads, aircraft taxi lanes, etc.:

a. The general geography of the local aerodrome;

b. Aviation terminology used;

c. Interpretation of airside markings and signage;

d. Markings and lights for both vehicles and aircraft;

e. Signs, markings and lights used to guard runways;

f. Any controlled/uncontrolled taxiway crossing procedures.

2.2.2 Airport rules, regulations and/or procedures pertaining to airside vehicle operations:

a. Rules of air traffic services as they relate to vehicles, particularly rights of way;

b. Specific aerodrome regulations, requirements and local instructions;

c. Local methods used to disseminate general information and instruction to drivers;

d. Local methods used to disseminate information regarding works in progress.

2.2.3 Procedures for crossing aircraft movement areas

2.2.4 Pedestrian crosswalk rules

2.3 Maneuvering area

Vehicle operators requiring operational access to maneuvering areas shall receive additional training to that outlined in 2.1 and 2.2 above. This training shall include:

2.3.1 Identification of obstacle free areas, e.g. navigation aids, limited access areas

2.3.2 Aerodrome Regulations and Requirements

2.3.3 Air Traffic Control:

a. Function of aerodrome control and its area of responsibility;

b. Function of ground movement control and its area of responsibility;

c. Normal and emergency procedures used by ATC relating to aircraft;

d. ATC frequencies used and normal handover/transfer points for vehicles;

e. ATC call signs, vehicle call signs, phonetic alphabet, standard phraseology;

f. Demarcation of responsibilities between ATC and Apron Control if applicable.

2.3.4 Aerodrome Layout:

a. Standard ICAO signs, markings and lights used on the maneuvering area;

b. Signs, markings and lights used to protect the runway;

c. Description of equipment essential to air navigation such as ILS;

d. Description of protected zones related to ILS antenna;

e. Description of ILS protected areas and their relation to runway holding points;

f. Description of runway instrument/visual strip, cleared and graded area;

g. Description of lights used on the maneuvering area with particular emphasis on those related to low visibility operations.

2.3.5 Maneuvering Area Driving:

a. Driving at night;

b. Operations in low visibility and other adverse weather conditions;

c. Rights of way for aircraft, towed aircraft and PFFS vehicles in emergency;

d. Actions to be taken in event of vehicle accident/incident;

e. Actions to be taken in event of aircraft accident/incident;

f. Actions to be taken if FOD or other debris is found on runways and taxiways;

g. Procedures to be used by vehicle operators if lost or unsure of position;

h. Procedures for vehicle and or radio becoming unserviceable whilst on maneuvering areas;

i. Alternative communication procedures in event of equipment breakdown;

j. Combined radio/vehicle failure procedures;

k. Prevention of runway incursion.

2.3.6 Radio communication requirements and procedures:

a. Radio procedures to be used, if applicable;

b. Light signals used by ATC, if applicable;

c. How to contact the local aerodrome safety unit.

2.3.7 Aircraft Familiarisation:

a. Knowledge of aircraft types and ability to identify all types normally operating at the aerodrome;

b. Knowledge of Airline call signs;

c. Knowledge of aircraft terminology relating to engines, fuselage, control surfaces, undercarriage, lights, vents etc.

Evaluation

In order to determine the competency (both knowledge and skill) of the airside driver applicants, the training program must include two forms of evaluation:

a. A theory test that challenges the applicants' recall of important information, procedures, policies, rules and driving restrictions; and

b. A practical test that challenges the applicants' ability to apply the airside vehicle operation requirements (application of knowledge) and, ability to operate vehicles and equipment (employer specific) (performance) in the performance of their duties airside

3.7 GSE Operations Training Programme

Subcontractors for ground handling services shall have a corporate training programme that ensures all station personnel with duties that require the operation of GSE:

- Complete training and evaluation in the operation of GSE as applicable to their assigned operational function(s);
- Are qualified and/or authorized to operate GSE in station operations.

Training specifications for GSE operations depend on the type of GSE in use at the station and shall be developed by the Subcontractor.

GSE usually includes, but is not limited to:

- Wheel chocks and safety cones;
- Ground power units (GPU), fixed power units (FPU);
- Baggage and cargo tugs;
- Baggage/cargo carts, cargo pallets and ULD dollies;
- Conveyor belt loaders;
- ULD/container/pallet loaders (high-loaders);
- Aircraft tow/pushback tractors;
- Towbars;
- Aircraft cooling/heating units;
- Toilet servicing units;
- Potable water servicing units;
- Air start units (ASU);
- Aircraft de-/anti-icing equipment.

Guidance for GSE Operations Training in AHM 1110 shall be followed.

Training content shall be based on the safe operating procedures of IATA IGOM.

3.8 Load Control Training Programme

All station personnel with duties and/or responsibilities in operational load control functions shall complete initial and recurrent training or assessment in load control operations.

Such training shall be conducted in accordance with corporate training programme standards of the Subcontractor. Any person involved in the Load Control process shall be trained in accordance with AHM 591 and AHM1110 as applicable to assigned load control function(s) and in dangerous goods subject areas as per requirements from IATA-DGR and IATA Dangerous Goods Training Guidance-Competency-based Training and Assessment Approach (IATA CBTA).

Service providers shall ensure that the training carried out relates to the individual's responsibilities and the operational environment.

3.9 Passenger Handling Training Programme

All station personnel with duties and/or responsibilities in operational passenger handling functions shall complete initial and recurrent training or assessment in passenger handling operations.

Such training shall be conducted in accordance with corporate training programme standards of the Subcontractor. Any person involved in the Passenger handling shall be trained in accordance with AHM 1110 as applicable to assigned passenger handling function(s) and dangerous goods subject areas as per requirements from IATA-DGR and IATA Dangerous Goods Training Guidance-Competency-based Training and Assessment Approach (IATA CBTA).

Service providers shall ensure that the training carried out relates to the individual's responsibilities and the operational environment.

3.10 Baggage Handling Training Programme

All station personnel with duties and/or responsibilities in operational baggage handling functions shall complete initial and recurrent training or assessment in baggage handling operations.

Such training shall be conducted in accordance with corporate training programme standards of the Subcontractor. Any person involved in the Baggage handling shall be trained in accordance with AHM 1110 as applicable to assigned baggage handling function(s) and dangerous goods subject areas as per requirements from IATA-DGR and IATA Dangerous Goods Training Guidance-Competency-based Training and Assessment Approach (IATA CBTA).

Service providers shall ensure that the training carried out relates to the individual's responsibilities and the operational environment.

3.11 Aircraft Handling and Loading Training Programme

All station personnel with duties and/or responsibilities in aircraft handling and loading functions shall complete initial and recurrent training or assessment in aircraft handling and loading operations.

Such training shall be conducted in accordance with corporate training programme standards of the Subcontractor and in accordance to the standards outlined in AHM 611 and guidance outlined in AHM 1110.

Training content shall be based on the safe operating procedures of IATA IGOM.

Station personnel responsible for aircraft handling and loading must be qualified as per requirements from IATA-DGR and IATA Dangerous Goods Training Guidance-Competency-based Training and Assessment Approach (IATA CBTA).

3.12 Supervision of Aircraft Loading Training Programme

All station personnel with duties that include supervision of aircraft loading operations shall complete aircraft loading supervision training.

Such training shall be conducted in accordance with corporate training programme standards of the Subcontractor and in accordance to the guidance outlined in AHM 1110.

Training content shall be based on the safe operating procedures of IATA IGOM.

Station personnel responsible for aircraft loading supervision must be qualified as per requirements from IATA-DGR and IATA Dangerous Goods Training Guidance-Competency-based Training and Assessment Approach (IATA CBTA).

3.13 Aircraft Access Doors Training Programme

All station personnel with duties that include the operation of aircraft access doors shall complete appropriate training and evaluation, and shall be qualified to operate all applicable aircraft access doors.

The operation of electrically, hydraulically and pneumatically actuated doors requires theoretical and practical training conducted by appropriately qualified instructor personnel. To facilitate such training, a Subcontractor would ensure each customer airline provides detailed technical information, to include description and operations procedures, pertaining to each type of door in aircraft handled by the provider.

The operation of manually operated doors normally requires practical training and personnel would be required to demonstrate the ability to operate such doors safely before being permitted to do so without supervision.

