DHS GmbH

Am Hagen 5

59368 Werne

Station Quality Manual

Prepared for: Station Management, Supervisors, and the Quality & Compliance Function

Prepared by: DOM

Issued: 30.06.2021, last update: 20.02.2026

Version: V2/Revision 7

This version supersedes all previous versions released prior to the date of issue.

GENEHMIGT
Von Dominika Doruch , 15:38, 22.02.2026

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Record of revisions

Part	Title	Original Issue	Latest Review
1.2.6.	Quality Manager	30.06.2021	18.01.2022
2.1.	Monthly Management Review Meeting	30.06.2021	18.01.2022
3.1.6.	Quality Auditing	18.01.2022	
1.2.1.	Station Manager	30.06.2021	24.08.2022
7.	Document Control and Storage	30.06.2021	24.08.2022
1.2.4.	Turnaround Coordinator	30.06.2021	08.02.2023
3.1.2	Turnaround Inspections	30.06.2021	25.09.2023
7.	Document control and storage	30.06.2021	25.09.2023
0.2.2.	Environmental Policy	30.06.2021	13.03.2024
1.	Organisation & Responsibilities	30.06.2021	13.03.2024
1.	Organisation & Responsibilities	30.06.2021	04.02.2025
6.	Operating Procedures	30.06.2021	04.02.2025
2.	Operation Control & Supervision	30.06.2021	31.03.2025
7.	Document Control & Storage	30.06.2021	28.04.2025
1.	Organisation & Responsibilities	30.06.2021	25.06.2025
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1.	Organisation & Responsibilities	30.06.2021	19.11.2025
1.	Organisation & Responsibilities	30.06.2021	19.11.2025
2.	Operational Control & Supervision	30.06.2021	29.12.2025

Change revision summary

Part	Description of change
1.2.6.	Job description of Quality Manager added
2.1.	Mandatory Participiants added
3.1.6.	New part of section 3
1.2.1.	Job description of Station Manager revised
7.	Section 7 revised
1.2.4.	Job description TRC added
3.1.2.	Target for Turnaround Inspections reduced to 2,5%
1.2.4.	Turnaround Coordinator JD revised
7.	Approval of DHS Manuals (approval stamp mandatory)
0.2.2.	Environmental Policy revised
1.	All Job descriptions revised (logo)
1.1.	General Organisation Chart revised
6.	List of procedures adjusted
2.2.	New section Key Performance Indicators (KPIs) added
7.1.	New section added (Document Change & Communication Process) to define how document updates are evaluated, communicated and controlled
1.1.	General Organisation Chart revised
1.2.1	Job Description for Accountable Manager added
1.2.2	Job Description for Station Manager revised
1.2.3	Job Description for Passenger Services Manager added
1.2.4	Job Description for Operations Manager added
1.2.5	Job Description for Safety, Security & Training Manager added
1.2.6	Job Description for Quality Compliance Manager revised
1.2.7	Job Description for Trainer revised
1.2.8	Job Description for Customer Service Agent revised
1.2.9	Job Description for Duty Supervisor revised
1.2.10	Job Description for Lost & Found Agent revised
1.2.11	Job Description for Lost & Found Coordinator added
1.2.12	Job Description for Turnaround Coordinator revised
1.2.13	Job Description for Load Control Agent added
1.2.14	Job Description for Lead Agent added

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1.1.	General Organisation Chart revised
1.2.	Duties & Responsibilities updated
2.3.	KPI framework enhanced through clarification of KPI monitoring, dashboard-based performance analysis and management review linkage.

0 GENERAL

0.1. INTRODUCTION

The purpose of the SQM is to document the Station processes and cross reference the Corporate/Central Policies as applicable.

The SQM aims to:

- Ensure the Station is aligned with Corporate/Central policies.
- Ensure the Station meets the requirements of customer airline(s), relevant authorities and applicable regulations.

The SQM objective:

- To index controlled documents.
- To easily locate and maintain standards & quality controls by accessing one document. - Available to all staff to ensure familiarity with the Standards.

0.2. MANAGEMENT COMMITMENT

DHS Management is committed to providing its employees with safe and secure conditions at work and necessary training. This means having in place effective management arrangements that ensure the well being of staff, and to minimise the adverse impacts to individuals and our business from injury, damage and loss.

The Corporate Health and Safety statement is posted on safety review boards for all staff to see. We will measure our performance and aim to continually improve, by the use of the standard reporting tool and through a yearly self-assessment using the "Self Assessment" checklist followed by an independent audit, which will be conducted to verify effective controls are in place.

Our commitment is to:

Support the management of safety through the provision of appropriate human and financial resources that will result in an organizational culture that fosters safe

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practices, encourages effective safety reporting and communication, and actively manages safety with the same attention to results as financial management.

▸ Enforce the management of safety among the primary responsibility of all managers;

▸ Ensure that no action will be taken against any employee who discloses a safety concern through the hazard reporting system, unless disclosure indicates, beyond any reasonable doubt, an illegal act, gross negligence, or a deliberate or willful disregard of regulations or procedures;

▸ Clearly define for all staff their accountabilities and responsibilities for the delivery of safety performance;

▸ Establish and implement hazard identification and risk management processes in order to eliminate or Mitigate the risks associated with operations to a point which is As Low As Reasonably Practicable;

▸ Comply with and wherever possible exceed legislative and regulatory requirements and standards;

▸ Ensure sufficient skilled and trained resources are available to implement safety strategies and processes

▸ Ensure that all staff are provided with adequate and appropriate aviation safety information and training, are competent in safety matters and are only allocated tasks commensurate with their skills in accordance with the DHS Training Programm and local requirements;

▸ Establish and measure our safety performance against realistic objectives and/or targets;

▸ Continually improve our safety performance and conduct safety management reviews to ensure relevant safety action is taken and is effective;

▸ Ensure the maintenance, appearance and safe operation of all company owned or leased equipment at a station.

▸ Ensure that all local environmental issues surround our ground operations are in accordance with applicable laws, regulations and other requirements.

▸ Ensure the corporate policy of "zero tolerance" of psychoactive substances is adhered to at all times during operations by the implementation of the specific disciplinary processes within this manual.

0.2.1. ACCIDENT, INCIDENT AND DANGEROUS GOODS REPORTING

Policy

It is DHS primary concern, in the interest of safety, to ensure the full, free and uninhibited reporting of any incident / accident, which might affect the health and safety of DHS employees or any other person who may be affected by our

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undertaking, including aircraft handling and flight safety. It is, therefore the responsibility of every employee to report any incident affecting safety and to cooperate fully throughout any subsequent investigation.

All incidents, including near misses, must be investigated, the level of investigation will be dependent upon the severity of the incident. The purpose of an investigation is not to apportion blame but to establish the facts, to understand the root cause(s) of the incident, and to develop the appropriate actions necessary to eliminate or reduce the likelihood of the incident recurring. All investigations should generally be completed within seven days of the incident with findings recorded using the DHS Investigation Report Template, only in the case of exceptional or complex investigations can this seven day reporting period be extended. Managers must ensure that the recommendations arising from an incident / accident investigation are evaluated and fully implemented.

Purpose

It is our goal to continuously improve the safety of our operation. We realise that accidents and incidents can happen however we see it as every employee's duty to report them and create a safe working environment at all times. This is key to ensure that we have the opportunity to resolve them, learn about the contributing factors and implement strategies, procedures and policies to eradicate or reduce the likelihood of future occurrences. To achieve this we must develop and foster a culture that encourages the reporting of incidents / accidents without fear of disciplinary action being the key concern. This policy is intended to provide visibility to those employee errors that go unreported, including near miss incidents. DHS operates in a complex and time sensitive environment. To underpin our core values of safety and security, it is imperative that we learn from our mistakes, strive to reduce human error, and develop adequate safety systems to ensure the highest level of safety is maintained. While employment with DHS is "at-will", disciplinary action for damage (suspected or actual) to our equipment or property or our customer's equipment or property will generally be limited to the following circumstance:

1. An employee has failed to immediately report an accident or incident covered under this policy.

2. An employee has failed to fully and honestly participate in investigations covered under this policy.

3. An employee demonstrates negligence or an intentional disregard for the safety of our employees and assets as well as our customers, and their respective assets.

4. An employee has committed a series of errors that demonstrate a general lack of due care and attention.

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5. The employee's actions involve criminal activity, substance abuse, controlled substances, alcohol, violation of regulatory authorities or airport regulations or intentional falsification. The decision as to whether an employee's actions fall in the circumstances noted above will be in the sole discretion of management.

0.2.2.   ENVIRONMENTAL POLICY

We recognise that being a socially responsible company adds to and enhances the Company's overall value, both short and long term. The impact our business activities have on the environment, communities in which we operate, and wider society are important to us.

We recognize that all our stakeholders have an interest in our business activities, and seek to maintain an open and participatory dialogue ensuring that our business activities are performed in a safe, ethical and efficient way.

DHS has clear and defined policies for effective and robust environmental management and these are defined within the following Statement:

Environmental Statement

DHS is dedicated to safeguarding the local community, the environment, and the health and safety of our employees. Our goal is to continuously improve every aspect of our business operations to minimize our impact on the environment, both locally and globally. We do this by using less toxic materials, generating less waste, recycling, and conserving energy, water, and other natural resources.

In addition to meeting or exceeding all environmental regulatory requirements, we are dedicated to environmental excellence, pollution prevention, and the purchase of products with a higher recycled content, lower toxicity, and less packaging that uses natural resources.

Ingo Schnitger
CEO

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0.2.3.   STATION DRUG AND ALCOHOL POLICY

Employees who report to duty will be monitored for any abnormal behaviour which indicates the influence of the Psychoactive substances. If any employee is found to be under such influence, he will not be allowed for performing the job assigned to him and will be sent for medical test to establish the consumption of psycho active substances.

In the event the employee is found to have used psychoactive substances, he will be subject to disciplinary proceedings.

0.3. HOW TO USE THIS MANUAL

Within this manual each selected process is described by the following:

Introduction – Introduction highlighting the principle objectives of the described process and its interaction within the station and organization.

Process description – A step by step description of the process to be carried out

0.3.1.   DOCUMENTATION STRUCTURE

The following document structure outlines the key policy manuals and the relevant levels of documentation within the DHS operation. In general terms, there are three levels of documentation;

Level 1 - Policy Manuals: Policy level documentation that provides the formal outline of the relevant corporate / client /local / national requirements (examples of this level documentation are client ground operating/handling manuals, local airport requirements, national security requirements).

Level 2 - Instructions / LOP's: Local Operating Procedures / Instructions that describe explicitly how a procedure(s) should be carried out

Level 3 - Quality Records: Records and archives that provide formal proof that the relevant requirements within the instructions and policies have been met.

0.4. AMENDMENT RECORD INSTRCUTIONS

The Station Quality Manual (SQM) is a management tool for all Station Management and employees. It is designed to ensure control over the Safety & Quality of the operations processes and the associated documentation, by giving explicit descriptions of duties and responsibilities for selected management positions

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including operational staff, and by providing process flowcharts and corresponding work instructions for selected processes.

Line Managers should ensure that the Station Quality Manual is:

• Stored in a recognised and known location.

• Legible.

• Maintained in an orderly manner, with revisions incorporated promptly and obsolete sections removed.

• Accessible to all relevant management who should be aware of its contents.

Line managers should pay particular attention to any amendments to the Station Quality Manual, which may require changes to local procedures. The current version will always be available on the server and can be verified by cross checking the Document Index number found on the Document Index Formular on the server.

0.5. STATION DISTRIBUTION LIST

This manual is meant for all persons at station. All DHS employees have a personal company email to which publications/changes are communicated. The station distribution list is kept amended by the Local Station Manager.

0.6. GLOSSARY OF TERMS AND DEFINITIONS

The purpose is to provide common definitions of technical terms that are either contained in or closely associated with ISAGO Standards and Recommended Practices (GOSARPs). A full glossary of terms can be found in the IATA Technical Reference Manual (ITRM). The most common terms used in the context of the DHS Quality Management System have the following meanings:

Quality

The degree to which a system consistently meets specified requirements, satisfies stated needs, or produces desired outcomes.

Quality Management System (QMS)

The means by which an organisation manages its activities to achieve its quality objectives. The Total network of administrative and detailed procedures, which is implemented to ensure all operational activities satisfy the customer's requirement and the documentation accurately reflects the criteria used to perform operational activities and services.

Quality Assurance (QA)

The formal and systematic process of auditing and evaluation of management system and operational functions to ensure:

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a) compliance with regulatory and internal requirements;

b) satisfaction of stated operational needs;

c) identification of hazards, undesirable conditions and areas requiring improvement.

Quality Control (QC)

The inspection or testing of the output of a process, which may be a product, service or function, to determine compliance with operational, technical, performance and/or quality standards. Quality control activities are typically sponsored by operations, maintenance or safety/security managers, who have the direct responsibility for the safety and security of operations. Quality Control is the function of Line Management.

Quality Manager (QM)

The individual assigned with the duties and responsibilities for management of the quality assurance function within a management system. Equivalent Terms: Manager, Quality Assurance and Compliance

Safety Management System (SMS)

A systematic approach to managing safety within an organisation.

Risk Management

The identification, analysis and elimination (and/or mitigation to an acceptable or tolerable level) of those hazards, as well as the subsequent risks, that threaten the viability of an organisation.

Quality Audit plan

A detailed programme of action for the implementation and completion of an Audit.

Quality Audit

A systematic examination to determine whether correct procedures and activities are being followed and that these procedures and activities allow the individual and the organization to meet the required company and regulatory standard.

Audit results

The final determination of the outcome of an Audit, based on the closure of Findings by the Auditee in a manner acceptable to DHS.

Audit scope

The operational disciplines and/or operational areas that are assessed during the conduct of an Audit.

Audit Team

The group of Auditors that coordinates and works together to conduct an Audit.

Auditee

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The entity that is audited.

Auditor

An individual who conducts an audit.

Conformity

Fulfilment of specifications contained in standards or recommended practices.

Controlled document

A document that is subject to processes that provide for the positive control of content, revision, publication, distribution, availability and retention.

Corrective action

The action(s) taken by DHS and its service providers to address and eliminate recurrence of nonconformity.

Corrective Action Plan (CAP)

The plan of DHS and its service providers to close a Finding or Observation through implementation of comprehensive and permanent corrective action.

Corrective Action Report (CAR)

A document that describes each Finding and Observation that results from an audit, and provides a history of associated steps implemented by DHS and its service providers toward closure of the Finding or Observation.

Documented

The state of an operational specification as being published and accurately represented in a controlled document by DHS and its service providers.

Evidence

Data or information discovered during an audit that is analyzed by an auditor and used to determine conformity with the criteria upon which the audit is based.

Finding

A documented statement based on factual evidence that describes nonconformity with any standart or requirement.