For procedures regarding operation of aircraft doors, please refer to current edition of IGOM chapter 4.4.

3.14 Passenger Boarding Bridge Training Programme

All station personnel with duties that include the operation of passenger boarding bridges shall complete initial and recurrent training or assessment in passenger boarding bridges operations.

Such training shall be conducted in accordance with corporate training programme standards of the Subcontractor and in accordance to the guidance outlined in AHM 1110.

Training content shall be based on the safe operating procedures of IATA IGOM.

3.15 Aircraft Ground Movement Training Programme

All station personnel with duties and/or responsibilities in aircraft ground movement functions shall complete initial and recurrent training or assessment in aircraft ground movement operations.

Such training shall be conducted in accordance with corporate training programme standards of the Subcontractor.

Training is applicable to personnel that perform any operational functions associated with aircraft ground movement, which would typically include, but may not be limited to:

- Aircraft ground movement supervisor;
- Pushback or towing tractor operator;
- Personnel that provide aircraft ground movement assistance;
- Personnel that perform aircraft marshalling.

Such training shall be conducted in accordance with corporate training programme standards of the Subcontractor and in accordance to the guidance outlined in AHM 1110.

Training content shall be based on the safe operating procedures of IATA IGOM.

3.16 Cargo and Mail Handling Training Programme

See **COM Chapter 3**.

3.17 Aircraft Turnaround Coordinator Training Programme

All station personnel with duties and/or responsibilities as aircraft turnaround coordinators shall complete initial and recurrent training or assessment and evaluation in the coordination of turnaround operations. Such training shall provide coordinator personnel with the knowledge necessary to:

i. Ensure turnaround activities are in compliance with requirements of customer airlines and relevant authorities;
ii. Coordinate and direct operational activities within the turnaround period;
iii. Manage any disruptions to turnaround activities;
iv. Ensure processes are delivered within standards for performance and compliance limits;
v. Ensure the activity sequence is consistent with the station aircraft turnaround plan, and all activities are delivered within agreed times;
vi. Liaise with and between teams, departments and suppliers to inhibit discrepancies in activity sequence or task performance;
vii. Act as a central point of contact during turnaround operations;
viii. Acts as safety coordinator for the duration of turnaround activities.

Such training shall be conducted in accordance with corporate training programme standards of the Subcontractor and in accordance to the guidance outlined in AHM 1110.

Training content shall be based on the safe operating procedures of IATA IGOM.

Station personnel responsible for aircraft turnaround coordination must be qualified as per requirements from IATA-DGR and IATA Dangerous Goods Training Guidance-Competency-based Training and Assessment Approach (IATA CBTA).

3.18 Aircraft De-/Anti-icing Training Programme

All station personnel with duties and/or responsibilities in operational aircraft de-/anti-icing functions shall complete initial and recurrent training or assessment in aircraft de-/anti-icing operations. Training shall include both theoretical and practical training.

Such training shall be conducted in accordance with corporate training programme standards of the Subcontractor and customer airlines as well as SAE AS6286 and requirements of relevant authorities, and address operational subject areas specified in Xfly DAM **6**.

Both initial and annual refresher training must be conducted to ensure that all procedures and lessons are learned.

Training programs shall follow the guidelines and recommendations published in SAE AS6286 Training and Qualification Program for De-icing/Anti-icing of Aircraft on the Ground.

3.19 Aircraft Fuelling Training Programme

Subcontractors for aircraft fuelling shall have a corporate training programme that ensures all station personnel with duties and/or responsibilities in operational aircraft fuelling functions shall complete initial and recurrent training or assessment in aircraft fuelling operations. Such training shall be conducted in accordance with JIG Guidelines, the requirements of relevant authorities, the corporate training programme standards provided in **3.2 - Functional Training Programme** as well as the corporate training programme standards of the Subcontractor and shall include the following training elements:

i. Safe operation of equipment;

ii. Emergency procedures;

iii. Fuel spillage avoidance response;

iv. Aircraft fueling and defuelling procedures;

v. Aircraft specific training.

3.19.1 Fuel Panel Operations

Only contracted (Level 2 – IATA level of service) and trained into-plane agents are allowed to operate the fuel panel.

Xfly Fueling Instruction training material is available via IQSMS Document Distribution Module.

Xfly approves fuel panel operations training provided by another IOSA certified airline operating same aircraft type. Training shall be provided based on the respective Aircraft Maintenance Manual instructions.

Training records shall be kept at the station. Verification of the existing training records is carried out by Xfly Ground Operations department. In case it can not be verified that the training has been provided, XNOTAM will be issued.

3.20 Safety Management System (SMS) Training Programme

Subcontractors for ground handing and cargo operations should include Safety Management (SMS) training in their corporate training programme. All station personnel with duties and/or responsibilities in ground handling and cargo operations should complete initial and recurrent SMS training as appropriate for their safety responsibilities.

Such training shall be conducted in accordance with the requirements of relevant authorities, the corporate training programme standards provided in **3.2 - Functional Training Programme** as well as the corporate training programme standards of the Subcontractor.

Reference: See also **MSM 1.7.4.1**.

4.1 General

Load Control is the activity which ensure that the:

- Aircraft is loaded is accordance with company regulations,
- Structural and operational weight limitations of the aircraft are not exceeded,
- Number of passengers on board and load in the compartments are within specified limits,
- Actual centre of gravity of the aircraft is within prescribed limits,
- Loading Instruction issued for the flight concerned is correct,
- Figures recorded on the Load Sheet reflect the actual loaded state of the aircraft prior to take-off.

Passenger and Crew Weight

Xfly applies standard weights for passengers, flight crew and cabin crew. Passenger weights can be expressed as all-adults, male/female, child and infant. Standard weights to be used for schedule and charter flights are provided in Load Control Manual (LCM).

Actual and Standard Baggage Weight

There are two types of baggage weights used for load control purposes:

- Actual baggage weight must be used on all Xfly charter flights.
- Standard baggage weight may be used on scheduled flights.

The same standard baggage weights must be used on the Loadsheet and on the Loading Report. Standard weights to be used for check-in and on the Loadsheet and Loading Report are provided in the Load Control Manual (LCM).

Cargo and Mail Weights

For cargo and mail actual weights shall be used.

Documentation Standards

The following standards apply to Load Control documentation:

- Only qualified and authorised personnel may issue Load Control documents,
- The procedures described in the Ramp Handling Manual (RHM) must be followed,
- A fuelling order must be issued for all flights, if fuelling is performed,
- A Loadsheet must be issued for all Xfly flights; the proper Balance Table must be attached,
- A Loading Instruction must be issued whenever a Loadsheet is issued,
- When Dangerous Goods and Special Load are carried a NOTOC must be issued,
- Manual documentation must be done on Xfly forms or on forms that conform to the minimum IATA standard,
- DCS documents must conform to the minimum IATA standard.

Flight Release Standards

For each departure the following flight release actions must be taken:

- Signatures on documents,
- Cross-checking of documents,
- Weight tolerances check,
- Last minute changes checked and recorded.

4.2 Competence Requirements

4.2.1 General Requirements

Training programs for Load Control must include both a theoretical part and on the job training relative to the specific function. Load Planners must complete both a theoretical load planning training and a specific training for the DCS system(s) they are going to use. Staff involved in loading supervision must also complete a DCS training relative to the work function. A written test with a defined passing grade must be completed.

Training programs for Load Control must fulfill the requirements of IATA AHM 1110. Dangerous Goods training program shall fulfil the requirements from IATA-DGR and IATA Dangerous Goods Training Guidance-Competency-based Training and Assessment Approach (IATA CBTA).

4.2.2 Language Requirements

For some positions, ability to read and communicate in English is a must. These positions are:

- All Load Control functions.

4.2.3 Gaining Qualification

To gain qualification for Load Control with Xfly, the staff must be briefed on the following Company procedures:

- Ability to find information in company manuals,
- Xfly aircraft types and registrations,
- Company load planning policies and procedures,
- Loading restrictions in general and on certain aircraft types,
- Flight release and last minute change procedures.

4.2.4 Absence from Load Control Work

After absence from load control and/or loading supervision work for more than 12 months, recurrent training must be completed to regain qualification.

If absence period exceeds 36 months, a complete basic training is required to regain competence.

4.3 Procedures

Procedures for Load Control are described in the Load Control Manual (LCM).

4.4 Handling of Dangerous Goods and Special Load

4.4.1 General

Handling of Dangerous Goods and Special Load include handling of:

- Dangerous Goods (e.g. explosives and radioactive material),
- Live Animals (AVI),
- Diplomatic mail (DIP),
- Valuable Cargo (VAL),
- Human Remains (HUM),
- Live Human Organs (LHO),
- Heavy Cargo (HEA),
- Any load deviating from normal.

Handling of Dangerous Goods is regulated by the Estonian Transport Administration, EASA AIR OPS, ICAO Technical Instructions for Safe Transport of Dangerous Goods by Air (ICAO TI), IATA Dangerous Goods Regulations (IATA DGR).

Governmental regulations and IATA Live Animal Regulations (LAR) regulate handling of Live Animals.

All contracted/subcontracted ground handling agents must hold the latest IATA DGR manual, including addenda as appropriate, for handling Xfly aircraft.

IATA DGR must be easily accessible at each location where ground handling and cargo operations involving the acceptance or loading of dangerous goods as cargo are conducted and for staff at locations where passenger check-in and/or boarding operations are conducted.

4.4.2 Handling Procedures

Dangerous goods and special load detailed handling procedures, loading limitations and restrictions are included in Xfly COM – Cargo Operations Manual, LCM – Load Control Manual, RHM – Ramp Handling Manual and PHM – Passenger Handling Manual.

4.4.3 Definitions of Dangerous Goods Occurrences

Dangerous Goods Accident

An occurrence associated with and related to the transport of dangerous goods which results in fatal or serious injury to a person or major property damage.

Dangerous Goods Incident

An occurrence, other than dangerous goods accident with and related to the transport of dangerous goods, not necessarily occurring on board an aircraft, which results in injury to a person, property damage, fire, breakage, spillage, leakage of fluid or radiation or other evidence that the integrity of the packaging has not been maintained. Any occurrence relating to the transport of dangerous goods, which seriously jeopardizes the aircraft or its occupants is also deemed to constitute a dangerous goods incident.

Other Dangerous Goods Occurrences

Any deviation from the IATA Dangerous Goods Regulations (IATA DGR) or the Xfly requirements for handling and transport of dangerous goods not categorised as a dangerous goods accident or incident. Occurrences related to deviations associated with the acceptance, documentation, storage, packing, markings and labelling, loading/unloading, inspections, general handling and exposure of forbidden or hidden/undeclared dangerous goods in cargo, mail and baggage (passenger or crew baggage) are defined as other dangerous goods deviations.

4.4.4 Procedures

Procedures for the handling of Dangerous Goods and Special Load are described in the Load Control Manual (LCM), the Ramp Handling Manual (RHM), the Cargo Operations Manual (COM) and the Passenger Handling Manual (PHM).

5.1 General

Passenger handling covers all direct handling of passengers including:

- Handling of departing passengers (check-in, self-service kiosks and gate),
- Handling of transfer passengers,
- Arrival services to passengers,
- Transfer services to passengers,
- Information to passengers,
- Handling of passenger irregularities.

5.2 Competence Requirements

5.2.1 General Requirements

Training program for passenger handling personnel must include both a theoretical part and on the job training. A written test with a defined passing grade must be completed.

Dangerous Goods training for passenger handling personnel shall fulfil the requirements from IATA-DGR and IATA Dangerous Goods Training Guidance-Competency-based Training and Assessment Approach (IATA CBTA).

Ability to communicate in English and in the local language is a must for staff working in the front-line passenger handling.

5.2.2 Language Requirements

For some positions, ability to read and communicate in English is a must. These positions are:

- All front-line passenger handling positions.

5.2.3 Gaining Qualification

To gain qualification for passenger handling with Xfly, the staff must be briefed on the following Company procedures:

- Firearms and other weapons
- Unruly and disruptive passengers
- Medical cases
- Handling of special passenger categories
- Deportees and inadmissible passengers
- Document control
- Cabin baggage
- Passenger irregularities
- Boarding and post departure procedures.

5.3 Procedures

Procedures for Passenger Handling are described in the Passenger Handling Manual (PHM).

6.1 General

The main activities for Ramp Handling are:

- Aircraft arrival and departure activities including stand preparation, FOD check, aircraft marshalling and cockpit communication;
- Positioning/removal of wheel chocks, safety cones and electrical power supply;
- Operation of jet bridges and staircases;
- Cabin heating;
- Aircraft towing and push-back;
- Toilet and potable water servicing;
- Operation of mobile loading equipment;
- Loading/unloading of baggage, cargo and mail;
- Transportation of baggage, cargo and mail between the aircraft and appropriate airport buildings;
- Baggage handling in the sorting area and in the reclaim area;
- Handling of special load and Dangerous Goods during the transport of such articles on the ramp and during loading/unloading;
- Operating of appropriate unit(s) for aircraft engine starting;
- Aircraft interior cleaning;
- Aircraft de-/anti-icing.

Aircraft Fuelling Procedures

Reference: See RHM Chapter **3.6**.

6.2 Airside Safety

Reference: See **RHM Chapter 1.12**.

6.3 Competence Requirements

6.3.1 General Requirements

Training program for ramp handling personnel must include both a theoretical and a practical part. A test and practical examination must have been completed.

General competence requirements for personnel working on the ramp:

- All personnel shall be trained to operate equipment needed to perform their duties.
- All personnel shall have training in safety procedures on the ramp.
- All personnel Dangerous Goods training program shall fulfil the requirements from IATA-DGR and IATA Dangerous Goods Training Guidance-Competency-based Training and Assessment Approach (IATA CBTA).
- Personnel working with aircraft loading/unloading shall be trained according to IATA AHM 1110.

- Personnel performing aircraft pushback/towing, cockpit communication and aircraft marshalling must be trained according to IATA AHM 1110. Personnel performing cockpit communication must be able to communicate in English.
- Personnel performing aircraft de-/anti-icing and Contamination Check shall be trained according to SAE Recommendations for De-/Anti-Icing of Aircraft on the Ground; recurrent training must be performed on a yearly basis before winter season.

6.3.2 Language Requirements

For some positions, ability to read and communicate in English is a must. These positions are:

- Into-plane fuelling
- Fuelling with passengers onboard
- Clear Ice check
- Contamination check
- Aircraft Operation on Ground.

6.3.3 Gaining Qualification

To gain qualification for ramp handling with Xfly, the staff must be briefed on the following Company procedures:

- Aircraft exterior inspection at arrival
- Chocks and safety cones
- Loading/unloading, loading limitations
- Operation of aircraft doors
- Water and waste servicing
- Pre-departure walkaround Check
- Pushback
- Aircraft De-/Anti-icing, Contamination Check.

6.4 Procedures

Procedures for Ramp Handling are described in the Ramp Handling Manual (RHM), the De-icing/Anti-icing Manual (DAM) and in Appendices to this manual.

6.5 Ground Support Equipment Maintenance

All Handling Agents performing ground handling services involving Ground Support Equipment operations at Xfly flights shall maintain a system for recording maintenance completed on ground support equipment.

All maintenance activities shall be recorded on database before the equipment is released for operations.

History of maintenance shall be available at least 2 years or until next similar maintenance.

6.6 Designation of Persons Responsible for the Oversight of Ramp Operations

Ref. **RHM 6.1**.

Ref. IATA AHM 615

All handling companies are responsible for nominating persons designated for the oversight of ramp operations as per local procedures.

At all stations, contracted handling agents shall carry out this task as per their best practices and following the guidelines of the IATA AHM 615. Procedures shall be made available for inspection or auditing upon request.

7.1 General

Xfly security policy is described in the Security Manual.

The aim of the security policy is to protect customers, shareholders, employees, and the business from threats and risks, and ensure compliance with national and international regulations and Company standards.

The Security Manual must be in compliance with all applicable ICAO, IATA, ECAC, EU or States requirements where operations are conducted.