Implemented

The state of an operational specification as being established, activated, integrated, incorporated, deployed, installed, maintained and/or made available as part of the operational system, and monitored and evaluated as necessary for continued effectiveness.

IATA

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An abbreviation and acronym for the International Air Transport Association.

IATA Safety Audit for Ground Operations (ISAGO)

The ISAGO programme is based on an internationally agreed-upon set of standards that are centrally managed by IATA, continuously updated and consistently applied by experienced auditors trained to a common standard.

Non Compliance

A system or process that does not satisfy regulatory standards, company standards or company policy.

Root Cause

Action implemented to outlining the root cause(s) why the failure occurred in the procedure(s)/processe(s) that allowed it to become non-compliant.

Corrective Action

The process initiated to eliminate non-compliance and to prevent recurrence.

Preventive Action

Action implemented to prevent a discrepancy from recurring. Independence Non-involvement of responsibilities, e.g., an auditor is independent only when he/she `has no day-to-day involvement in the management of the area to be audited.

Sampling

Assessment of characteristics of parts of a whole quantity, usually selected at random, to assess the state of the whole quantity.

Product Sample – the part inspection of a representative sample of the ground handling operation;

Sampling Reports – reports of un-safe conditions and procedural errors.

Airside

The movement area of an airport, adjacent terrain and building or portions thereof, access to which is controlled.

Airside Safety Training

Training designed to ensure an acceptable level of safety by personnel in the performance of duties in the airside areas of an airport.

Apron

A defined area on an airport intended to accommodate aircraft for loading or unloading of passengers, mail or cargo, or for fuelling, parking or maintenance. Equivalent Terms: Ramp

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1 ORGANISATION & RESPONSIBILITIES

1.1. GENERAL ORGANISATION CHART
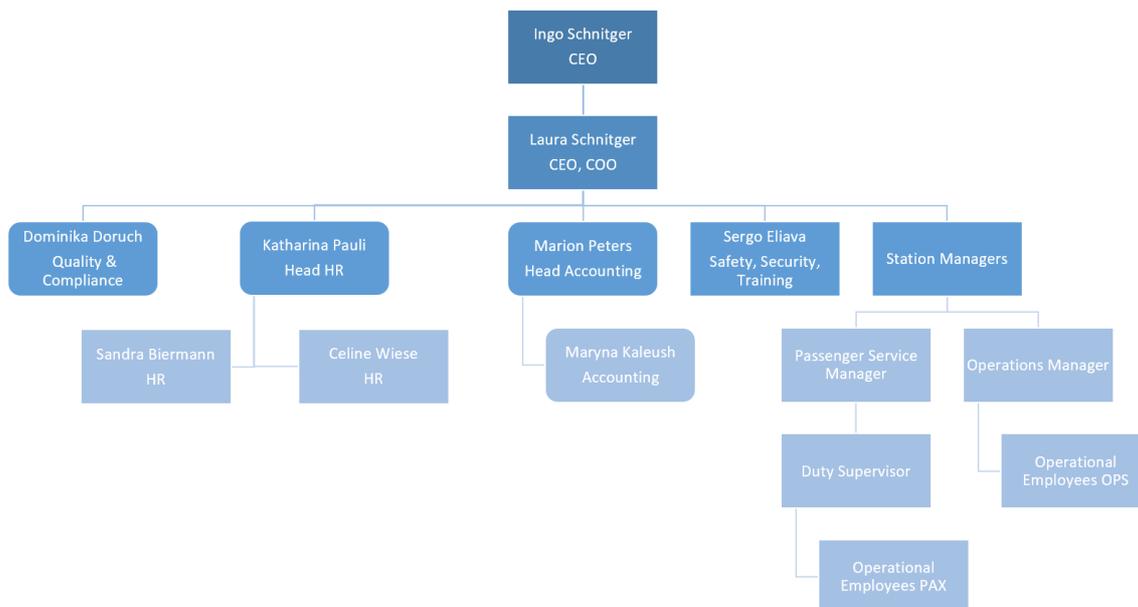
1.2. DUTIES & RESPONSIBILTIES

The following positions are documented in this manual:

▶ Accountable Manager
▶ Station Manager
▶ Passenger Services Manager
▶ Operations Manager
▶ Duty Supervisor
▶ Lead Agent
▶ Customer Service Agent
▶ Turnaround Coordinator
▶ Load Control Agent
▶ Trainer
▶ Quality Compliance Manager
▶ Safety, Security & Training Manager
▶ Lost & Found Agent
▶ Lost & Found Coordinator

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1.2.1. ACCOUNTABLE MANAGER

Responsible for ensuring that the organisation operates safely, compliantly, and effectively, with full accountability for the management system and overall regulatory compliance.

Job Description
Accountable Manager

Overview / Purpose
The Accountable Manager (AM) holds the ultimate responsibility for ensuring that DHS Ground Handling GmbH provides ground handling services in full compliance with European and national aviation safety regulations. The AM ensures that the organisation's management system, including the Safety Management System (SMS), is effectively implemented, adequately resourced and continuously improved.

Key Responsibilities

Governance & Compliance:
- Hold ultimate accountability for the safe, efficient and compliant provision of ground handling services in accordance with all applicable European, national and local aviation safety regulations, as well as internal company policies.
- Act as the primary point of accountability and contact for the Competent Authority.
- Ensure that the organisation's management system, including the Safety Management System (SMS), is established, maintained and continuously improved.
- Guarantee compliance with all relevant legal and regulatory requirements, including data protection (GDPR), information security and cyber security requirements impacting aviation safety.

Resources & Leadership:
- Appoint and support nominated managers (e.g. Compliance, Safety, Security & Training, Station Managers) and maintain oversight of their performance.
- Ensure that nominated persons and station managers have direct access to the Accountable Manager for the discharge of their responsibilities.
- Ensure that adequate resources are available to maintain safe and compliant operations.
- Provide leadership and direction to the senior management team to ensure that responsibilities for Compliance, Safety, Security, Training and Operations are effectively discharged.
- Promote a strong safety culture and open reporting environment within the organisation.

Oversight & Delegation:
- Ensure that effective systems for internal compliance monitoring, auditing and risk management are established and maintained.
- Delegate tasks to nominated managers as appropriate; however, responsibility and accountability remain with the AM.
- Review regular reports from Compliance Monitoring, Safety & Security and Training Managers to ensure timely action on findings and corrective measures.

Safety, Security & Health:
- Ensure that the Safety Policy and associated objectives are defined, communicated and achieved across all stations.
- Ensure the integration of Health & Safety management into the company's processes and compliance with applicable occupational safety regulations.
- Oversee the establishment of robust security management processes, including compliance with aviation security regulations.

External Relations:
- Represent the organisation towards authorities, airports, airline customers and other external stakeholders on matters of compliance, safety and performance.
- Ensure that declarations to authorities are submitted correctly and maintained in accordance with regulatory requirements.

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1.2.2. STATION MANAGER

Responsible for the safe, compliant, and efficient operation of all activities at the station.

**Job Description
Station Manager**

Reporting to: Accountable Manager

Overview / Purpose
The Station Manager leads the station team and day-to-day operations at [Airport], and is accountable for the station's safety, quality and operational performance. The role ensures implementation of DHS's management system (including SMS, security and training requirements) at station level in alignment with DHS manuals, applicable aviation regulations, airline contracts and airport procedures, while fostering a strong safety and open-reporting culture. The Station Manager is key to delivering safe, efficient and customer-focused ground handling services that meet company objectives, service level agreements (SLA) and airline partner expectations.

Main Duties & Accountabilities

Operational Leadership & Performance:
- Manage and lead all daily ground handling operations at the station, ensuring safe, efficient, and punctual service delivery in line with applicable regulations, DHS standards and customer requirements.
- Monitor and drive station performance against KPIs and SPIs, with particular focus on On-Time Performance (OTP), safety, compliance, and service quality.
- Ensure adequate staffing, rostering, and resource allocation to meet operational demand, while considering fatigue management and health & safety requirements.
- Take responsibility for station cost control and contribute to company revenue protection, while ensuring compliance and safety are never compromised.
- Report station performance, risks, and significant operational issues to the Accountable Manager and relevant nominated managers (Compliance, Safety, Security & Training).

Compliance, Safety & Quality:
- Ensure implementation of DHS manuals, airline requirements and local airport procedures in compliance with applicable aviation safety and security regulations.
- Report incidents, support local investigations, and ensure corrective actions are implemented in close cooperation with the Safety, Security & Training Manager and Compliance Manager.
- Contribute actively by providing station-level input to Management of Change (MOC) processes affecting station operations.
- Ensure proper execution of safety reporting, risk assessments and hazard identification at station level, and forward outcomes to the Safety Manager/Compliance Manager as required.
- Develop, maintain, and ensure staff compliance with Local Operating Procedures (LOPs) in alignment with DHS SOPs, airline customer and airport requirements.
- Ensure the secure and compliant use of DHS and airline IT systems, in line with data protection regulations (GDPR), company policies, and IT security standards, and report issues to the Compliance Manager.

Audit & Quality Management:
- Prepare the station for internal and external audits (authorities, airlines, customers) in close cooperation with the Quality & Compliance Manager, including provision of required documentation and staff availability.
- Contribute to the definition of corrective and preventive actions (CAPA) led by the Quality & Compliance Manager or Safety Manager, and ensure their effective implementation, follow-up and evidence of completion at local level.
- Conduct regular local self-inspections and reviews to verify adherence to DHS standards, airline requirements and airport procedures, and promote continuous improvement.

Training & Staff Management:
- Lead, motivate, and develop all station staff, ensuring high performance, accountability, and a culture of safety, compliance and customer service.
- Ensure all employees complete required training, recurrent qualification and competence checks, in coordination with the Safety, Security & Training Manager and supported by the local Station Trainer.
- Oversee local recruitment, induction, and professional development of staff.
- Ensure strict adherence to Equal Opportunities and Anti-Harassment policies, and promote a respectful and inclusive workplace culture.

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- Ensure timely escalation and reporting of significant local compliance issues, risks or deviations to the Accountable Manager, Quality & Compliance Manager and Safety Manager as applicable.

Customer & Stakeholder Management:
- Act as the local primary contact point for airline customers, airport authorities and other stakeholders for day-to-day operational and performance matters.
- Ensure delivery of high-quality, customer-focused service in line with airline SLAs and performance targets, and escalate risks to SLA achievement to the Accountable Manager or Operations management.
- Represent the station at local safety committees and airport coordination meetings, and contribute to DHS management reviews by providing station-level input as required.

Health & Safety:
- Ensure effective local management of workplace health & safety in line with DHS policies and local legal requirements, providing a safe working environment.
- Ensure that hazards, unsafe acts and unsafe conditions are identified, reported (including through DHS reporting systems), and addressed in a timely manner.
- Oversee the implementation of local workplace safety standards, including correct use of personal protective equipment (PPE), ergonomics, and safe working practices, and verify compliance during local inspections.
- Promote and maintain a strong local safety culture through regular briefings, toolbox talks and awareness activities, ensuring employees follow all relevant health & safety procedures.
- Conduct and document regular workplace safety checks, ensuring corrective actions are implemented, tracked and closed effectively.

Security Responsibilities:
- Ensure compliance with local airport and airline security procedures at the station, in coordination with the Safety, Security & Training Manager.
- Oversee the correct implementation of DHS security instructions and customer airline requirements, and provide feedback to the SSTM on local challenges and improvements.
- Ensure that access control, ID checks, and security documentation are properly maintained in line with airport authority requirements.
- Act as the local focal point for security matters, including incident reporting to the Safety, Security & Training Manager and relevant authorities, and ensure local follow-up actions are implemented.
- Promote staff awareness of security responsibilities through regular briefings and checks, in cooperation with the SSTM and local trainers.

Key Skills, Qualifications and Experience:
- Considerable leadership experience in aviation ground handling or airline operations.
- Strong knowledge of airline requirements, IATA standards and local airport procedures; good understanding of relevant EASA ground handling regulations.
- Demonstrated ability to manage and improve operational performance, including cost control and service quality.
- Experience in audits, investigations, CAPA processes and risk assessments, in cooperation with the Quality & Compliance and Safety Managers.
- Excellent communication skills with the ability to represent DHS professionally to customers, airport stakeholders and authorities.
- Strong command of German and English (written and spoken).
- Proficiency in Microsoft Office (Word, Excel, PPT, Outlook) and familiarity with airline/airport IT systems (e.g. DCS).

Interpersonal & Leadership Skills:
- Strong leadership and people management skills, with the ability to motivate and develop multicultural teams.
- Self-motivated, structured, and results-oriented.
- High integrity, reliability, and professional judgement.
- Strong interpersonal and intercultural communication skills.
- Ability to enforce compliance while maintaining customer orientation.
- Team player with a collaborative mindset and readiness to take responsibility.

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1.2.3. PASSENGER SERVICES MANAGER

Responsible for the leadership and oversight of all passenger handling activities, ensuring safe, compliant, and customer-focused service delivery in line with DHS standards, airline requirements, and regulatory obligations.

Job Description
Passenger Services Manager

Reporting to: Station Manager, CEO

Overview / Purpose
The Passenger Service Manager (PSM) is responsible for the leadership, coordination, and performance of the Passenger Services Department, including check-in, boarding, arrivals, and Lost & Found.
He/She ensures service quality, compliance, and safety within the passenger-handling process, in accordance with DHS procedures, airline standards, airport regulations, and EASA requirements.
The Passenger Service Manager reports to the Station Manager and implements the station's service, safety, and compliance standards at departmental level, ensuring that all activities contribute to the station's overall objectives.

Main Duties & Accountabilities

Operational Leadership:
- Lead and coordinate daily passenger service activities, ensuring smooth, safe, and efficient operations.
- Ensure punctual and customer-focused service delivery in line with airline SLAs, DHS policies, and operational targets.
- Monitor department performance against key KPI/SPIs and implement local improvement measures as needed.
- Support Duty Supervisors in managing disruptions and escalated service situations.
- Ensure effective coordination between check-in, boarding, arrivals, and Lost & Found teams.
- Represent the Passenger Services Department in operational briefings and station coordination meetings.

Compliance & Quality Management:
- Support the Station Manager in ensuring compliance with DHS SOPs, Local Operating Procedures (LOPs), airline manuals, and regulatory requirements within the Passenger Services area.
- Ensure all departmental staff are aware of and comply with Health & Safety, Security, Data Protection (GDPR), and Equal Opportunity obligations.
- Ensure the correct and consistent use of DHS and airline IT systems in line with data protection and IT security requirements.
- Support the preparation of internal and external audits and maintain audit readiness within the department.
- Monitor and verify that corrective and preventive actions assigned to the Passenger Services Department are implemented and closed.