7.2 Station Security Audits/Inspections

Xfly will use both auditing and inspections as means of monitoring the contractors' and sub-contractors' safety and security related services. The purpose of such monitoring is also to ensure that external service providers have training programs, including retention of records, similar to that of Xfly and that the staff is appropriately trained to ensure effectiveness in carrying out assigned duties. Such monitoring shall comprise all stations where services are provided on a regular basis.

A security inspection is a method to evaluate airports(s) security environment and Company operations to determine its vulnerability to acts of unlawful interference and to detect any deviations from applicable security regulations and the requirements laid down in this manual. Security inspections will be performed by Security Manager and/or qualified auditors/inspectors of the Company according to the annual inspection schedule.

7.3 Items Removed in the Security Control

Items removed in the security control, which are forbidden to be carried into the cabin, shall either be:

- Placed in the registered baggage, or
- Left behind and given to persons seeing off the passenger or mailed to the passenger's final destination or home address at an airport post office, or
- Destroyed by the relevant authorities conducting security control.

8.1 Handling of Occurrences

General

The occurrence reporting scheme that is implemented at Xfly serves the purpose to:

1. Encourage and facilitate personnel to submit reports that identify safety hazards, expose safety deficiencies and raise safety concerns;
2. Ensure mandatory reporting in accordance with applicable regulations;
3. Include analysis and management action as necessary to address safety issues identified through the reporting system.

The scheme is an essential part of the overall monitoring function and it is complementary to the normal day-to-day procedures and 'control' systems and is not intended to duplicate or supersede any of them. The scheme is a tool to identify and analyse those instances where procedures appear to have failed or where there was a failure to apply the procedures.

The occurrence reporting scheme consists of:

- Mandatory reporting – occurrences which are mandatory to be reported in accordance with relevant aviation safety regulations;
- Voluntary reporting – any other occurrences and hazards which fall outside the mandatory reporting requirements, but which the reporter deems necessary to report and which helps to raise the safety level.

The overall purpose of the scheme is to make the best use of reported information to improve the level of safety performance and not to attribute blame.

The objectives of the occurrence reporting scheme are to:

- Enable an assessment to be made of the safety implications of each relevant incident and accident, including previous occurrences of a similar nature, so that any necessary action can be initiated; and
- Ensure that knowledge of relevant incidents and accidents is disseminated, so that other persons and operators may learn from them.

Mandatory Reporting

See **GHM 8.2** for ground occurrences that must be reported.

Voluntary Reporting

The voluntary occurrence reporting scheme complements the mandatory occurrence reporting scheme in order to capture:

a. Details of occurrences that may not be captured by the mandatory reporting scheme;
b. Other safety-related information which is perceived by the reporter as an actual or potential hazard to safety, including safety deficiencies or concerns of the reporter.

A voluntary report may be submitted by any Company employee or by the staff of contracted service providers.

Confidential Reporting

Xfly has implemented a confidential safety reporting system that is implemented throughout the organization to encourage and facilitate the reporting of events, hazards and/or concerns resulting from or associated with human performance in operations.

Xfly encourages members of staff to use the confidential report option for the reporting of hazards and human errors in operations where the reporter would otherwise hesitate to report under his/her name.

Occurrence Analysis and Follow-up

Reference: **MSM chapter 4.4.1**

Immediate Response to Ground Handling Incidents/Accidents/Emergencies

All staff must be fully aware of the emergency procedures to be followed and prepared for their tasks. The management's task is to support the staff with necessary training and guidance and to develop local station procedures for the handling of incidents, accidents and emergencies.

Occurrence	See
Aircraft accidents and incidents	**GHM chapter 8.2**
Ground handling accidents / incidents	**RHM chapter 5**
Facility evacuations, fire, bomb threats against buildings	As per local station procedures

8.2 Reporting

8.2.1 Emergency Report

Any Station/Handling Agent, who are aware of an accident or incident involving a Xfly operated or chartered aircraft shall immediately relay information to:

OPERATIONS CONTROL CENTER

Phone +372 6642 270

e-mail ops@xfly.ee

Follow these steps in communicating with the OCC:

STEP	ACTION
1.	Telephone to OCC and inform verbally following the headlines in the Emergency Report (see next page)
2.	Send a written Emergency Report by e-mail
3.	Stand by for further communication with the OCC
4.	Initiate the Local Emergency Response Organisation when instructed to do so by Xfly Emergency Director or in accordance with local regulations

The following occurrences can be considered as an emergency:

- Aircraft accident/incident involving passengers and/or crew members,
- Aircraft hijacking,
- Ground transportation accidents/incidents involving passengers and/or crew members,
- Man-made or natural disasters involving passengers and/or crew members,
- Bomb threats,
- Passenger on board with a severe communicable disease.

Note: Do not delay informing OCC while awaiting further information. Itemize each point below and state “not known” if unable to provide information.

Note: Never release the *passenger/crew list* unless authorized to do so by Xfly Emergency Director.

EMERGENCY REPORT	
1.	Date and time of the emergency:
2.	Accident site location/map reference (if applicable):
3.	Flight number:
4.	Aircraft registration:
5.	Extent of the emergency:
6.	Number of passengers on board:
7.	Number of crew on board:
8.	Time information received and from whom:
9.	Other information in connection with the emergency:
Name:	
Department:	
Company:	
Contact telephone:	
Contact e-mail:	

FORM ERO-001 / Rev.2 / 01.06.2021

Ref. FORM ERO-001/Rev.2/01.06.2021

8.2.2 Ground Occurrence Report

General

The occurrence reporting scheme that is implemented at Xfly serves the purpose to:

- Encourage and facilitate personnel to submit reports that identify safety hazards, expose safety deficiencies and raise safety concerns;
- Ensure mandatory reporting in accordance with applicable regulations;
- Include analysis and management action as necessary to address safety issues identified through the reporting system.

Reporting Method

Any Company employee shall submit a report electronically through the Xfly safety management system not later than 72 hours after becoming aware of an occurrence or a hazard/safety concern, unless exceptional circumstances prevent this, in which case a report shall be submitted as soon as possible.

Contracted service providers shall report to Xfly all internal reports relevant to Xfly operations initiated in their respective reporting systems. Copies of external reports should be sent by e-mail at **safety@xfly.ee** not later than 72 hours after becoming aware of the occurrence, unless exceptional circumstances prevent this, in which case a report shall be submitted as soon as possible.

After a contracted service provider has sent occurrence report Xfly shall submit report electronically through the Xfly safety management system in case there is no company report made about same occurrence or the contracted service provider reports occurrence that identifies safety hazards, exposes safety deficiencies and raises safety concerns.

Ground Occurrence Report shall be used by ground operations staff to report safety related events occurring during the flight or on the ground. It can be used also to report non-safety related events.

The Ground Occurrence Report includes the following occurrences:

- Ground Damage
- Dangerous Goods
- Medical and Staff Injury
- Security Event.

Any relevant evidence (e.g. photos, scans, etc.), if available, should be attached to the report.

Mandatory Reporting

OCCURRENCES RELATED TO GROUND SERVICES
To be reported by: Commander, ground operation department staff, contracted ground handling or cargo service provider
• Incorrect handling or loading of passengers, baggage, mail or cargo, likely to have a significant effect on aircraft mass and/or balance (including significant errors in loadsheet calculations). • Boarding equipment removed leading to endangerment of aircraft occupants. • Incorrect stowage or securing of baggage, mail or cargo likely in any way to endanger the aircraft, its equipment or occupants or to impede emergency evacuation. • Transport, attempted transport or handling of dangerous goods which resulted or could have resulted in the safety of the operation being endangered or led to an unsafe condition (for example: dangerous goods incident or accident as defined in the ICAO Technical Instructions For The Safe Transport of Dangerous Goods by Air (Doc 9284).

- Non-compliance on baggage or passenger reconciliation.
- Non-compliance with required aircraft ground handling and servicing procedures, especially in de-icing, refuelling or loading procedures, including incorrect positioning or removal of equipment.
- Significant spillage during fuelling operations.
- Loading of incorrect fuel quantities likely to have a significant effect on aircraft endurance, performance, balance or structural strength.
- Loading of contaminated or incorrect type of fuel or other essential fluids (including oxygen, nitrogen, oil and potable water).
- Failure, malfunction or defect of ground equipment used for ground handling, resulting into damage or potential damage to the aircraft (for example: tow-bar or GPU (Ground Power Unit)).
- Missing, incorrect or inadequate de-icing/anti-icing treatment.
- Damage to aircraft by ground handling equipment or vehicles including previously unreported damage.
- Any occurrence where the human performance has directly contributed to or could have contributed to an accident or a serious incident.

Reference: **MSM chapter 4.4.1**

Ground Incident/Accident/Damage

General

Damage is defined as all damage to Xfly property when caused by accidental violent external means, fire or theft as well as damage caused by Xfly property or personnel involving legal liability towards third parties.

Applicability

Ground Occurrence Reporting procedure is applicable when damage occurs to Xfly aircraft (e.g. by ground support equipment), equipment stored at stations or other property.

Incidents falling under the rules for reporting are:

- All damages occurring from the moment the aircraft starts taxing after landing run until the throttles are opened to commence take-off,
- All incidents when damage has been caused by leakage from inadequate packing of baggage or cargo,
- All damages caused by foreign objects (FOD),
- All damages discovered during the ground stop, even if they most likely happened at another station.

Dangerous Goods Occurrence

Definitions

Dangerous goods accident

An occurrence associated with and related to the transport of dangerous goods by air which results in fatal or serious injury to a person or major property damage.

Dangerous goods incident

An occurrence other than dangerous goods accident not necessarily occurring on board an aircraft, which results in injury to a person, property damage, fire, breakage, spillage, leakage of fluid or radiation or other evidence that the integrity of the packaging has not been maintained. Any occurrence which seriously jeopardizes the aircraft or its occupants is also deemed to be a dangerous goods incident.

Reporting of Undeclared or Misdeclared Dangerous Goods

Any occasion when undeclared or misdeclared dangerous goods are discovered in cargo or mail during aircraft loading or when dangerous goods not permitted are discovered either in passenger baggage or on the person of passengers or crew members prior to boarding an aircraft shall be reported to the appropriate authority of State of the Operator and State of occurrence. This type of occurrence regarding Xfly ground operations shall be handled as dangerous goods incident.

Reporting of Other Dangerous Goods Occurrences

Xfly must report to the appropriate authorities of the State of the Operator and the State of condition origin any occasion when:

- Dangerous goods are discovered to have been carried when not loaded, segregated, separated and/or secured in accordance with provisions of the IATA DGR 9.2 or 9.3.
- Dangerous goods are discovered to have been carried without information (NOTOC) having been provided to the PIC in accordance with IATA DGR 9.5.1.1.

Reporting Dangerous Goods Occurrences to the Authorities

All dangerous goods incidents and accidents must be reported by Xfly to the appropriate authorities of the State of the operator and the State in which the accident or incident occurred, in accordance with the reporting requirements of those applicable authorities.

All Dangerous Goods incidents and accidents shall be reported in accordance with the reporting requirements of the applicable authorities. Dangerous Goods Incidents and Accidents must be reported to the Civil Aviation Authority of the Republic of Estonia **within 72 hours** and to the applicable authority of the country where incident/accident occurred in accordance with the reporting requirement of this authority.

The responsibility of reporting rests with:

- The aircraft Captain (or Flight Operations Department), if flight crew was on board during the incident/accident (i.e. a flight occurrence);
- The Nominated Person Ground Operations (KO), if flight crew was not on board during the incident/accident (i.e. a ground occurrence).

Dangerous Goods Occurrence Report standard form (IATA DGR Figure 9.6.A) should be used where the reporting format has not been specified by the appropriate authority. Other forms, including electronic transfer of data, may be used provided at least minimum information shown on the Dangerous Goods Occurrence Report standard form (IATA DGR Figure 9.6.A) is supplied.

Dangerous Goods Occurrence Report

Unless not otherwise specified by the appropriate authority Dangerous Goods Occurrence initial and any subsequent report shall be as precise as possible and contain the following data, where relevant:

- Date of the incident or accident or the finding of undeclared or misdeclared dangerous goods;
- Location, the flight number and flight date;
- Description of the goods, the air waybill number, baggage tag number, ticket number, etc;
- Proper shipping name (including the technical name, if appropriate) and UN/ID number, when known;
- Class or division and any subsidiary risk;
- Type of packaging, and the packaging specification marking on it;
- Quantity;
- Name and address of the shipper, passenger, etc.;
- Any other relevant details;
- Suspected cause of the incident or accident;
- Action taken;
- Any other reporting action taken; and
- Name, title, address and telephone number of the person making the report.

Copies of all relevant documents and any photos taken should be attached to the report.

An initial report should be dispatched within 72 hours of the occurrence, unless exceptional circumstances prevent this. The initial report may be made by any means but a written report should be sent as soon as possible, even if all the information is not available.

If necessary, a subsequent report should be made as soon as possible giving all the details that were not known at the time the first report was sent.

Providing it is safe to do so, all dangerous goods, packagings, documents, etc. relating to the occurrence must be retained until after the initial report has been made.

9.1 Compliance Monitoring System

Reference: See **Management System Manual chapter 3**.

9.2 Operations Auditor

Operations Auditor function is to conduct audits in the areas of ground operations, aircraft de-/anti-icing, aircraft fuelling and fuel storage, catering, and cargo handling, if applicable, as per audit procedures laid down in **MSM Ch 3**

9.3 Intentionally Left Blank

9.4 Station Compliance Monitoring

9.4.1 General

Reference: See **3.3.6 - Contractor/Sub-contractor Audits and Inspections** for Monitoring of Sub Contractors.

9.4.2 Audits

To satisfy ground handling and cargo operations safety and security requirements, the ground handling activities are monitored during audits by Xfly compliance monitoring department.

Station audits shall be carried out auditing following areas within Ground Handling and Cargo Operations:

- Staff Training
- Ramp Handling
- Load Control, incl Flight File Check
- Passenger Handling
- Security
- De-/Anti-icing
- Fuelling and fuel storage
- Cargo Handling.

All Xfly audit results shall be recorded in IQSMS.

KO is responsible for a corrective action plan and shall perform actions defined in corrective action plan within the limit of the due date.

Audit results, risk assessments and corrective actions, if any, shall be discussed during Ground Handling Safety Action Group Meetings.

Aircraft Deicing/Anti-icing Audit reports are analyzed as per MSM **3.3.6.4.** CRJ900 clear ice check training is verified by checking the DAQCP reports part TR1abc, PR5abc.

Fuel Audits are analysed as per MSM **3.3.6.5**.

9.4.3 Aircraft Turnaround Inspections

Aircraft turnaround inspections at stations may be performed by KO or KS.

Aircraft turnaround inspection schedule will be drawn up and approved by KO. The scope and frequency of inspections will be reviewed yearly by Ground Operations department.

Aircraft turnaround inspections are performed according to the schedule in **Xfly Ground Handling Manual Annex II**. Inspections are performed according to the checklist in IQSMS Ground Ops Module. Results are recorded into IQSMS Ground OPS Module. Non-conformities shall be recorded in IQSMS via Reporting Module.

Turnaround inspections at stations may be agreed to be made regularly also by a subcontractor.

Turnaround inspection results made by subcontractor shall be reported to KO.

9.5 ACMI Programme

Xfly and partner airlines have agreed to use inspection sharing system.

Ground Operations and Cargo Operations inspection reports and turnaround inspection reports are available to Xfly Ground Operations via partner airline own media.

Once a quarter Ground Operations department perform review of the latest inspection reports.

9.6 Verification of DCS Data

9.6.1 General

Whenever mass and balance documentation is generated by a computerized mass and balance system (DCS), the integrity of the output data must be verified at regular intervals. A verification of DCS output data shall be performed as part of the quality monitoring of third party services.The purpose is to record to what extent the requirements and procedures of contracted services are fulfilled and to specify what, if any, additional measures or arrangements are necessary to investigate in order to fulfil Xfly requirements. Flight Operations Department is responsible for DCS inspections.

The verification process comprises AHM565 amendments and DCS inspections as outlined below.

9.6.2 Verification of AHM565 Amendments in DCS Systems

The AHM565 of Xfly are prepared by the Flight Operations Department and distributed by Ground Operations Manager via IQSMS Document Distribution Module.