Staff Management & Training:
- Lead, coach, and develop Duty Supervisors and Customer Service Agents, ensuring competence and accountability at all levels.
- Plan staffing levels, rosters, and shift assignments to meet operational and customer demands.
- Coordinate with the Station Trainer and Safety, Security & Training Manager to ensure all staff receive mandatory and recurrent training.
- Conduct regular briefings, performance reviews, and coaching sessions to promote engagement and continuous improvement.
- Identify training needs and provide input to improve training materials or methods.

Customer & Stakeholder Relations:
- Act as the primary contact for airline representatives and airport authorities in all Passenger Service-related matters, under the direction of the Station Manager.
- Ensure professional handling of customer feedback, service failures, and complaint escalations.
- Represent DHS in airline or airport meetings concerning service performance or customer satisfaction.
- Promote excellent communication and cooperation with other departments (Operations, Ramp, Load Control).

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Health, Safety & Security Oversight:
- Ensure a safe and secure working environment within the Passenger Services area.
- Ensure all staff adhere to PPE, safe working practices, and DHS Health & Safety policies.
- Ensure that hazards, incidents, and unsafe acts are reported promptly and that corrective measures are applied within the team.
- Support the Station Manager in incident investigations and ensure that follow-up actions are implemented effectively.

Administrative & Financial Responsibilities:
- Monitor departmental efficiency, service quality, and cost control.
- Ensure proper handling, documentation, and reconciliation of additional revenue processes (e.g., excess baggage, special services).
- Contribute to the station's management reviews and service performance meetings.

Key Skills, Qualifications and Experience:
- Extensive experience in airport passenger handling, preferably in a supervisory or management role.
- Strong knowledge of airline, airport, and EASA operational requirements.
- Proven ability to manage large teams and deliver results under operational pressure.
- Experience in audits, CAPA management, and service quality monitoring.
- Excellent communication and leadership skills.
- Fluent in English and German (spoken and written).
- Proficiency in DCS systems and Microsoft Office applications.

Interpersonal & Leadership Skills:
- Inspiring and hands-on leader with strong presence in the operation.Proven ability to manage large teams and deliver results under operational pressure.
- Structured, organised, and proactive with a high sense of responsibility.
- High integrity, accountability, and professional judgement.
- Excellent interpersonal and intercultural communication skills.
- Customer-focused and supportive while maintaining compliance discipline.
- Team-oriented and collaborative approach with the ability to motivate and develop people.

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1.2.4.   OPERATIONS MANAGER

Responsible for the operational leadership and performance of ramp, turnaround, and load control activities, ensuring safe, efficient, and compliant operations in accordance with DHS procedures, airline requirements, and regulatory standards.

Job Description
Operations Manager

Reporting to: Station Manager

Overview / Purpose
The Operations Manager is responsible for the overall leadership, coordination, and performance of the station's Operations Department, including Turnaround Coordination, Load Control, and operational support functions.
He/She ensures that all flight operations are conducted safely, punctually, and in compliance with DHS procedures, airline requirements, and regulatory standards.
The Operations Manager acts as the key interface between operational teams, airline partners, and the Station Manager, fostering a culture of safety, quality, and performance excellence.

Main Duties & Accountabilities

Operational Leadership & Coordination:
- Lead and coordinate the daily operations team (TRC, Load Control, Ops Support), ensuring efficient flight handling and on-time performance (OTP).
- Monitor station performance indicators (KPI, SPI) and implement corrective measures to maintain operational excellence.
- Ensure that all turnaround and weight & balance processes are performed according to DHS SOPs, airline procedures, and safety standards.
- Manage and allocate operational resources, ensuring adequate coverage during peak periods and disruptions.
- Coordinate with the Station Manager on strategic and daily operational priorities.

Safety & Compliance:
- Ensure compliance with EASA regulations, DHS manuals, airline requirements, and local airport procedures within the operations area.
- Ensure that all hazards, incidents, or irregularities are reported, investigated, and addressed within the Operations Department.
- Oversee the implementation and monitoring of corrective and preventive actions in the operational domain.
- Ensure correct use of DHS and airline IT systems in line with data protection (GDPR) and IT security requirements.
- Maintain operational oversight of ramp safety, flight documentation, and communication processes.

Audit & Quality Management:
- Ensure that all documentation (flight files, load control records, reports) is complete, accurate, and audit-ready.
- Support the Station Manager and Compliance Manager in preparing and facilitating internal and external audits.
- Conduct local operational reviews and ensure follow-up of identified non-conformities.

Staff Management & Development:
- Lead, mentor, and develop the Operations Department team to ensure competence, accountability, and motivation.
- Coordinate training schedules and recurrent qualification with the local Trainer and Safety, Security & Training Manager.
- Conduct regular performance feedback, shift briefings, and team meetings.
- Support recruitment, onboarding, and succession planning for key operational roles.

Customer & Stakeholder Interaction:
- Act as operational contact for airline representatives, airport authorities, and third-party service providers.

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- Ensure customer requirements, SLAs, and operational standards are consistently met.
- Promote strong communication between the operations team, ramp, and passenger service functions.

Continuous Improvement:
- Analyse operational performance data and propose improvements for efficiency, safety, and cost control.
- Participate in management review meetings, safety committees, and post-incident evaluations.
- Foster a proactive, solutions-oriented mindset across the Operations Department.

Key Skills, Qualifications and Experience:
- Proven leadership experience in ground handling or airline operations (Operations, TRC, or Load Control).
- Strong knowledge of EASA regulations, airline procedures, and airport operational requirements.
- Excellent understanding of turnaround coordination, load control, and flight documentation processes.
- Experience in managing teams, audits, and performance indicators.
- Strong communication and organisational skills.
- Fluent in English and German (spoken and written).
- Proficiency in operational IT systems, DCS, and Microsoft Office.

Interpersonal & Leadership Skills:
- Strong leadership and decision-making abilities.
- Self-organised, structured, and proactive with a hands-on mentality.
- High integrity, accountability, and professional judgement.
- Excellent coordination and conflict-management skills.
- Ability to motivate and develop multicultural teams.
- Team player with a collaborative mindset and focus on operational excellence.

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1.2.5.   SAFETY, SECURITY & TRAINING MANAGER

Responsible for the management and continuous improvement of the organisation's Safety Management System, Security Management and Training & Competence System, ensuring full regulatory compliance, effective risk management and a strong safety, security and learning culture across all DHS stations.

Job Description
Safety, Security & Training Manager

Reporting to: Accountable Manager

Overview / Purpose
The Safety, Security & Training Manager (SSTM) is responsible for the implementation and continuous management of the company's Safety Management System (SMS), the development and oversight of the Aviation Security Programme, and the establishment and delivery of the company's training programme in accordance with applicable European, national and customer requirements.
The SSTM ensures that safety, security and training processes are effectively integrated across all stations and fosters a strong culture of safety, security awareness and continuous competence development.

Main Duties & Accountabilities
Safety Management (SMS):
- Ensure implementation and continuous improvement of the Safety Management System (SMS) in accordance with applicable regulatory requirements.
- Develop, implement and monitor safety policies, objectives and procedures.
- Ensure hazard identification, risk assessment and mitigation processes are carried out, documented and integrated into operational decision-making.
- Apply Management of Change (MOC) processes to ensure that risks from operational, organizational, regulatory or infrastructure changes are identified, assessed and mitigated, in cooperation with the Compliance Manager to ensure documentation and traceability.
- Manage the occurrence reporting systems (Safety Culture, ECCAIRS 2), support and coordinate investigations, including root cause analysis in cooperation with relevant managers, and ensure follow-up of corrective and preventive actions.
- Promote safety culture through regular safety communication and awareness campaigns.
- Develop and maintain the DHS Emergency Response Plan (ERP), including regular training and exercises, and support stations with the creation and maintenance of their Station Emergency Response Plans (SERPs).
- Liaise with aviation authorities, airports, airline customers on safety matters.
- Provide regular safety performance monitoring reports to the Accountable Manager and contribute to management reviews.

Training & Competence Management:
- Plan, coordinate and deliver initial, recurrent, refresher and competence-based training.
- Ensure a competence-based approach to training, including evaluation, testing and feedback for all staff, and oversee the conduct of on-the-job assessments.
- Maintain accurate training records and ensure full compliance with EASA documentation requirements.
- Develop new courses and keep training materials, manuals and tests up-to-date in line with regulatory and company changes in coordination with the Compliance Manager for regulatory updates.
- Monitor qualification validity, recurrent training schedules and ensure only competent staff are deployed.
- Ensure all DHS stations implement and comply with training and competence requirements in line with EASA, DHS, airline and airport standards.
- Coordinate with the Compliance Manager to ensure compliance and documentation requirements are met.
- Support and supervise trainers and on-the-job trainers and provide coaching and guidance.
- Draft, sign and manage training certificates after successful completion in line with regulatory and customer requirements.
- Ensure ERP training and safety training are fully integrated into the company training programme and delivered at all stations.

Security Management (AVSEC):
- Ensure compliance with applicable EU and national aviation security requirements, the National Civil Aviation Security Programme, DHS standards, and customer airline/airport requirements.
- Develop, implement and maintain DHS security policies and procedures.

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- Coordinate mandatory AVSEC training conducted by airport authorities or approved providers, ensure internal Basic Security Awareness training is delivered, and promote staff awareness of security obligations.
- Investigate security incidents in coordination with Station Managers and relevant authorities, ensure root cause analysis where applicable, and implement corrective and preventive actions.
- Support and oversee stations in implementing and maintaining local security procedures and preparing for audits.
- Act as company focal point for aviation security matters towards authorities, airports and airline customers.

Interfaces & Compliance

- Act as the company's nominated manager responsible for Safety, Security and Training, and ensure integration of these objectives across all DHS operations.
- Ensure compliance with the DHS SMS Manual, AvSEC Manual and Training Policy Manual, DHS policies, procedures and applicable aviation regulations.
- Coordinate closely with the Quality & Compliance Manager, particularly in the areas of Change Management, audit preparation and document control.
- Act as key counterpart for internal and external audits in the areas of Safety, Security and Training, and ensure that identified corrective actions within these areas are effectively implemented.
- Report any significant deficiencies in processes, procedures or documentation to the Accountable Manager.
- Contribute to company and airport management meetings, including Safety Review Board, Security Committees and Training Review Meetings as required.
- Ensure the secure and compliant use of DHS and airline IT systems, in line with data protection regulations (GDPR), company policies, and IT security standards in coordination with the Quality & Compliance Manager.

Key Skills, Qualifications and Experience

- Considerable experience in aviation ground handling, safety, security management and training delivery, including regulatory liaison and programme development.
- Strong knowledge of applicable safety, security and ground handling regulations, with the ability to translate regulatory requirements into company policies and procedures.
- Ability to design, coordinate and oversee delivery of competence-based training programmes, ensuring compliance with EASA and national requirements.
- Demonstrated skills in hazard identification, risk assessment, safety promotion and security awareness.
- Excellent communication and leadership skills, with the ability to influence safety and security culture across all stations.
- Proven ability to manage cross-functional projects and teams effectively.
- Strong command of German and English (written and spoken).
- Competence in Microsoft Office (Word, Excel, PPT, Outlook) and familiarity with safety/security reporting tools (e.g. ECCAIRS 2).

Interpersonal Skills Required

- Self-motivated, disciplined with a "hands-on" attitude.
- Strong interpersonal and intercultural communication skills.
- Ability to work under pressure in an international environment.
- Flexible and adaptable to changing priorities and situations.
- Punctual, reliable and service-oriented.
- Passionate about safety, training and people development.
- High integrity and professional judgement.
- Prepared to travel within the operational region and to attend accident/incident sites if required.

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1.2.6. QUALITY & COMPLIANCE MANAGER

Responsible for the organisation's Compliance Monitoring System, ensuring adherence to EASA requirements, airline/customer standards and internal policies, while providing independent oversight and promoting continuous improvement.

Job Description
Quality & Compliance Manager

Reporting to: Accountable Manager

Overview / Purpose
The Quality & Compliance Manager is responsible for establishing, maintaining, and continuously improving the company's Compliance Monitoring System in accordance with EASA requirements.
He/She ensures that DHS operations remain compliant with all applicable regulations, airline/customer requirements, and internal standards, while fostering a culture of accountability and continuous improvement across all stations.

Main Duties & Accountabilities
Compliance Monitoring:
- Develop, implement and manage the DHS Compliance Monitoring System.
- Ensure independent monitoring of compliance across all operational areas.
- Support stations during audits and inspections, ensuring timely and effective closure of corrective actions.
- Conduct compliance reviews, inspections and follow-ups to verify conformity with regulatory, IATA and internal requirements.
- Ensure proper document control, including version management, change tracking, and distribution of manuals, SOPs and policies.
- Monitor inclusion of occupational health & safety requirements within the compliance monitoring system, in coordination with the AM
- Verify compliance with GDPR, data protection and information security requirements as part of audits and compliance monitoring.

Audit Management & External Interfaces:
- Plan and conduct internal audits; support stations and management during external audits.
- Ensure corrective and preventive actions (CAPA) are tracked, implemented and verified.
- Report compliance performance to the Accountable Manager and participate in management review meetings.
- Act as primary interface with authorities and customers for compliance matters, and coordinate audit preparation sessions.

Safety & Quality Integration:
- Cooperate closely with the Safety, Security & Training Manager, particularly in areas of change management, risk assessments, document control and audit preparation.
- Provide compliance input for investigations, ensuring findings and corrective actions meet regulatory and company requirements.
- Review and provide compliance feedback on training materials.

Interfaces & Compliance
- Act as the company's designated postholder for Quality & Compliance, ensuring independence and objectivity in monitoring functions.
- The QCM is independent from operational functions and has unrestricted access to the Accountable Manager.
- Ensure alignment of compliance monitoring activities with DHS policies, manuals, and regulatory requirements.
- Ensure compliance monitoring outcomes are integrated into the company's Safety Management reviews and strategic planning.
- Maintain close cooperation with the Safety, Security & Training Manager to ensure consistent application of compliance, safety, and training objectives.
- Act as focal point for communication with regulatory authorities, airlines, and airports on compliance-related matters.
- Ensure that management is regularly informed about compliance performance, key risks, and significant deviations.

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Key Skills, Qualifications and Experience
- Certified Aviation Auditor.
- Considerable experience in compliance, auditing or quality management within aviation ground handling.
- Strong knowledge of EASA ground handling requirements and ability to assess compliance with IATA, airline and airport standards.
- Ability to plan, conduct and manage audits, inspections and corrective action follow-ups.
- Strong analytical skills and attention to detail.
- Excellent communication and leadership skills, with the ability to foster a compliance culture across the organisation.
- Strong command of German and English (written and spoken).
- Competence in Microsoft Office (Word, Excel, PPT, Outlook) and familiarity with audit management or document control systems.

Interpersonal Skills Required
- Self-motivated, structured, and detail-oriented.
- Strong interpersonal and intercultural communication skills.
- Reliable, disciplined, and consistent in decision-making.
- Team player with a collaborative mindset.
- High integrity and professional judgement.

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1.2.7. TRAINER

Responsible for ensuring that all station staff are trained, qualified and competent in accordance with DHS manuals, airline requirements and applicable regulations, while maintaining accurate training records and supporting continuous improvement.

Job Description
Trainer

Reporting to: Station Manager / Safety, Security & Training Manager

Overview / Purpose
The Local Trainer is responsible for conducting initial, recurrent, and refresher training at station level in accordance with the DHS Training Policy Manual (TPM) and EASA Part-ORGH.TRG requirements.
He/She ensures that all personnel are trained, assessed, and competent to perform their assigned duties safely, securely, and in compliance with DHS, airline, and regulatory standards.
The Local Trainer acts as the link between the station and the corporate training department to ensure consistent implementation of the company's training and competence management system. He/She demonstrates a high degree of self-organisation, initiative and hands-on mentality to ensure effective local training coordination.

Main Duties & Accountabilities

Training Delivery & Evaluation:
- Deliver classroom and practical training in accordance with approved DHS training materials, manuals, and procedures.
- Conduct recurrent and refresher training sessions as required by regulations, airline requirements, or company policy.
- Evaluate trainees' performance through written tests, practical assessments, and on-the-job observation.
- Provide constructive feedback and support to trainees to ensure competence and confidence in operational duties.
- Ensure ERP, Safety, and Security training modules are fully integrated into the training program.

Competence Management & Records:
- Maintain accurate training and assessment records in accordance with DHS documentation requirements.
- Ensure that training files are complete, signed, and stored according to company retention policies.
- Monitor validity of staff qualifications and notify the Station Manager of any upcoming expirations.
- Support the implementation of corrective and preventive actions (CAPA) related to training deficiencies or audit findings.

Development & Standardisation:
- Participate in training reviews, audits, and quality checks to ensure continuous improvement of the training process.
- Provide feedback to the Safety, Security & Training Manager and Complinace Manager for the update and development of training materials.
- Ensure that all training reflects the latest company procedures, airline requirements, and regulatory changes.

Compliance & Safety:
- Ensure that all training activities are conducted in a safe, secure, and compliant manner.
- Ensure correct use of DHS and airline IT systems in line with data protection (GDPR) and IT security requirements.
- Report any hazards, incidents, or irregularities identified during training to the Station Manager.
- Maintain awareness of Health & Safety, Security (AVSEC), and Data Protection (GDPR) obligations, ensuring all training activities are compliant with these requirements.
- Comply with DHS's open, fair, and honest reporting culture.

Key Skills, Qualifications and Experience:
- Certified Trainer or equivalent instructional qualification (Train-the-Trainer, IATA or national equivalent).
- Experience in aviation ground handling or related training delivery.

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- Strong knowledge of EASA, IATA, airline, and airport requirements.
- Excellent communication and presentation skills.
- Competence in Microsoft Office
- Fluent in German and English (spoken and written).

Interpersonal & Professional Skills:
- Self-organised, proactive, and solution-oriented with a hands-on mentality.
- Strong interpersonal and coaching skills.
- Structured, patient, and supportive approach to coaching and learning.
- High integrity, reliability, and professionalism.
- Committed to continuous improvement and operational excellence.
- Team player with a collaborative mindset and safety-first attitude.

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1.2.8. CUSTOMER SERVICE AGENT

Responsible for delivering safe, compliant and customer-focused passenger services in accordance with DHS procedures, airline requirements and airport regulations.

Job Description
Customer Service Agent

Reporting to: Duty Supervisor, Passenger Service Manager

Overview / Purpose
The Customer Service Agent delivers high performance standards in passenger and baggage handling, ensuring compliance with DHS, airline and airport requirements.
He/She provides professional and courteous customer service while maintaining a safe, secure, and compliant operation at all times.

Main Duties & Accountabilities

Passenger & Baggage Handling:
- Perform check-in, boarding, and arrival procedures in line with DHS SOPs, airline, and airport requirements.
- Verify travel documents, baggage allowances, and ensure correct DCS data entry.
- Handle special service requests (SSR), unaccompanied minors (UMNR), and passengers with reduced mobility (PRM) according to airline and legal requirements.
- Assist passengers in reporting delayed, damaged, or missing baggage, and complete AHL/DPR/PIR documentation in line with airline and IATA standards.
- Ensure accurate baggage tagging, reconciliation, and transfer processes.
- Maintain awareness of baggage handling safety and Dangerous Goods (DGR) procedures.

Revenue and Cash Handling:
- Ensure accurate collection of excess baggage and other service charges.
- Issue receipts, reissue tickets when authorised, and calculate additional payments as required.
- Follow DHS cash handling and reconciliation procedures and report discrepancies immediately.

Operational Support:
- Make clear and accurate public announcements in accordance with airline requirements.
- Report equipment, system or facility issues immediately to the Duty Supervisor.
- Conduct AHL/DPR reports in WorldTracer and manage tracing and delivery communication.
- Liaise with baggage delivery companies, airports and other partners as required.
- Support disruption handling with confidence, empathy, and composure.

Safety & Compliance
- Ensure compliance with DHS SOPs, Local Operating Procedures (LOPs), airline manuals, and airport regulations.
- Apply Dangerous Goods (DGR) acceptance and segregation procedures in accordance with airline and IATA requirements.
- Verify passenger baggage declarations and ensure the correct handling of declared and suspected Dangerous Goods.
- Maintain health & safety standards (manual handling, PPE, ergonomics, safe working practices).
- Ensure the secure and compliant use of DHS and airline IT systems in line with data protection (GDPR) and IT security requirements.
- Remain audit-ready and cooperate with internal/external checks.
- Report any hazards, incidents, or irregularities to the Duty Supervisor without delay.
- Support safety promotion by sharing lessons learned and contributing to a positive reporting culture.

Key Skills, Qualifications and Experience
- Strong customer and safety focus.
- Experience in customer service, ideally in aviation or travel.
- Reliability, punctuality, and attention to detail.
- Ability to work flexibly and adapt to operational needs.
- Strong communication in German and English (spoken and written).

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- Basic IT competence (DCS, MS Office).

Professional Standards
- Respectful, supportive, and friendly approach towards customers and colleagues.
- Clear, polite, and honest communication.
- Service-oriented, confident, and composed under pressure.
- Punctual, reliable, and professional in appearance and behaviour.
- Team player with a positive and proactive attitude.

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1.2.9.   DUTY SUPERVISOR

Responsible for leading and supervising daily passenger service operations during the shift, ensuring safe, compliant and customer-focused service delivery in accordance with DHS, airline and airport requirements.

Job Description
Duty Manager / Duty Supervisor

Reporting to: Station Manager, Passenger Service Manager (if applicable)

Overview / Purpose
The Duty Supervisor is responsible for the safe, efficient, and customer-focused execution of daily ground handling operations (check-in, boarding, arrivals and related services).
He/She ensures that staff perform their duties in compliance with DHS policies, customer airline procedures, and local airport requirements, in line with applicable aviation safety and security regulations.
The role acts as the frontline leader, guiding the team during shifts, handling irregularities (IRROPS, INADs, delays, denied boarding, safety/security events), and fostering a culture of safety, compliance, and service quality.

Main Duties & Accountabilities

Operational Leadership:
- Lead and coordinate daily passenger handling activities during the shift (check-in, boarding, arrivals, PRM handling, turnaround coordination, etc.), including coordination with airport stakeholders as required.
- Ensure punctuality, accuracy, and high-quality service in line with airline/customer SLAs and performance standards, and escalate risks to SLA achievement to the Station Manager.
- Monitor staffing and allocate resources effectively within the assigned shift to meet operational demand.
- Act as first escalation point for operational disruptions, irregularities or customer issues, and ensure proper documentation and communication to the Station Manager.

Revenue Protection and Cash Handling:
- Ensure correct application of airline and DHS policies regarding additional services (e.g. excess baggage, special service charges) during the shift, safeguarding company and airline revenues.
- Verify that all additional revenues are properly collected, documented and reconciled, and escalate any discrepancies to the Station Manager.
- Oversee cash handling within the assigned shift and ensure correct and timely cash settlement in line with company procedures.

Flight Supervision & Inspections:
- Conduct regular flight inspections during assigned shifts to ensure operational standards, safety requirements and airline/customer expectations are met.
- Monitor turnaround processes and verify compliance with SOPs and LOPs, providing on-the-spot guidance to staff where deviations are identified.
- Report discrepancies, incidents or service failures to the Station Manager, initiate immediate corrective measures where necessary, and document actions taken.

Compliance & Safety:
- Ensure that all staff comply with DHS SOPs, Local Operating Procedures (LOPs), airline instructions and airport regulations during the assigned shift.
- Conduct pre-shift safety briefings and ensure that hazards, incidents and irregularities are reported immediately through the DHS reporting system.
- Support incident investigations led by the Station Manager or Safety Manager and ensure corrective actions assigned to the team are implemented.
- Monitor staff adherence to health & safety requirements, including PPE, uniforms and safe working practices, and escalate repeated non-compliance to the Station Manager.
- Ensure the secure and compliant use of DHS and airline IT systems, in line with data protection regulations (GDPR), company policies, and IT security standards within the assigned shift.

Audit & Quality Support:
- Ensure that team operational records, documentation and processes are maintained in compliance with audit standards at all times.

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- Support the Station Manager in preparing for internal and external audits (authorities, airlines, airports).
- Support the Station Manager in implementing and monitoring corrective and preventive actions (CAPA) relevant to the passenger services area within the assigned team.

Training & Staff Development:
- Supervise on-the-job training and recurrent competence checks in coordination with the local Station Trainer, and provide feedback on staff performance to the Station Manager.
- Monitor staff qualifications during the shift and ensure that only trained and certified personnel are assigned to tasks.
- Conduct regular on-shift performance feedback as well as pre- and post-shift briefings.
- Promote staff awareness of safety, compliance and customer service responsibilities during daily operations.

Customer & Stakeholder Interaction:
- Act as the local frontline contact point for airline representatives during daily operations, escalating significant issues to the Station Manager.
- Handle passenger issues and service escalations in a professional, solution-oriented manner.
- Ensure a positive customer experience by balancing regulatory compliance and service quality.

Health & Safety:
- Support the Station Manager in the effective local management of workplace health & safety.
- Ensure that hazards, unsafe acts, and unsafe conditions within the shift are identified, reported and escalated promptly.
- Monitor staff use of personal protective equipment (PPE), ergonomics and adherence to safe working practices during operations.
- Promote safety awareness through shift briefings and daily supervision.
- Conduct spot checks and ensure that corrective measures agreed with the Station Manager are applied consistently within the team.

Security Responsibilities:
- Support the Station Manager in ensuring compliance with local airport and airline security procedures.
- Monitor that DHS security instructions and customer airline requirements are correctly applied by staff during daily operations.
- Ensure adherence to access control, ID checks and required security documentation during the shift.
- Act as first point of contact for operational security issues within the shift and escalate to the Station Manager where required.
- Promote staff awareness of security responsibilities through regular reminders and on-the-job supervision.

Key Skills, Qualifications and Experience:
- Experience in passenger services or ground handling operations.
- Good knowledge of airline requirements and local airport procedures; basic understanding of relevant EASA regulations.
- Proven ability to lead teams in a high-pressure, service-driven environment.
- Competence in handling incidents, disruptions and irregularities.
- Strong communication and interpersonal skills, with the ability to motivate multicultural teams.
- Proficiency in German and English (spoken and written).
- Basic IT skills (DCS systems, Microsoft Office).

Interpersonal & Leadership Skills:
- Hands-on leadership style with strong presence on the floor.
- Reliable, disciplined, and consistent in decision-making.
- Service-oriented mindset while enforcing compliance requirements.
- Ability to handle conflicts and resolve problems quickly.
- Team player with focus on staff development and accountability.

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1.2.10. LOST & FOUND AGENT

Responsible for handling delayed, damaged and mishandled baggage cases in compliance with airline, airport and DHS procedures, ensuring accurate documentation, customer communication and correct use of WorldTracer.

Job Description
Lost & Found Agent

Reporting to: L&F Coordinator, Duty Supervisor, Passenger Service Manager

Overview / Purpose
The Lost & Found Agent is responsible for handling all matters related to mishandled, delayed, and damaged baggage in accordance with DHS procedures, airline requirements, and IATA Resolution 753. He/She ensures professional, accurate, and timely processing of all baggage irregularities, providing high-quality customer service and maintaining compliance with safety, security, and data protection requirements.

Main Duties & Accountabilities

Baggage Irregularity Handling:

- Register and process delayed, damaged, and pilfered baggage in the WorldTracer system or airline-specific platform.
- Create and update AHL, DPR, OHD, and FWD files in accordance with airline procedures.
- Coordinate baggage tracing, delivery, and communication with passengers and baggage delivery providers.
- Ensure accurate completion of all baggage-related documentation and reports.
- Assist passengers courteously and efficiently at the Lost & Found counter or via telephone/email.
- Follow up on open cases and ensure timely closure in line with airline service level agreements (SLAs).

Communication & Coordination:
- Maintain close coordination with airline representatives, ground operations, and baggage delivery partners.
- Ensure correct communication of tracing results and updates to affected passengers.
- Support operational areas in resolving baggage discrepancies or system issues.

Safety, Security & Compliance:
- Ensure compliance with DHS SOPs, Local Operating Procedures (LOPs), airline, and airport requirements.
- Report all security irregularities or suspected pilferage immediately.
- Ensure correct handling of personal data in accordance with Data Protection (GDPR).
- Ensure proper use of DHS and airline IT systems in line with IT security standards.
- Comply with DHS Health & Safety policies and maintain a clean, safe working environment.

Customer Service:
- Deliver professional and empathetic service when dealing with affected passengers.
- Handle complaints with tact and escalate unresolved cases to the Lost & Found Coordinator when required.
- Maintain confidentiality and professionalism in all communication.

Key Skills, Qualifications and Experience:
- Experience in passenger services, Lost & Found, or ground handling operations.
- Knowledge of IATA baggage handling standards and WorldTracer system.
- Good understanding of airline, airport, and local regulatory procedures.
- Excellent communication skills in German and English (spoken and written).
- Competence in Microsoft Office and relevant operational IT systems.
- Customer-oriented and detail-focused approach.

Interpersonal & Professional Skills:
- Empathetic and service-minded under stressful situations.
- Highly organised with strong attention to detail.
- Reliable, disciplined, and consistent in following procedures.
- Strong interpersonal communication skills and cultural awareness.
- Team player with a collaborative mindset and hands-on mentality.