Initially before DCS may be used for load control documents preparation the full DCS data verification must be performed and test loadsheets must be provided. Once the above is completed successfully, written approval should be given to DCS provider by Xfly Flight Operations.

Upon AHM565 revisions test loadsheets must be provided. Additional data verification is required when following is changed and/or added with the revision:

- New aircraft type
- CG limits
- Effect of fuel
- Passenger seat version and/or seat/row index influence
- Details for compartment trim

Xfly Flight Operations Department is responsible for checking the test loadsheets and for the verification of AHM565 data initially as well as upon revision of the AHM565.

The verification process comprises of the following steps:

Step	Instruction
1	Database verification, additionally only if required
2	Test loadsheets verification
3	Written approval

9.6.3 DCS Inspections

A DCS inspection is performed semi-annually for all DCS systems in use in the Xfly route network. DCS inspections schedule (**Xfly Ground Handling Manual Annex I**) is approved by KO and is available in Compliance Monitoring folder. Where seasonal operations are scheduled to specific destinations (summer/winter destinations and charters) with a unique DCS system available only at that destination, a DCS inspection can be performed only once per year provided the inspection is done prior to the start of operations. KO is responsible for DCS inspections.

KO or deputy of KO will inform Xfly Flight Operations Department via e-mail about new station startup schedule or change of DCS. Xfly Flight Operations Department will verify if DCS in question has been already inspected or not and will schedule inspection according to AMC1 CAT.POL.MAB.105(b). Xfly Flight Operations Department will initiate continuous DCS inspections and is responsible for verifying the output data at intervals not exceeding 6 months according to the DCS inspection checklist (available: U:\OPS\Compliance Monitoring\07 DCS verifications) Xfly Flight Operations Department is responsible for performed corrective actions before closing the inspection. Xfly Flight Operations Department shall inform KO immediately of any kind of disruptions which might jeopardise keeping the due dates of inspection. As soon as inspection is closed Xfly Flight Operations Department sends the report immediately to KO. KO will save the report to Compliance Monitoring folder.

DCS inspections consist of the verification of the DCS database in comparison to the AHM565 sheets, including test loadsheets, as follows:

Part	Data – Subject
C1	Trim data and balance outputs DOI/DLI/LIZFW/LITOW/MACTOW
C2	Basic indexes and MAC formulas
C5	Fuel data
C3	Registrations held
C4	CG trim envelope limits
C8	Cabin data
8	Cabin area influence per Kilo
C10	Seat row trim if available
C13	Data for compartment trim
C14	Combined load limitations
D1	Planning limits
	Pantry codes

The verification process consists of the following steps:

Step	Instruction
1.	Confirm contents and volume of intended verification
2.	Collect information from previous verifications as available
3.	Agree verification schedule with responsible DCS administrator
4.	Request and collect applicable data from the DCS system in question
5.	Verify received data against valid AHM560 sheets for respective aircraft type as applicable
6.	Register any deviations and agree on the time frame for corrective actions with the DCS administrator
7.	Issue a report: • Deviations found • Corrective actions taken • Approval/disapproval of the DCS verified.

One specific deviation might be a “show stopper”. A show stopper would need immediate corrective action either before the work process can continue or corrections being made before the verification is concluded.

A large amount of small deviations indicating defective overall quality or inaccuracies in performing might also collectively require urgent actions.

It is the duty of the inspector to judge and sum up all observations during the verification process.

10.1 Filing System

The originals of all contracts are sent to Xfly Main Office. Electronic copies are kept by KO at 'GH' folder U:\GH\SGHA). Anyone not having access to the contracts should turn to the Ground Operations Manager (KO) for advice.

Ground Operations Manager (KO) is responsible for maintaining a registry of all contractors and subcontractors, which is maintained electronically and can be found at 'GH' folder (U:\GH\SGHA)

10.2 The IATA Standard Ground Handling Agreement (SGHA)

Reference: IATA Airport Handling Manual, AHM 810.

Preference is given to the use of the IATA Standard Ground Handling Agreement (SGHA), especially its Simplified Procedure (Annex B) as a legal framework for contracts between carriers and handling agents.

A SGHA must be executed with all ground handlers at all Xfly scheduled destinations.

Xfly accepts the following standards of the AHM 810:

- SGHA of January 2018 (see the Airport Handling Manual Edition 2018 or newer).

At all locations where applicable, the SGHA should be executed with an accompanying Service Level Agreement (SLA) that includes measurable specifications to ensure requirements that affect the safety, security, punctuality and quality of ground handling operations are being fulfilled. Xfly standards for the SLA are described in **GHM 2.4.7**.

A SITA telex or e-mail request specifying Xfly needs and conditions may replace a SGHA at charter and ad-hoc destinations, provided the ground handler has responded with a similar SITA telex or e-mail confirmation for ground handling at the aforementioned conditions.

SGHA of January 2018 **Ref. Annex A**

STANDARD REQUIREMENTS:

Section 1 REPRESENTATION, ADMINISTRATION AND SUPERVISION

1.1.2, 1.1.3, 1.1.4, 1.2.1, 1.2.2, 1.2.3 (a) (as per SLA) 1.2.4, 1.2.5 where necessary, 1.2.6 (a)(b)

Section 2 PASSENGER SERVICES

2.1.1, 2.1.2, 2.1.3 (a) or (b) (1,2,3,5,6) [additional costs, if any, to be specified], 2.1.4 (a) (in accordance with the carriers standards and procedures), 2.1.6 (a), 2.1.7 initial tracing for 5 days, 2.1.8 (a)(1), 2.1.9 (c)

2.2.1, 2.2.2 (a)(d), 2.2.3 (a)(1, 2)(b)(1,4), 2.2.4 (a)(b)(1)(i, iv), 2.2.5 (a)(b)(c)(d)(1,4), 2.2.6 (a)(b)(i,iv), 2.2.7 (a)(d), 2.2.8 (a)(d), 2.2.10, 2.2.11 (a)(d)(1,4), 2.2.12, 2.2.13 (a)(d), 2.2.14 (a)(d), 2.2.15, 2.2.16, 2.2.17

2.3.1 (b)(assist on request from crew), 2.3.2, 2.3.3 (a)(1), 2.3.4 (a)

Section 3 RAMP SERVICES

3.1.1, 3.1.2, 3.1.3 (a), 3.1.4 (a), 3.1.5(a), 3.1.6 (a), 3.1.7 (a)(b), 3.1.9, 3.1.10 (a)

3.2.1 (a) or (b), 3.2.2

3.3.1 (a)(b), 3.3.2 (a)(b)(6), (b)(2, 3, 5), 3.4.1 (a) or (b) (1 or 2) (time limit to be specified)

3.5.1, 3.5.2 (a)(b)(c)

3.6.1 (a) or (b) (1,3) (including handrails and locking of integral steps), 3.6.2 (a) or (b) (1, 2), 3.6.3 (a) or (b)(c), 3.6.4 (a) or (b), 3.6.5 (a) or (b) (1,2,3,4,5,6), 3.6.6 (a)(b)(c)(f), 3.6.7, 3.6.8 (a)

3.7.1 (a), 3.7.2, 3.7.3

3.8.1 (a) or (b), 3.8.2 (b)

3.10.1 (a)(b)(on request), 3.10.2, 3.10.3 (b)(d)(f)(g)(2), 3.10.4 (a)(2)(on request), 3.10.6 (a)(on request)

3.16

Section 4 LOAD CONTROL, COMMUNICATIONS AND FLIGHT OPERATIONS

4.1.1, 4.1.2 (a,b (1) or (2)

4.2.1, 4.2.2

4.3.1

4.4.1 (a) or (b) on request, 4.4.4**Section 5 CARGO AND MAIL SERVICES**

5.1.3 (a) or (b)

Section 6 SUPPORT SERVICES

6.2.1 (a,c)(2)

6.2.2 (b) (3,4,5,6)

6.5.1, 6.3.5

6.7.1, 6.7.2

Section 7 SECURITY

7.1.2 (b), 7.1.3 (b), 7.1.4 (a) (1,2,4)(3 on request), 7.4.2(b)(2)(4), 7.4.3(b)(1)(2)

OPTIONAL AND BASED ON LOCAL CONDITIONS AND/OR XFLY REQUIREMENTS:

3.4.1 (a)(c)	Aircraft cooling
3.4.1 (a)(c)	Aircraft heating
3.6.9 (a) or (c) 1, 2	Provide or arrange for ballast
3.4.1 (a)(c)	Air start unit
3.8.1 (a) or (b)	Tow aircraft between other agreed points Authorized cockpit brake operator in connection with towing Wing-walker(s)
3.11.1 (a) or (b)	Toilet service
3.12.1 (a) or (b)	Water service

11.1 Records System

11.1.1 General

Subcontractors for ground handling services shall have a corporate system that specifies standards for the management and control of operational records to ensure the content and retention of such records is in accordance with requirements of Xfly, and relevant authorities, and to ensure operational records are subjected to standardised processes for:

i. Identification;

ii. Legibility;

iii. Maintenance;

iv. Retrieval;

v. Protection and security;

vi. Disposal or deletion (electronic records).