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1.2.11. LOST & FOUND COORDINATOR

Responsible for supervising and coordinating Lost & Found activities, ensuring correct handling of baggage irregularities across all assigned stations, maintaining WorldTracer administration, and ensuring compliance with airline, airport and DHS standards.

Job Description
Lost & Found Coordinator

Reporting to: Station Manager, Passenger Service Manager

Overview / Purpose
The Lost & Found Coordinator is responsible for leading the station's Lost & Found operations, ensuring compliance with airline, airport, and regulatory requirements.
He/She oversees the handling of delayed, damaged, and mishandled baggage cases, ensuring service quality, data accuracy, and operational efficiency.
The role acts as the interface between the airline, baggage service providers, and internal departments, ensuring traceability, transparency, and customer satisfaction. The role also includes administrative oversight of WorldTracer system access and support for external contracted partner.

Main Duties & Accountabilities

Operational Leadership:
- Supervise daily Lost & Found activities, ensuring all baggage irregularities are handled within airline SLAs.
- Monitor and review WorldTracer performance, ensuring accuracy and timely closure of files (AHL, OHD, DPR, FWD).
- Oversee baggage tracing, delivery coordination, and complaint handling.
- Ensure all staff are briefed on airline-specific updates, LOPs, and procedural changes.
- Support operational disruption management related to baggage handling.
- Act as WorldTracer Administrator for DHS, managing user access, permissions, and data integrity for external contracted partners.

Quality & Compliance:
- Ensure compliance with DHS SOPs, airline, and airport requirements, including IATA Resolution 753.
- Ensure accurate documentation, reporting, and archiving of all baggage irregularity files.
- Support internal and external audits; provide requested documentation and evidence.
- Implement and monitor corrective and preventive actions for any non-conformities.
- Ensure correct use of DHS and airline IT systems in line with Data Protection (GDPR) and IT security requirements.
- Report and investigate pilferage, damage, or repeated irregularities, proposing preventive measures.

Safety, Security & Compliance:
- Ensure compliance with DHS SOPs, Local Operating Procedures (LOPs), airline, and airport requirements.
- Report all security irregularities or suspected pilferage immediately.
- Ensure correct handling of personal data in accordance with Data Protection (GDPR).
- Ensure proper use of DHS and airline IT systems in line with IT security standards.
- Comply with DHS Health & Safety policies and maintain a clean, safe working environment.

Staff Management & Training:
- Coordinate and support Lost & Found staff scheduling, workload, and task distribution.
- Conduct on-the-job coaching and ensure competence in system use and customer communication.
- Participate in recurrent training and support the Station Trainer in skill evaluation.
- Promote a proactive, customer-focused team culture.

Customer & Stakeholder Interaction:
- Act as primary contact for airline baggage departments and handling partners.
- Resolve escalated customer cases in a professional and solution-oriented manner.

Key Skills, Qualifications and Experience:
- Extensive experience in Lost & Found operations within ground handling or airline environment.
- Strong knowledge of IATA baggage tracing processes (WorldTracer) and IATA Resolution 753.

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- Understanding of EASA and local safety/security requirements.
- Strong analytical and communication skills.
- Fluent in English and German (spoken and written).
- Proficiency in Microsoft Office and operational systems.

Interpersonal & Leadership Skills:
- Strong leadership and mentoring ability.
- Self-organised, structured, and proactive.
- High integrity, accountability, and professional judgement.
- Empathetic, customer-oriented mindset.
- Excellent coordination and conflict-handling skills.
- Hands-on leader with a collaborative and solution-driven approach.

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1.2.12. TURNAROUND COORDINATOR

Responsible for coordinating and supervising all aircraft turnaround activities, ensuring safe, punctual and compliant operations in line with DHS procedures, airline requirements and airport regulations.

Job Description
Turnaround Coordinator

Reporting to: Duty Supervisor/Backoffice, Operations Manager

Overview / Purpose
The Turnaround Coordinator is responsible for the safe, punctual, and compliant execution of all aircraft turnaround activities from arrival to departure.
He/She acts as the primary point of contact for the flight crew, ground handling teams, and third-party service providers, ensuring smooth coordination, regulatory compliance, and service excellence.
The role is key in delivering on-time performance (OTP), operational safety, and customer satisfaction in line with DHS standards, airline requirements, and airport procedures.

Main Duties & Accountabilities

Turnaround Management
- Coordinate and supervise all turnaround processes (arrival, turnaround, departure) at the assigned stand.
- Act as first point of contact for flight crew, airline representatives, and local stakeholders during the turnaround.
- Ensure safe, secure, and efficient coordination of all ramp services (fuelling, catering, cleaning, crew transport, ground equipment) and take corrective action if services are delayed or missing.
- Monitor baggage reconciliation, ULD/container checks, and compliance with dangerous goods procedures.
- Support and coordinate pushback operations as required, ensuring all communication and safety procedures are followed.
- Verify that aircraft and hold security checks are completed and documented as required by airline or airport procedures.
- Ensure completion of all turnaround documentation, including Turnaround Report, Flight File, and delay codes, ensuring accuracy and timely submission.
- Submit all loading-related information to the Load Controller accurately and in a timely manner, and verify that the actual loading configuration matches the approved Loadsheet and Load Plan.
- Ensure accurate completion, documentation, and filing of all turnaround-related records, including the Turnaround Report, Flight File, service delivery confirmations, and delay coding, in line with DHS and Airline documentation standards.
- Conduct flight inspections to verify compliance with SOP OPS001 *Turnaround Coordination*, local procedures, and safety standards.

Safety & Operational Compliance::
- Ensure compliance with DHS SOPs, Local Operating Procedures (LOPs), airline, airport, and regulatory requirements.
- Maintain ramp safety oversight, ensuring hazards, unsafe acts, or irregularities are reported immediately.
- Ensure continuous FOD (Foreign Object Debris) awareness and that the ramp area is kept clean and free from debris or loose items at all times.
- Support local incident investigations and ensure corrective measures are applied.
- Ensure proper use of DHS and airline IT systems in line with data-protection (GDPR) and IT-security requirements.
- Monitor safe working practices at all times.

General Compliance:
- Adhere to company policies on Health & Safety, Security, Data Protection (GDPR), Training, Equal Opportunities, and Anti-Harassment.
- Remain up to date with operational instructions, station notices, and security requirements.

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- Maintain a safe and secure working environment at all times.
- Comply with DHS's open, fair, and honest reporting culture.

Key Skills, Qualifications and Experience:
- Considerable experience in ground handling, ideally with turnaround or ramp coordination.
- Knowledge of airline and IATA requirements (weight & balance, baggage reconciliation, load control).
- Strong knowledge of ramp safety, security, and airport operational procedures.
- Excellent communication skills in German and English (spoken and written).
- Proficiency in operational IT/DCS systems and Microsoft Office.

Interpersonal & Leadership Skills:
- Hands-on leadership style with strong presence on the ramp.
- Reliable, structured, and able to work under time-critical conditions.
- High integrity, professional judgement, and safety-first mindset.
- Strong interpersonal and intercultural communication skills.
- Customer-oriented while ensuring strict regulatory compliance.
- Team player with a collaborative and supportive approach.

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1.2.13. LOAD CONTROL / WEIGHT & BALANCE AGENT

Responsible for preparing, validating and communicating Weight & Balance and Load Control documentation, ensuring accuracy, regulatory compliance and safe aircraft loading in line with airline, IATA and DHS requirements.

Job Description
Load Control / Weight & Balance Agent / Backoffice

Reporting to: Station Manager / Operations Manager

Overview / Purpose
The Load Control Agent is responsible for preparing, coordinating, and validating aircraft weight and balance documentation in accordance with DHS procedures, airline manuals, and regulatory requirements. He/She ensures that all loading information is accurate, complete, and transmitted on time to enable safe, efficient, and punctual aircraft departures.
The role requires strong analytical skills, attention to detail, and effective communication with ramp, operations, and flight crew to ensure flight safety and compliance.

Main Duties & Accountabilities

Load Planning & Documentation:
- Prepare preliminary, final, and last-minute weight and balance calculations according to airline and DHS procedures.
- Collect and verify load data (passenger, baggage, cargo, mail, fuel, etc.) from relevant systems and departments.
- Issue and transmit the Loadsheet, LIR, LDM, and other flight documentation to the captain and airline systems on time.
- Ensure compliance with aircraft limitations (ZFW, TOW, LW), trim requirements, and operational restrictions.
- Monitor changes during boarding or offloading and adjust documentation accordingly.
- Ensure accurate archiving of flight documentation in accordance with DHS and airline retention requirements.

Coordination & Communication:
- Maintain continuous coordination with Turnaround Coordinators, Ramp Agents, and airline representatives to ensure accurate load data.
- Communicate with flight crew to clarify load information and confirm trim or weight adjustments as needed.
- Notify relevant parties of discrepancies, load deviations, or safety-critical findings immediately.
- Participate in operational briefings and support disruption recovery planning.
- Where applicable, support shift coordination for Load Control and Turnaround activities, including short-term task allocation, sickness notifications, and ad-hoc adjustments to TRC/Load Control coverage to ensure continuous operational support. Inform the Operations or Station Manager accordingly.

Safety & Compliance:
- Ensure compliance with DHS SOPs, airline procedures, and EASA operational requirements related to weight and balance.
- Maintain awareness of dangerous goods (DGR) procedures and ensure proper segregation and documentation of special loads.
- Ensure the correct use of DHS and airline IT systems in line with data protection (GDPR) and IT security requirements.
- Report any hazards, irregularities, or incidents related to load control to the Station Manager or Operations Manager.
- Maintain strict adherence to the DHS open, fair, and honest reporting culture.

Audit & Quality Support:
- Ensure flight documentation and load records are audit-ready and fully traceable.
- Support the Operation Manager during internal or external audits.
- Contribute to corrective and preventive actions related to load control findings or non-conformities.

Key Skills, Qualifications and Experience:

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- Experience in load control, weight & balance, or operations within aviation ground handling.
- Comprehensive knowledge of aircraft loading principles, IATA AHM (560–565), and airline W&B systems.
- Understanding of EASA and national aviation safety regulations.
- Strong numerical, analytical, and communication skills.
- Ability to work accurately under time pressure and changing operational conditions.
- Fluent in English and German (spoken and written).
- Competence in DCS/load control systems and Microsoft Office.

Interpersonal & Professional Skills:
- Highly detail-oriented and safety-conscious.
- Self-organised and proactive with a hands-on mentality.
- Analytical thinker with strong problem-solving ability.
- Calm, professional, and reliable under pressure.
- Team player with excellent coordination and communication skills.
- High integrity and accountability for operational results.

1.2.14. LEAD AGENT

Responsible for supporting daily passenger service operations by acting as the senior on-shift point of contact, guiding Customer Service Agents, ensuring compliance with DHS, airline and airport procedures, and deputising for the Duty Supervisor when required.

Job Description
Lead Agent

Reporting to: Duty Supervisor / Passenger Services Manager
Supervises: Customer Service Agents (operational guidance)

Overview / Purpose
The Lead Agent supports the safe, compliant and customer-focused execution of daily passenger service operations.
He/She acts as the senior on-shift contact point for Customer Service Agents, provides operational guidance, ensures correct application of DHS, airline and airport procedures, and deputises for the Duty Supervisor when required.
The role bridges frontline staff and shift leadership, ensuring smooth operations, strong communication, and consistent service quality.

Main Duties & Accountabilities

Operational Coordination:
- Coordinate and guide Customer Service Agents during check-in, boarding, arrivals and other passenger handling activities.
- Ensure procedures are followed correctly, efficiently and in compliance with DHS, airline and airport requirements.
- Assist the Duty Supervisor in resource allocation and shift organisation.
- Act as first point of contact for frontline questions, escalations or operational clarifications.
- Deputise for the Duty Supervisor during breaks or absence, as applicable.

Customer Service & Irregularity Handling:
- Support CSAs in resolving passenger issues, service irregularities and disruptions.
- Handle escalated customer requests professionally, maintaining DHS and airline standards.
- Assist with long queues, delays, denied boarding situations and any customer-sensitive scenarios.
- Ensure professional communication with passengers and airline representatives.

Safety & Compliance:
- Ensure all staff adhere to DHS SOPs, Local Operating Procedures (LOPs), airline instructions and airport regulations.
- Maintain on-shift compliance oversight (documents, processes, uniform, ID checks, operational standards).
- Ensure hazards, incidents, service failures or safety concerns are reported immediately.
- Support the Duty Supervisor in local incident investigations and follow-up actions.
- Ensure correct use of DHS and airline IT systems in accordance with GDPR and IT security requirements.

Revenue Protection & Documentation:
- Ensure accurate application of airline revenue policies (excess baggage, service fees, ancillary services).
- Support CSAs in processing additional charges correctly and ensure records are complete.
- Assist in daily documentation checks (flight files, boarding documentation, reports).
- Ensure accurate completion of required operational reports as applicable.

Training & Staff Support:
- Support the local Station Trainer by identifying staff training needs or procedural gaps.
- Provide on-the-job guidance and mentoring to new staff during induction and daily operations.
- Ensure only qualified and authorised staff are assigned to their duties.
- Conduct shift briefings if delegated by the Duty Supervisor.

Audit & Quality Support:
- Ensure daily documentation, processes and workstations are audit-ready at all times.
- Support the Duty Supervisor and Station Manager during internal and external audits (airline, authority, airport).

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- Assist in implementing and monitoring corrective actions (CAPA) at team level.

Health & Safety Responsibilities:
- Ensure all staff follow safe working practices, PPE requirements and H&S procedures.
- Report unsafe acts, unsafe conditions and workplace hazards immediately.
- Support the Duty Supervisor in conducting local safety checks and briefings.
- Promote a positive health & safety culture within the team.

Security Responsibilities:
- Ensure staff comply with airport and airline security procedures.
- Monitor correct access control, ID use, restricted area behaviour and documentation.
- Report any security irregularities immediately to the Duty Supervisor or Passenger Service Manager/Station Manager.
- Promote security awareness through on-shift reminders and checks.

Key Skills, Qualifications and Experience:
- Experience as a Customer Service Agent or similar role in passenger services.
- Strong knowledge of DHS SOPs, airline requirements and airport procedures.
- Ability to guide and support frontline staff in a fast-paced operational environment.
- Strong customer service orientation with problem-solving skills.
- Good communication skills in German and English (spoken and written).
- Basic IT competence (DCS systems, Microsoft Office, operational systems).

Interpersonal & Leadership Skills:
- Hands-on working attitude with strong presence on the floor.
- Reliable, structured and proactive in addressing operational issues.
- Confident and supportive when guiding staff.
- Calm and solution-oriented under pressure.
- High integrity, professionalism and strong teamwork mindset.