The corporate system would address the management and control of all records associated with operations at all stations, including personnel training records, but also including any other records that document the fulfillment of operational requirements (e.g., GSE maintenance, weigh bridge calibration).

11.1.2 Back-up Procedure for Electronic Files

If the Subcontractor utilizes an electronic system for the management and control of records at any station, the Subcontractor shall have corporate standards that specify a process for a scheduled generation of back-up record files.

Maintaining records in electronic files is a reliable and efficient means of short and long-term storage. The integrity of this type of record-keeping system is ensured through secure, safe storage and “back-up” systems.

To preclude the loss of records due to hardware or software failures, an electronic system is programmed to create back-up files on a schedule that ensures records are never lost. Typically, an electronic system provides for file back-up on a daily basis.

Where necessary, the look and feel of electronic records is similar to that of a paper record. A retention period for records is defined and, if applicable, is in accordance with any requirements of the Authority.

Hardware and software, when updated or replaced, is retained to enable retrieval of old records.

11.1.3 Company Requirements

Subcontractors for ground handling services shall have corporate standards to ensure records retained in accordance with GHM **11.2 - Filing Periods** are furnished to customer airline (i.e. Xfly) requirements upon request.

The Subcontractor may be required to furnish records to both current and former customer airlines to satisfy various operational needs (e.g., accident or incident investigation). Therefore, records would have to be retained for an agreed period of time beyond the contract termination with a customer airline.

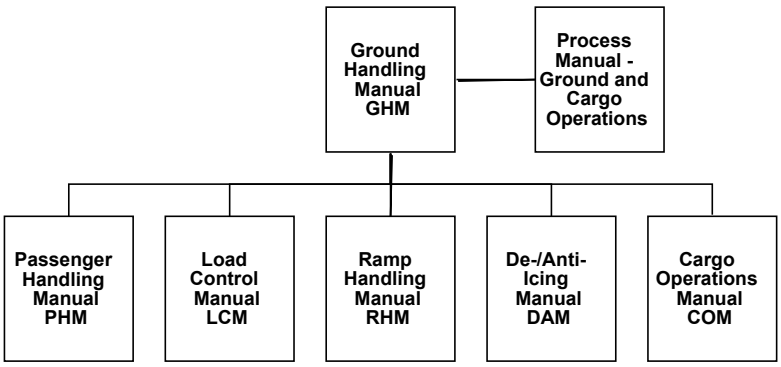
11.2 Filing Periods

All documents and correspondence shall be preserved for information and reviewing purposes in the Ground Operations Department, in the Main Office, other Xfly offices or in subcontractors' offices, as applicable, for periods mentioned underneath.

Documents/forms	**Months**		**Years**					
	3	**6**	**1**	**2**	**3**	**5**	**7**	**10**
Telexes sent/received in connection with each flight	X							
Balance charts	X							
Cabin Security Check	X							
Cargo and Mail Manifests (Load Control)	X							
Cargo and Mail Manifests (Cargo/Mail Agents)							X	
Airwaybills (Cargo/Mail Agents)							X	
Certificate for Transportation of Animals	X							
Correspondence with authorities								X
Contracts after expiry date					X			
Daily work schedules	X							
De-icing Fluid Test		X						
External correspondence				X				
Flight Interruption Manifests (FIM)							X	
Fuelling Order / Fuelling slip	X							
Ground Handling Charge Note		X						
Handling Advice for Unaccompanied Minor	X							
Hotel Accommodation Order		X						
Internal correspondence				X				
Loading Instruction/Report	X							
Loadsheet and Load Message (LDM)	X							
Maintenance Log Slip	X							
Notification to Captain (NOTOC)	X							
PNL	X							
Lost & Found messages				X				
Water Examination Test	X							
Training/qualification records		Throughout the employment period						
Quality System records						X		
Dangerous Goods Transport Document			X					
Dangerous Goods Acceptance Checklist			X					
Live Animals Acceptance Checklist	X							
Live Animals Transport Document	X							

12.1 Manuals

The following manuals contain ground handling and cargo operations policies, standards and procedures applicable to Xfly:



In detail:

Manual	Mastercopy Holder	Distribution
Ground Handling Manual (GHM) This is a management manual describing Xfly ground handling policies and procedures.	KO	IQSMS DDM
Passenger Handling Manual (PHM) This manual is aimed at staff involved in passenger handling at all stations and gives detailed information/instructions about passenger handling procedures.	KO	IQSMS DDM
Load Control Manual (LCM) This manual is aimed at the Load Control function at all stations and gives detailed information/instructions about aircraft handling procedures and Weight & Balance regulations.	KO	IQSMS DDM
Ramp Handling Manual (RHM) This manual is aimed at ramp handling personnel at all stations and gives detailed information/instructions about ramp handling and aircraft servicing procedures.	KO	IQSMS DDM
De-/Anti-icing Manual (DAM) This manual is aimed at aircraft de-/anti-icing service providers and gives detailed information/instructions about aircraft de-/anti-icing procedures.	KO	IQSMS DDM
Cargo Operations Manual (COM) This manual is aimed at cargo operations and gives detailed information/instructions about company rules for cargo acceptance and warehouse handling.	KO	IQSMS DDM
AHM565 EDP exchange for semi-permanent data for check in and load control.	ON	IQSMS DDM
Process Manual – Ground and Cargo Operations Purpose of this manual is to record Ground and Cargo Operations department processes and office routines.	KO	IQSMS DDM

12.1.1 AHM565

AHM565 of Xfly is published by the Flight Operations Department. The Mastercopy Holder, responsible for the contents and the revisions of the AHM565, is Flight Operations Support Engineer (FOSE), Ref **OM-A 1.3.9.2.** The Flight Operations Support Engineer is responsible for the AHM565 contents accuracy. AHM565 contents shall be revised whenever need arises. List of revisions and list of effective sheets are contents of each new AHM565 publication.

Distribution to External Service Providers is managed by means of electronic manuals/documents made available to all users via the IQSMS Document Distribution Module. All External Service Providers shall be given username and password, which enables them the access to the IQSMS. AHM565 can be read on the IQSMS or printed out on paper. All printouts are considered uncontrolled copies, if in doubt the service provider must always refer to the IQSMS for the most recent update of the AHM565.

Upon a revision of AHM565, all External Service Providers shall be notified via an e-mail notification by Flight Operations Support Engineer.

Validations of the latest AHM565 revision are available via IQSMS DDM.

12.2 Responsibility

The Mastercopy Holder of each Manual is responsible for the contents of the manual so it:

- contains information that is clear, legible, and accurately represented
- is presented in a usable format that meets the needs of ground handling operational personnel
- is accepted/approved by Estonian Transport Administration, if applicable
- is updated at regular intervals to keep the contents relevant and up-to-date.

Nominated Person Ground Operations (KO) is responsible for the oversight of the contents of all manuals and shall approve all revisions to them in writing.

12.3 Distribution within the Company

Within Xfly, all manuals and AHM565 are issued only electronically and are accessible to Xfly staff via IQSMS DDM.

The IQSMS DDM shall be updated upon each revision.

Printouts from an electronic source are considered uncontrolled copies.

12.4 Distribution to External Service Providers

Distribution to External Service Providers is managed by means of electronic manuals made available to all users via Xfly IQSMS DDM (Document Distribution Module).