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2 OPERATIONAL CONTROL AND SUPERVISION

The Organization Control & Supervision Processes are the main tools to ensure that operations are carried out in a consistent manner in accordance with senior management requirements.

2.1. MONTHLY MANAGEMENT REVIEW MEETING

Meeting frequency: Monthly (locally or via MS Teams)

Mandatory participants:

- Ceo
- Quality Manager
- Training Manager
- Station Managers
- Responsible Persons for Health, Safety and Security on stations

Management review is a process to review the station management system to ensure its continuing suitability, adequacy and effectiveness in the management and control of ground operations. This review shall include assessing opportunities for improvement and the need for changes to the system, including, but not limited to, organizational structure, reporting lines, authorities, responsibilities, policies, processes, procedures and the allocation of resources Minimum agenda items:

- Safety incidents reporting
- Health & safety related issues
- Risk Assessments
- Security issues
- Station performance
- Manpower & Planning management
- Financial review
- Training needs
- Quality Control / Audit Findings (Internal / External)

Monthly Review Meeting template to be used.

The initiator for this process is the meeting schedule and/or a requirement to hold a Management Meeting.

1. Call for meeting The respective administrative function shall, upon approval by the Chairperson, call the meeting according to the meeting schedule and/or as required by the above mentioned manager. Notification for monthly meetings should normally be given no later than two weeks before the scheduled meeting, and for other meetings as soon as practicable.

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2. Action items from previous meeting The concluded action items from the previous meeting should appear on the agenda with an indication of status, and to what extent actions has been completed.
3. Establish Final Agenda Based on the input received, the Chairperson establishes the Final Agenda, removing from the agenda suggested issues which can or should be dealt with by other forums than a Management Meeting. If agenda items submitted are of such nature that they cannot be handled by the Management Meeting to which it is submitted, it should be transferred to another relevant forum.
4. Distribute Final Agenda. The administrative function distributes the final agenda to all participants. For monthly meetings, the final agenda should be received in sufficient time before the scheduled meeting, in order that the participants be given sufficient time to make the necessary preparations.
5. Conduct Meeting. The Chairperson shall conduct the meeting. Part of conducting the Management Meeting is to appoint a person to take the Minutes of Meeting.
6. Produce, approve and distribute Minutes of Meeting. At the completion of the meeting, the Appointed Person shall produce the Minutes of Meeting. These shall be approved by the Chairperson(s) and attendees respectively, before being distributed to the participants. The Minutes of Meeting should be distributed within reasonable time after the meeting was held, in order that action items can be acted upon in a timely and efficient manner.
7. Implement Action items. The relevant unit or persons shall implement the actions items, as documented in the Minutes of Meetings. These should be implemented in a timely and efficient manner.
8. Follow up on action takes At the next Management Meeting (of same type), the participants shall follow up on decisions made and actions implemented from the last Meeting. It is the responsibility of all Meeting participants to ensure that the decisions made and the actions implemented are functioning as intended. Controlling documentation is the Minutes of the previous meeting from the last meeting.

2.2. KEY PERFORMANCE INDICATORS (KPI)

The following Key Performance Indicators (KPIs) are used at station level to monitor operational performance, service reliability, and internal process quality. These KPIs are distinct from safety-related SPIs and focus on areas within the control and influence of the Ground Handling team at DHS.

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KPI	Name	Target	Measurement Unit	Purpose
1	Handling Delays caused by DHS	≤ 3 per 1,000 flights	Delay Codes 11,15,31	Relevant for airline contracts and performance monitoring
2	Check-in Errors (e.g. incorrect seat or SSR)	≤ 1 per 1,000 pax	Per Passenger	Reflects quality of check-in process and data accuracy
3	Boarding Errors (e.g. wrong pax on board)	≤ 1 per 500 flights	Per flight	Critical final control step before departure
4	INAD cases (DHS caused)	≤ 1 per 50.000 passengers	Per Passenger	Impacts passenger experience and compliance with immigration rules; Penalty may apply
5	Turnaround Coordinator Coverage	100% of eligible flights	Scheduled vs. actual coverage	Ensures standardisation and consistent service delivery
6	Short Shipped Bags (due to DHS error)	≤ 1 per 1,000 pax	Per flight	Reflects baggage process quality and check-in accuracy
7	AHL (Delayed Baggage) Files Closed within 48h	≥ 90%	Per case	Shows service efficiency and timely customer support

2.3. KPI MONITORING, REVIEW AND USE

Key Performance Indicators (KPIs) are used to monitor the operational performance, service reliability and process quality of DHS Ground Handling across all stations.

KPIs are defined in the Station Quality Manual and relate to operational processes directly within the control of DHS Ground Handling.

Each KPI has a defined measurement method, target value and normalisation (e.g. per 1,000 flights or per passenger volume), enabling objective comparison between stations and over time.

KPI data is collected and updated on a monthly basis and monitored via the KPI & SPI Performance Dashboard.

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KPI results are assessed using a status logic (e.g. OK / Monitor / Attention). KPIs marked as Attention are reviewed in more detail and may trigger focused operational reviews, corrective actions or increased monitoring.

KPI results are reviewed during management performance review meetings and are used to support operational decision-making, prioritisation of improvement actions and demonstration of performance during internal and external audits.

2.4. EXTERNAL AND CLIENT MEETINGS

DHS hold a number of external and client based meetings (such as Airport Operator Meetings etc) in addition to the main Management Meetings as described above. Such meetings can be scheduled at pre-determined intervals for routine matters involving local committees, specific clients, or be called ad-hoc to address specific issues.

2.5. COMMUNICATION METHODS

2.5.1. OPERATIONAL STATION COMMUNICATION SYSTEM

Communication is the key to ensure safe and secure operations

2.5.2. GENERAL OPERATIONAL COMMUNICATION

All Operational Communications will be carried out in the most efficient manner. Typically, these will include, but not limited to:

- Cell Phones (the company will issue where operationally required)
- Email
- And verbal (meetings, operationally driven instructions etc)

2.5.3. OPERATIONALLY CRITICAL COMMUNICATIONS

Will be issued in writing (though verbal directions will suffice in the short term when necessary). Typically these will include, but not limited to:

- Safety Alerts
- Airline Bulletins
- Briefing Notes
- Read & Sign
- Email's
- Letters / Bill boards / Circular
- Reports (generally written)
- Investigations (always written)
- Risk Assessments (always written)
- Check lists

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- Meeting Minutes etc

2.5.4. FINANCIAL COMMUNICATIONS

Financial Communications Financial communications will be issued in writing in every instance. Typically, these will include, but not limited to:

- Purchase orders
- Expense claims
- Email's
- Tonnage Records, etc.

3 SAFETY, QUALITY AND SECURITY PROGRAM

Safety & Quality Assurance is the means by which DHS ensures that its products / services and procedures meet company requirements by the means of regular internal audits and inspections.

3.1. STATION QUALITY INSPECTION PROGRAM

The Station Quality Control Program provides for scheduled and unscheduled inspections and/or evaluations of ground operations at the station to ensure;

- Compliance with DHS standards, applicable regulations and our customer Airline's requirements.
- Identifying operational hazards for the application of risk assessment and control.
- Manager Safety & Security and Head Operations shall monitor on a monthly and quarterly basis the frequency and quality of the relevant inspections described within the scope documented in continuation

Note: All Inspection Checklist can be found on the server.

3.1.1. CHECK-IN AND GATE INSPECTION

5% of all handled flights per customer should be carried out.

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2,5 % of Check-in and 2,5 % of Gate Inspections, unless otherwise requested by the airline customer.

3.1.2. TURNAROUND INSPECTION

2,5% of all handled flights per customer should be carried out, unless otherwise requested by the airline customer.

Arrivals and departures must be considered and both completed in an inspection.

3.1.3. FLIGHT FILE INSPECTION

5% of all flight files per customer should be carried out, unless otherwise requested by the airline customer.

3.1.4. WORKPLACE INSPECTION

Once per month a workplace inspection should be carried out.

3.1.5. SAFETY AND QUALITY CONTROL INSPECTIONS DESCRIPTION

The initiator to this process is that a quality control inspection is required to be completed within the selected area within the operation.

1. **Collect relevant Quality Control checklist**
   The selected staff member should collect to defined check-list to be employed from either the relevant database or physically print it from the system.

2. **Carryout control/inspection.**
   The assigned staff member should carry out the control / inspection in accordance with the criteria within the specific checklists taking any required evidence (i.e. documenting the evidence and samples taken) for record purposes and annotating both compliant issues and non compliant issues.

3. **Findings?**
   Have any non compliant actions / documentation (findings) been discovered during the control / inspection?
   If NO the process is terminated and the completed checklist is returned..
   If YES the process continues to step 4

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4. Discuss with Agent(s)

Having detected any non compliant actions / documentation (finding(s)) the staff member who has carried out the inspection / control, together with the relevant line manager, should discuss the issues with the agent(s) / provider highlighting what the deviation is and why it is a non compliant issue / situation.

5. Document finding(s)

Following the discussions with the agent(s) / provider, the assigned staff member should document the non compliances (findings) within the relevant checklist. All non-conformities shall be reported to the Station Manager.

6. Establish Root Cause(s)

Following the discussions with the agent(s) / provider, the assigned staff member should establish the root cause(s) of the incident with the aim of taking long term corrective and preventive actions.

7. Create & Document CAR (Corrective Action Request)

The relevant Safety Manager / Officer or assigned inspector shall create and document the relevant finding within a CAR (Corrective Action Request) and send it to the relevant Line Manager or provider.

8. Define action(s) to be taken CAP (Corrective Action Plan)

Having defined that corrective / preventative actions are required, the relevant manager or external provider shall define the relevant actions , in accordance with the identified root cause(s), that will be taken and the agreed timescale for those given actions to be completed by within the formal CAP (Corrective Action Plan)

9. Complete defined action(s)

The assigned manager(s) / providers shall complete the actions as previously agreed within the defined timescale.

10. Follow-up on defined actions

The Safety Officer / Manager shall return on the defined date(s) to ensure that the actions have been taken as agreed and are considered as an effective permanent solution. The terminator to this process is that the relevant quality control inspections have been carried out effetely with all resulting discrepancies (findings) having corrective and preventative actions carried out to avoid re – occurrence.

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3.1.6. QUALITY AUDITING

Introduction

Quality Auditing provides a valuable contribution to the management information concerning company performance, particularly in respect of those activities significant to regulatory compliance, safety, and end product/service quality and customer satisfaction. Due to the importance of this valuable feedback mechanism and its contribution to the maintenance of safe & secure operations it is necessary to ensure that it is undertaken in a fully effective and controlled manner, hence the need for suitable procedures detailing how the process is managed within the company.

Scope

This procedure is mandatory in all areas of the company where audits are initiated, including outsourced service providers, and undertaken. (It is not applicable to supplier audits).

Related documents

- Operations Manuals
- Internal Audit Checklist

Audit finding and/or observation categories

i.   Priority 1 – Indicates major/significant lapse of operational/regulatory/customer/DHS standards/control and/or has the potential to cause a CAT 'A' Incident. This is major/significant finding and/or observation, which requires immediate urgent action within the <u>stated time scale</u>. All Priority 1 non-conformities will be reported to the CEO immediately.

ii.   Priority 2 – Indicates an intermediate (medium) lapse of operational/regulatory/customer/DHS standards/control and/or has the potential to cause a CAT 'B' Incident. All Priority 2 findings require corrective and preventative action to be notified to the CEO and Station Manager (Safety & Security Department if applicable) and implemented within the specified time scale agreed with the auditee.

iii.   Priority 3 – Means a low level lapse of operational/regulatory/customer/DHS standards/control and/or has the potential to cause a CAT 'C' Incident. All Priority 3 findings require corrective and preventative action to be notified to the Station Manager (and Safety & Security Department if applicable) and implemented within the specified time scale agreed with the auditee.

iv.   Process Improvement Notice PIN - A 'Recommended Practice' that is considered operationally desirable. All PINs require corrective and preventative action to be notified to the Station Manager (and Safety & Security Department if applicable) and implemented within the specified time scale agreed with the auditee.

v.   Observation - Intended to give background information only or a 'Recommended Practice' that is considered operationally desirable, but conformity is optional.

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Note: The maximum time scale to implement any finding and/or observation shall be 90 days. An extension may be granted in exceptional circumstances subject to prior approval from the Quality Manager. CAT 'A', CAT 'B' and CAT 'C' definitions and classification is documented in the Health & Safety Manual, section: Incident & Investigation.

RESPONSIBILITIES

The qualified Auditor is responsible on behalf of the Accountable Manager for determining an annual programme of Quality Audits aimed at establishing the degree of implementation and effectiveness of operations and the Quality Systems in all company departments and for ensuring adequate qualified resources are available for the conduct of such.

Quality Assurance (QA) Audits shall be carried out by trained and qualified Auditors. In addition Auditors shall be impartial and functionally independent from the Operational areas to be audited.

Responsibility extends to the co-ordination of audit activities, assistance with corrective action determination and the verification of adequacy of corrective actions taken as a result of non-conformities found. Line Managers are responsible for taking timely corrective action in response to audit findings which addresses the root cause of such findings. The three key reasons why a process may not produce conforming output:

a. The output requirements are not understood, defined and agreed;
b. The process is not capable of meeting the requirements; or
c. The process is not being controlled to ensure it produces conforming output.

An effective Quality Management System is based on the concept of controlling processes and preventing errors arising. The steps line managers should be taking to operate an effective prevention system are:

a. Ensure you understand the processes within your department;
b. Set up each process so it is "in control". This requires management of the parameters that control the process to ensure that output conforms to requirements;
c. Ensure the process owners monitor the key characteristics of the process. The purpose is to monitor trends and introduce corrective actions before the process drifts out of control and produces non-conforming output; and
d. If non-conformities are identified the following steps must be taken immediately:
    1. Ensure the non-conforming products/services are not inadvertently used, installed or delivered.
    2. Ensure the causes of finding and/or observation are fully investigated and removed. The objective here is to ensure the error will not recur.

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Corrective and preventive action systems constantly improve performance. Investigating the root causes of errors and implementing effective preventive actions is the cornerstone of an effective Quality Management System.

Merely fixing errors in isolation is not adequate. Control system must be established to ensure they are eliminated, not just for the present day, but forever. These are the three main stages in an effective corrective action system:

a. Short-term fix: this is the immediate fix for an identified error (corrective action);
b. The cure: investigate the root cause of the errors and eliminate them; and
c. Prevention of failure: identify potential causes of failure by analysing data to detect trends which, if allowed to continue without intervention, would result in failure (preventative action).

Data sources can include customer complaints/failure reports, audits and Safety Reports etc. The Accountable Manager is responsible for providing necessary audit resources, giving the mandate to the Quality Manager and auditors to undertake in-depth audits in all areas of the organisation and requiring the full co-operation of all concerned staff. In addition the Accountable Manager is also responsible for ensuring the adequacy of corrective actions.

Procedure

Audit Team

Suitable trained auditors shall be selected and regional audit plan updated as appropriate. When assigning auditors, consideration will be given to the area/subject that is to be audited, and the auditor's background and day-to-day activity. To preserve auditor independence members of the audit team will not have any management responsibility for the subject area. It is beneficial, but not mandatory, for one member of the Audit Team to have experience in the area of interest.

Annual audit programme

The Quality Manager shall develop a program of audits. Regulations, airline customer requirements and company needs that are influenced by current concerns and previous audit results will also be included.

The audit plan shall be submitted to the Accountable Manager for formal approval. Amendments to the program, additions of unscheduled audits etc. shall result in re-issue of the plan. Audits will be scheduled on the basis of the status and importance of activities undertaken with respect to safety and be event driven, also importance to DHS and subsidiary businesses objectives.

Changes to the audit program will be considered by the Quality Manager following changes to management personnel, Company organisation structure, operations or scope of DHS business activities and other requirements.

Audit Allocation

The Auditor shall, on the basis of ability, specialist knowledge, and independence of the area being audited, and availability shall allocate audits to auditors within the

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audit team. Occasionally it may be necessary to use more than one auditor for an individual task, when this is the case a Lead Auditor shall be nominated with overall responsibility for the audit.

Auditors will be advised of audit tasks in good time to allow for preparation of the audit and any specially requested sampling areas/tasks.

QUALITY AUDIT PLANNING

Auditors are responsible for planning for audits in good time and for developing their own Audit Preparation list.

The Lead Auditor will be responsible for arranging audit times, dates, etc. with Line Management; these shall be within the planned dates as indicated on the audit program.

Audit conduct

Auditors shall conduct audits in a professional manner and ensuring they follow the following standard sequence of events: Short entry meeting with appropriate Station Managers to reiterate objectives and scope of the audit.

The audit shall be carried out within targeted areas using prepared Checklists as a basis to verify compliance to the appropriate audit base.

This shall involve a series of interviews with appropriate staff, review of published documents, and examination of samples of records, tools, materials and work outputs as appropriate, observation of activities which make up the operation and where appropriate general conditions of housekeeping.

Audit Form (in a checklist format) should be updated regularly, at least once per year and maintained. Audit findings in the form of finding and/or observation to specified requirements and general observations shall be discussed with the relevant auditee and recorded.

Objective facts discovered during the audit and those that lead to either a finding or observation shall be documented on the finding and/or observation report form. It is important that the auditee is in agreement of the non-conformity and there should be no surprises during the closing meeting. A short closing meeting shall take place with appropriate Station Manager to review audit findings and provide copies of draft audit report for action if applicable.

Upon completion of audit, the Auditor shall quality control the audit before forwarding the completed closing presentation/audit report together with any appendixes to the Accountable Manager.

Finding and/or observation timescale

Line Managers are responsible for reviewing all reported findings, PINs and observations, undertaking the necessary investigations to determine root causes and for proposing appropriate corrective and preventative actions within the time scale agreed with the auditor and will be indicated on the Corrective Action Request.

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A root cause must be completed and Station management shall use the 5 Whys methodology to identify the Root Cause.

A root cause code shall be chosen that best reflects the discipline in which the finding and/or observation was discovered. This action will aid identification of trends in the relevant disciplines over a 12 month period.

The time scale allocated will be proportional to the level of finding. For example; a Priority 1 CAR that could lower safety standards may have a time scale of 7 days, a CAR of a less serious nature could be given a total 90 days.

Quality management and line management may liaise over audit findings and corrective action proposals as necessary. If the finding and/or observation time scale (indicated on the Corrective Action Plan) has been breached, a copy of the CAR will be sent to the Accountable Manager for his action.

Audit closure (Guidance for the auditee)

Quality Management if required will arrange for any necessary follow-up audits and verification activities as appropriate. Evidence of implementation shall be recorded and reviewed by the Lead Auditor. Once it has been verified that the corrective actions have been implemented and are effective in preventing recurrence of the reported finding and/or observation, Quality Management will formally close the audit accordingly.

Following are guidelines for the auditee, the depth of required information that is needed to allow the Lead Auditor to evaluate closure action for replies to finding and/or observation:

Root Cause Analysis

a. The Root Cause Analysis shall be completed for every finding and/or observation, and recorded. It is essential that the reason for the non-conformity is clearly recorded, for the following reasons:
    i.   To assist the auditee when doing internal analysis of why the operational requirement was not in place;
    ii.   To facilitate long-term statistical analysis of the reasons for Finding/Observations across DHS

Corrective Action

The Corrective Action must contain a brief detailed description of the required process(s) or procedure(s) that were introduced to correct the finding and/or observation, presented in short but complete sentences which are grammatically correct and understandable to a reviewer.

The changes planned for documentary structures (for example, locations, manual names and revision/amendment references), and the actions to be taken to ensure implementation must be included. Local and regional abbreviations and acronyms,

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while familiar to the Auditee, must be spelt out, to ensure a clear understanding by the worldwide review audience.

Preventative Action

(Final Action Taken) must contain a brief but detailed description of the process(s) or procedure(s) which was introduced to prevent reoccurrence of the finding or observation, presented in short but complete sentences which are grammatically correct and understandable to a reviewer. The changes made to documentary structures, including locations, manual names and revision/amendment references, and the actions taken to ensure implementation must to be described. Local and regional abbreviations and acronyms, while familiar to the Auditee, nevertheless need to be spelt out, to ensure a clear understanding by the reviewer. As the Preventative Action (Final Action Taken) is an action that has already been taken, it must be written in the past tense, unless the Final Corrective Action (Final Action Taken) is referring to an audit or training plan.

Follow Up Action

Follow Up Action shall contain a brief description of the self-verification carried out to ensure the effectiveness of the preventative action that was implemented.

Audit Results Review

On a 12 monthly basis, the Quality Manager will perform an analysis of audit results and provide inputs to the Management concerning the overall effectiveness of the quality system and any significant trends / weaknesses uncovered by audit activity. In addition QM will make modifications as necessary to the Audit program to take into account weak areas i.e. increasing audit frequency or depth as a result of finding increasing non-conformities in specific areas. The audit program will also be constructed to take into account the relative importance of activities to be audited, and hence safety critical and customer satisfaction activities will be subject to increased audit activity.

Training of auditors

- 5 Day Aviation Auditor course conducted by an approved third party training organization (i.e. AQS)
- A newly appointed auditor shall spend no less than 2 days with the Quality Manager to familiarize themselves with the internal quality management system and cover the topics listed below:
    - Station Quality Manual (SQM)
    - Operational Manuals (i.e. Passenger Services Manual)
    - Training Manual
    - Airlines Ground Handling Manuals
    - Centrally held manuals like Health & Safety, Safety Management, AHM & IGOM
- New auditors will gain 'On the Job Training' (OJT), and will be shadowed an experienced auditor during an actual audit.

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3.2. RISK ASSESSMENT

Risk Assessments are a proactive tool used by DHS to measure regular operational procedures in order to evaluate the adequacy of the procedures and the relevant risk to employees, sub contractors or the company. A Risk Assessment entails the oversight of specific procedures and the analysis of its steps to ensure relative risks during the specific process are adequately mitigated and managed. Risk Assessments are reviewed in the Management Review Meetings and any detected safety / security weaknesses identified are mitigated and tracked to an acceptable level of safety. To achieve acceptable levels of safety sometimes it may be required to change or re develop a procedure or procedures within the company. A Risk Assessment is to be carried out on a regular basis and should be planned through the year whenever major operational change is brought about by the organization or a significant incident has occurred involving the DHS operations, examples of major change could be defined as the following:

- ▶ New Operational equipment is brought into the organization;
- ▶ Major changes involving operating procedures
- ▶ Organizational structure change;
- ▶ Aerodrome alterations affecting DHS operations;

The process of risk assessment aims to answer the following three fundamental questions:

a) What could go wrong?
b) What would be the consequences?
c) How often is it likely to occur?

Process owner Responsibility
Once an assessment is completed, it should be signed-off by the relevant department head or Station Manager, indicating that the manager is satisfied that preventative measures have been effectively completed and that the level of risk as been reduced to an acceptable level.

Note: It is only acceptable to sign off completed actions once they have been completed. Risk assessment documentation must be retained in accordance with the instructions of this manual.
Risk Assessment templates to be found on the server.

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3.3. SAFETY REPORTING

Safety Reports are to be used for both proactive and reactive means of managing operational safety and as such should be promoted and encouraged in order to assist senior management in prioritizing and mitigating issues (as much as reasonably practicable) being highlighted. All reports defined as relevant shall be reported additionally to the Customer Airline(s) and or relevant regulatory authorities as soon as reasonably practicable.

3.3.1. SAFETY REPORTING DESCRIPTION

The initiator of this process is that an incident or a perceived non compliant situation or incident has been identified and needs to be reported.

1. **Take Evidence of Incident / Situation**
    Having identified an Incident / Situation the Safety Manager / Officer or Duty Manager should take as much physical evidence as possible such as photographs, documentation in order to substantiate the reported Incident / Situation.
2. **Complete DHS Investigation Report**
    Having taken evidence of the incident / situation the Safety Manager / Officer shall complete a report of the incident describing the event and the relevant event descriptors.
3. **Investigation required**
    Only for Near Miss Incidents a full investigation is not required unless not requested by the Airline Customer.

3.3.2. ACCIDENT / INCIDENT INVESTIGATION & ANALYSIS

Accident / Incident reports are needed for a full investigation are processed initially by the Safety Manager / Station Manager and discussed reviewed by management in order to ensure that effective corrective and preventive actions have been taken to reduce the identified shortfalls and risks are mitigated to levels as low as reasonably practicable.

3.3.3. ACCIDENT / INCIDENT INVESTIGATION & ANALYSIS DESCRIPTION

The initiator to this process is the need for a full investigation following an accident or incident affecting a client Customer Airline(s) and or the DHS operation.

1. **Establish the nature of injury /finding**

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Prior to carrying out an investigation the nature of the injury / finding should be established.
That is to say:
What injuries has the person(s) sustained?
What actually happened?

2. **Establish the direct cause(s)**
   Having established the nature of the injuries / finding(s) the investigator must establish the direct causes of the injury(s) / finding(s).
   That is to say:
   What actually caused the injury (object, material, equipment etc)
   What actually caused the finding (Act, Situation etc..)

3. **Establish the indirect cause(s)**
   Indirect causes should be established following on from having established the direct cause(s).

4. **Document Final Report**
   The Safety Manager / Station Manager should complete a final investigation report using the standard investigation template

5. **Establish Corrective / Preventive Actions**
   The Station Manager should begin to formalize corrective / preventive actions to be taken in order to prevent any possible reoccurrence of the highlighted causes and finding.

6. **Carryout actions**
   The Station Manager must ensure that all of the agreed actions have been carried out at his/her station within the agreed timescale.

7. **Follow-up agreed actions**
   The Station Manager will evaluate, during internal controls or inspections, that agreed actions taken. The output of this process is that the investigation of the reported accident / incident is has been completed and any highlighted causes (direct/indirect) have been mitigated by acceptable actions from Station Management.

3.4. SECURITY PROGRAM

DHS must comply with the requirements of the Regulatory Authority LBA, the appropiate Airport Security and Customer Airlines security program. The

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approved Security Programmes are stored at the Station Managers office & those are uncontrolled documents.

Main Objectives:
a) Security Programme is to ensure safe guarding of its staff and assets
b) DHS is committed to ensure compliance with all prescribed security regulations/laws as promulgated by the Regulatory agency. To that end, DHS will ensure that all its staff undergoes basic/ initial security training on induction, continues on-the-job training and refresher security on an ongoing basis.

3.4.1.   LOCAL SECURITY PROCEDURES (LSP)

The Local Security Procedure (LSP) aims to identify procedures, key contact information for line managers and establish a memorandum of understanding with your local stakeholders (inter alia: Airlines, Airport Authorities, Local Law Enforcement, Aviation Authorities, etc.).
The LSP must be reviewed once every twelve (12) months, or updated if any of the details change and relevant stakeholders must be made aware of any significant changes in the LSP.

3.4.2.   AVSEC QUALITY CONTROL PROGRAM

The Aviation Security Quality Control Programme is prepared to implement quality control measures.

Main Objectives:

a. Verify the effective implementation of Security measures

b. Monitor the level of compliance with the provision of the National Civil Aviation Security programme.

c. Ensure all persons who are assigned aviation security duties or responsibilities are verifiably trained & instructed to carry out such duties.

d. Ensure acts of unlawful interference or threats are investigated. Review and re-evaluate security measures and controls immediately following an act of unlawful interference or threat. Such incidents are reported to Customer Airline(s) and Regulatory Authority.

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3.5. SAFETY & SECURITY PROVISIONS FOR EXTERNAL VISITORS

Visitors coming into the workplace of DHS operations are the responsibility of DHS and therefore should be provided with sufficient information and resources in order to ensure that any visitor is not exposed to unacceptable levels of risk that could cause harm to the visitor or the company reputation. As a minimum, any visitor must be provided with or ensured that he/she is in possession of:

- Adequate hearing protection if applicable
- Adequate protective footwear (if required to visit ramp operations areas).
- Hi-visibility clothing (if required to visit ramp operations areas).
- Approved airport accreditation/ID card (together with an airport security brief document if applicable).
- A verbal brief of any local emergency procedures and specific meeting points in the event of an evacuation of the airport or company facilities.

3.6. EMERGENCY RESPONSE

3.6.1.   EMERGENCY RESPONSE PROCEDURES

In a critical emergency situation it is vital that each of us understand our roles, responsibilities and the processes required to activate agreed and timely communication plans, to secure the earliest possible support and guidance of Station, Customer and Corporate management teams, who will be available to provide the necessary backup and support that local management may require, when dealing with the many diverse issues that will arise during catastrophic events or incidents. Teamwork, communication and support are vital, if DHS is to effectively manage such untimely, unexpected and random incidents.

Station Managers and Duty Supervisors must familiarise themself with the Emergency Response procedures applicable for each Airline Customer and appropiate airport.

For the Emergency Response Training curriculum and exercise requirements, refer to TPM Section 2.3.1.

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3.6.2. LOCAL CONTIGENCY PLAN (LCP)

The Local Contingency Plan (LCP) aims to identify key contact information for line managers and establish a memorandum of understanding with local Customer Airlines. Duty Manager's Office is the Local Incident Coordination Centre at the Terminal. All sections of the LCP shall be completed by the Station Manager or their deputy, if required additional sections can be added. The LCP must be reviewed and updated if any of the details change and shall be reviewed at least every 12 months.