External Service Providers have access via the IQSMS DDM to Ground Handling Manuals, Safety Notices, Instructions and Forms.

All contracted External Service Providers shall be given a username and password, which enables them the access to the IQSMS DDM. At the service provider's discretion all manuals can be read on the IQSMS DDM or printed out on paper at the station. All printouts are considered uncontrolled copies, if in doubt the service provider must always refer to the IQSMS DDM for the most recent update of the manual.

On or before the new revision effective date of a manual, all External Service Providers shall be notified via an e-mail notification. Thereafter, all External Service Providers are required to log in to the IQSMS DDM and file a confirmation of receipt via the VALIDATION tool available on the IQSMS DDM.

When confirmations are not received, automated reminders are sent via IQSMS DDM.

The validations of receipt are accessible at IQSMS DDM.

13.1 List of Ground Operation Forms and Guidance Material

Ground Operation Forms and Guidance Material

The list of valid Xfly ground operation forms and guidance material with the revision number/date used in Xfly Ground Operations is saved electronically under U:\GH\Regional Jet GH Manualid\Regional Jet Ground OPS forms.

Ground operation forms used at stations in connection with ground handling are distributed via IQSMS DDM.

Ground operation guidance material for all service providers is distributed via IQSMS DDM and sent directly in case the guidance material is applicable only to specific partner(s).

Appendix 1 Minimum Ground Times

Note: Unless otherwise agreed with handling agents at specific airports, the following standard ground times shall apply for all airports:

On regular flights:	
All aircraft types	35 min

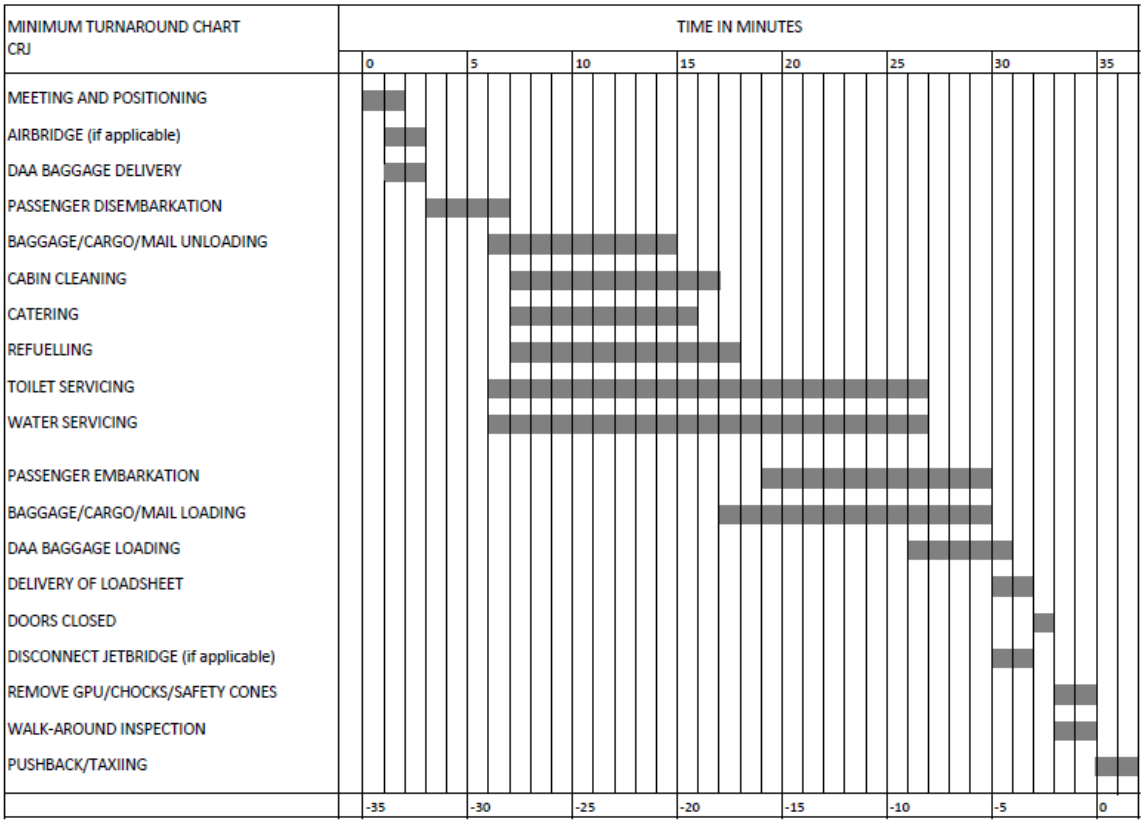
Arriving from a charter flight and departing to a charter or regular flight:

Charter to charter and charter to regular flights:	
All aircraft types	45 min

Reference: GHM **1.4.6 - Minimum Ground Times**

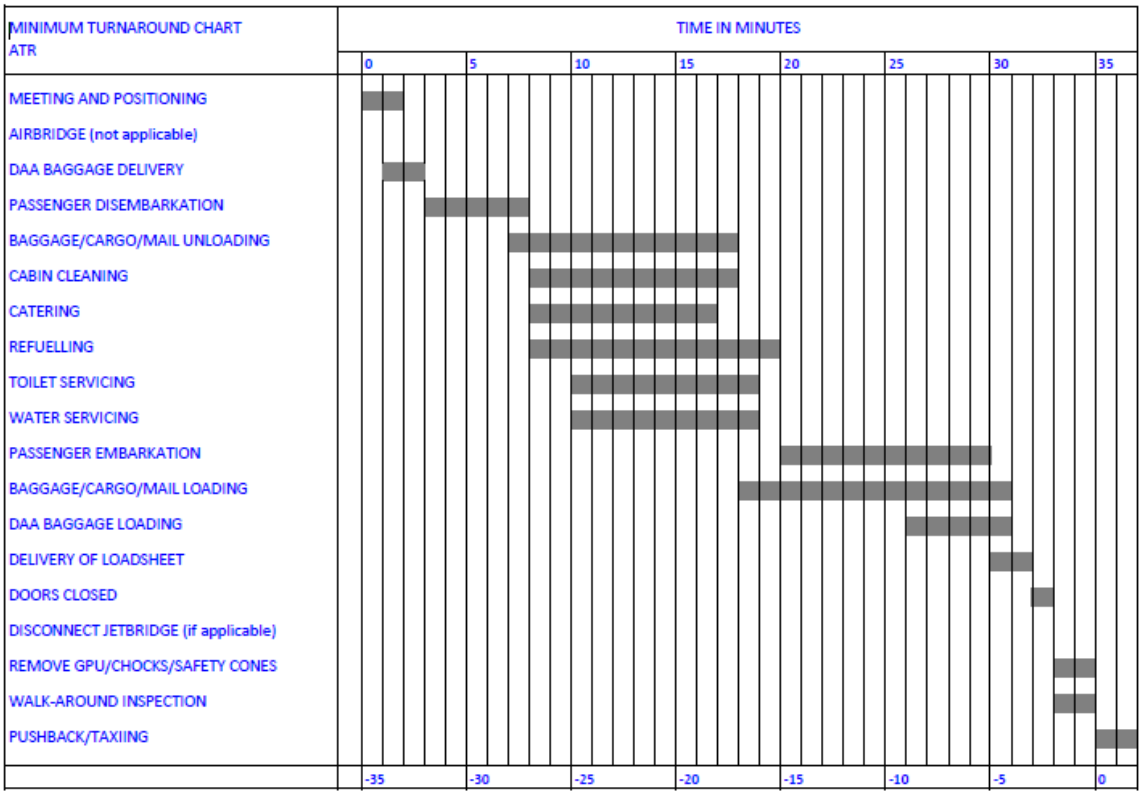
Appendix 2 Minimum Turnaround Chart CRJ for MGT 35 min

Not applicable if security search is required (Ref OM-A **10.6.1**)



Appendix 3 Minimum Turnaround Chart ATR for MGT 35 min

Not applicable if security search is required (Ref OM-A **10.6.1**)



Title	Location
Annex I. DCS Inspection Plan	IQSMS, Webmanuals
Annex II. Aircraft Turnaround Inspection Plan	IQSMS