Initial and recurrent training of the Emergency Response Procedures must take place ensuring the familiarity of all appropriate staff members with the procedures which potentially affect them. The effectiveness of the training should be tested with regular exercises, briefing sessions and training.

4 HUMAN RESOURCES

4.1. RECRUITING

The recruitment process of new staff/new vacancies, according to the company's requirements, is a key tool to ensure that people coming into the operational arena together with those existing internal staff members bring the acceptable competencies in order to carry out their required functions to a consistently high standard.

4.2. RECRUITMENT OF OPERATIONAL PERSONNEL

The initiator for this process is that a vacancy has become available within the organization that needs to be filled.

1. **Publish vacancy**
    The HR unit should liaise with the department requiring the vacancy to be filled and publish an internal and external vacancy notice that outlines the required post to be filled and the general characteristics required for the vacancy.

2. **Collect and review C.V's**
    Station Manager shall collect and review the received CV´s with the aim to filter the candidates that best suit the required vacancy.

3.   **Contact potential candidates**

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Having identified the desired candidates for the vacant position, the Station Manager unit shall contact the candidates requesting them to attend a personal interview at the station.

4. **Carryout personal interview.**
    Each individual candidate shall be interviewed by a unit representative. The specific interview shall be carried out in accordance with the relevant interview guide notes provided

5. **Aptitude / Medical Test required?**
    Is an aptitude test required for the vacancy? Is a medical examination required prior to employment (Local examples could include Language Test / Numeracy Tests etc...)
    - Yes: go to step 5a
    - No: go to step 6

  5a. Conduct Relevant test(s)

6. **Interview / Test(s) Passed?**
    Has the candidate passed the interview/test?
    Yes: go to step 6
    No: the candidate is contacted and verbally informed that his/her candidacy has been rejected.

7. **Conduct reference check**
    Prior to offering any work contract, a reference check should be carried out of the proposed employee by the Local Human Resource Unit. Normal practice is to carryout a simple "google" search and request a criminal background reference through Police Clearance or as per the guidelines of Regulatory Authority.

8. **Acceptable reference received?**
    Have the relevant reference been received / acceptable?
    Yes: go to step 8
    No: the process is terminated and the employee rejected

9. **Contact candidate with employment contract**
    On successful completion of the interview/test the candidate(s) should be contacted via a formal employment contract offer from the HR Unit.

10. **Employee completes new joiner checklist.**

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Prior to entering into the organization the new employee should complete a new joiner checklist document to provide DHS with key information, such as next of kin details, bank & social security details and other relevant information.

11. **Employee signs Background Check Documents**
Prior to the commencement of employment, the future employee should provide all necessary documents to apply for a background check and sign documents

12. **Employee signs work contract** including Job Description
Prior to the commencement of employment, the future employee should sign the formal work contract that has been offered.

13. **Employee receives all data needed for successful start**
Provide all necessary information such as training plan, roster, contact details etc.

4.3. DISCIPLINARY ACTIONS

Disciplinary actions to be taken against any employee within the scope of the DHS operation are subject to the agreed measures within the collective sector agreements (if applicable), company policy and must be strictly adhered to.

4.3.1. DISCIPLINARY ACTIONS DESCRIPTION

The initiator for this process is that an issues/incident has been identified by station management that requires disciplinary action to be taken against the identified employee(s).

1. **Communication of disciplinary request**
The first step within this process is that the relevant manager (such as Departmental Head) contacts the Station Manager to inform him/her of the nature of the issue/incident and that the relevant manager desire to take disciplinary action against an employee(s).

2. **Disciplinary action required?**
The Station Manager & the Relevant Manager discuss the nature of the issue/incident and decide if they feel that action is necessary.

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If yes: go to step 3
If no: the process is terminated is it is decided that action is not required.

3. **Review Sector Agreement* / National Law (*if applicable)**
    Having reviewed the relevant Collective Agreement/National Law (if applicable) the Station Manager, together with the support of the HR Unit define the level of fault to be applied to the specific issue/incident.

4. **Level of fault defined**
    Following the consultation of the relevant Collective / National definitions the relevant definition is assigned by the Human Resources unit and the Station Manager

5. **Formal communication of disciplinary action**
    Having defined the relevant level of fault, the Human Resource Unit communicate in writing to the employee that action has been decided to be taken against the employee. A copy of the communication must be provided to the Station Manager.

6. **Relevant employee documents personal report based on findings**
    On receipt of the formal communication, the relevant employee should complete a report based on his/her explanation of reported issues and deliver it to the Station Management.

6. **Employee report accepted?**
    On receipt of the report, the Station Manager should decide if he/she accepts the report of the employee.
    If yes: the process is terminated and no action is taken against the employee
    If no: the process continues to step 8

7. **Relevant sanction / action implemented.**
    The defined sanction is carried out as per the formal communication to the employee(s)

8. **Copy of sanction / action letter stored in personal file**
    A copy of the formal communication letter should be place within the personal file of the employee(s).

    The terminator for this process is that defined disciplinary action has been taken against an employee in accordance with the relevant collective agreement and the relevant national laws.

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4.4. STAFF LEAVING THE COMPANY

Occasionally staff members decide to leave the organization; this process described how the control of departing staff members is carried out ensuring the correct payment of outstanding salary, the adequate return of company property such as uniform, airport identification cards and to establish any reasons for why the employee has decided to leave.

The initiator for this process is that a permanent member of staff has communicated his/her desire to leave the company.

1. **Carryout exit interview**
   On receipt of the notification an exit interview should be carried out in accordance with the exit interview template.
2. **Employee returns company uniform and airport I.D / company property**
   The leaving employee should return all his/her company uniform, airport identity card(s) and other relevant company property by completing the relevant leavers' check-list form and signing it.
   The terminator for this process is that an employee has left the company and with all the relevant processes carried out effectively and in accordance with company requirements.

5 OPERATIONAL TRAINING

At DHS, operational training plays a crucial role in maintaining a high standard of Safety and Quality throughout the DHS operations. DHS believes that effective training provides the foundation that ensures we deliver a consistently safe and secure operation, at the same time investing in the development of our people for the future. By following this process map DHS can ensure that operational training is delivered consistently and in accordance with Customer Airline(s) requirements. All training programs and courses must be carried out in accordance with our requirements and specific client / local authority requirements.

All annually planned initial and recurrent training must ensure compliance by using the ->**Training Compliance Matrix.**

For detailed training requirements and guidance please refer to the ->Training Policy Manual.

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5.1. INITIAL TRAINING

Initial training is the definition of a new employee entering into the organization who is required to be trained according to the relevant DHS central training courses in line with relevant client/local requirements.

5.1.1.   INITIAL TRAINING DESCRIPTION

The initiator for this process is that new hired staff is coming into the organization and require to be trained in accordance with the DHS training policy and relevant client/local Regulatory requirements

1. **Identify staff / compile name list**
   An attendee name list of all of the new employees that are required to be trained shall be compiled.

2. **Identify local trainer**
   An approved trainer is required to be identified, by the relevant departmental manager, to conduct the required course; this should be done by evaluating the availability of the approved trainers to ensure that the identified person is available to impart the course.

3. **Notify trainer**
   Having identified the best suited trainer for the forthcoming course a local administrator / training responsible or equivalent should notify the trainer and supply him/her with the attendance list compiled in step 1.

4. **Request / ensure training facilities**
   Following the notification of the forthcoming course the identified trainer should ensure that all of the required training facilities, such as rooms & equipment, are available for the defined training course date(s).

5. **Carryout training course(s)**
   The training course(s) should be delivered in accordance with the defined instructions within the training material and all attendees should be provided with the resources defined within the training Instructions. If applicable to the defined training module, written tests should be completed by attendees as per the instructions contained within the training module.

6. **Course passed?**

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Have the written tests (if applicable) / course been passed by each individual.
Yes: go to step 7
No: go to step 6a

6a. Notify person.

If the course/test(s) have not been passed the trainer or the local administrator should notify the candidate of the negative result.

6b. Person allowed to re-sit training?

If deemed acceptable by the local management the candidate may be allowed to re-sit the course at a later time. If yes the process goes back to step 1 If no the process is terminated and the candidate is referred to the Human Resources Dept.

7. **Introduce employee(s) into training matrix.**
   Following the successful completion of the course the trainer must introduce the details of each successful candidate within the training matrix to reflect the completed course dates.

8. **Compile training certificates**
   The trainer must ensure that the relevant competence certificate is correctly filled-in and signed (if applicable) by Trainer.

9. **Store certificates in personal file(s)**
   All completed training certificate must be stored within the individual personal file.

   The terminators for this process is that the company has trained incoming staff them in accordance with the DHS and relevant Airline client requirements.

For details on training types (initial, recurrent, requalification), frequency and regulatory alignment, refer to the DHS Training Policy Manual (TPM), Chapter 3.

5.2. REFRESHER TRAINING

Refresher training is the definition of an existing employee who is required to maintain specific competencies according to the relevant DHS central training courses in line with the DHS Policy and specific client requirements / local Regulatory authority.

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5.2.1. REFRESHER TRAINING DESCRIPTION

The initiator for this process is the relevant refresher training course(s) are required to be carried out to ensure that all staff members maintain their currency in line with the DHS policy or specific client / local / National Regulatory authority requirements.

1. **Identify staff / compile name list**
    The relevant manager should compile a register name list of all of the employees that are required to be trained.

2. **Identify local trainer(s)**
    An approved trainer is required to be identified to conduct the required course; this should be done by evaluating the availability of the approved trainers to ensure that the identified person is available to impart the course.

3. **Notify trainer**
    Having identified the best suited trainer for the forthcoming courses the relevant manager should notify the trainer and supply him/her with the attendance list compiled in step 1.

4. **Request / ensure training facilities**
    Following the notification of the forthcoming course the identified trainer together with the Station Manager should ensure that all of the required training facilities, such as rooms & equipment, are available for the defined training course date(s).

5. **Carryout training course(s)**
    The training course(s) should be delivered in accordance with the defined instructions within the training material and all attendees should be provided with the resources defined within the training instructions. If applicable to the defined training module, written tests should be completed by attendees as per the instructions contained within the training module.

6. **Course passed?**
    Have the written tests (if applicable) / course been passed by each individual.
    Yes: go to step 7
    No: go to step 6a

    6a. Notify employee
    If the course/test(s) have not been passed the trainer or the relevant manager should notify the candidate of the negative result. The process should then return to step 1.

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7. **Introduce data into training matrix / database**
    Following the successful completion of the course the trainer must introduce the details of each successful candidate within the training matrix to reflect the completed course dates.

8. **Update training certificates**
    The trainer must ensure that the relevant competence certificate is correctly filled-in and signed (if applicable)

9. **Store certificates in personal file(s)**
    All completed training certificate must be stored within the individual personal file.

    The terminator for this process is that all relevant employees have received and completed refresher training in accordance with the specific client / local / National authority requirements.

5.3. TRAINER ACCREDITATION

Trainer Accreditation is that all Trainers/On-Site Demonstrators who conduct training, evaluation and assessment for employees are competent, qualified and, where required, certified to conduct such trainings. This is to ensure a high-level of consistency in training delivery standards. Trainer accreditation is an important process to ensure that the appointed trainer delivers the quality and consistency of DHS training programs and systems. As a minimum requirement for the station the accredited instructor for dangerous goods must be an instructor approved by the LBA (Luftfahrtbundesamt).
Any staff performing the role of a Trainer/Assessor shall attend a 'Train-the-Trainer' (TTT) course. All internal trainers are required to pass a training observation carried out by their line manager/Station Manager at least every 24 months. The outputs of this observation shall include an agreed development plan for the individual.

Trainer qualification requirements are defined in TPM Section 0.3. All DHS trainers and On-Site Demonstrators must meet the standards listed therein, including operational experience and Train-the-Trainer certification.

5.3.1. TRAINER ACCREDITATION DESCRIPTION

The initiator for this process is that a new trainer has been identified and is needs to complete an accreditation course to become and accredited trainer.

1. **Request course to approved training company**

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The Station Manger should contact the approved provider for DHS to carry out the required training course.

2. **Notify attendee of course date & time**
   The Station Manger or the relevant manager should notify the attendee(s) of the specific details of proposed course (i.e. location, date & time).

3. **Trainer attends course**
   Having received notification of the forthcoming course, the attendee should attend the proposed training course in accordance with the information received previously

4. Course passed?
   Has the attendee passed the course?
   Yes: go to step 5
   No: go to step 4a

   4a. Notify employee
   The attendee should be notified by the Station Manager that the required competencies have not been met and informed of the actions to be taken by the station.

5. **Request accreditation certificate**
   The relevant Manager or the Human Resource unit should contact the training centre to request a copy of the relevant accreditation certificate of the recent attendee(s).

6. **Store certificate in personal file**
   Having received the certificate from the training centre, the Human Resource unit should store the relevant certificates(s) within the personal file of the candidate(s).

   The terminator for this process is that an accredited trainer has attained the required competencies to carryout training for DHS operations.

5.3.2. ON SITE DEMONSTRATOR ACCREDITATION

Where there is a demand for familiarisation training within the station operations and the training required is infrequent but of significant volume to require a capability to deliver basic/familiarisation/demonstration training locally, a competent person can be appointed by local line manager to receive

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training as an "On Site Demonstrator" (OSD). Competency for the purpose of this document means the activity for which they are to receive familiarisation training is part of their current role. Successful Trainees would be classified as OSD, approved to deliver training locally as and when deemed necessary. An "OSD" would not be required to hold a formal "Train the Trainer" qualification; however they will have attended at least a one day basic trainer skills course covering coaching techniques and skills. DHS Personnel approved as an OSD are authorized to deliver training at their airport i.e. their actual work location, or other locations within their own organization and geographical area. The scope of OSD training delivery will be strictly limited to those activities stated above and the aircraft types/airline systems for which they have been approved and are a Subject Matter Expert (SME). Note: An OSD will not be permitted to sign personal off on equipment/systems, this function must remain the role of personal that have attended and passed a full Train the Trainer course.

5.4. SMS TRAINING

SMS training is an element of the Safety Promotion component of the SMS framework. An SMS training is available for all staff and appropriate to the individual's responsibilities and involvement in the SMS. The SMS training program curricula addresses the following:

- Organizational safety policies, goals and objectives; Health and Safety Policy
- Organizational safety roles and responsibilities related to safety; Safety Roles and Responsibilities
- Fair and Just Culture Policy
- Health and Safety Training
- Procedures for Safe Conduct of Operations
- Human Factors Program
- Basic safety risk management principles; Risk Assessment
- Safety reporting systems; Reporting and Investigation
- Safety management support (including evaluation and audit programs); Safety Monitoring / Quality Assurance Program
- Lines of communication for dissemination of safety information; Safety Promotion

The training will test each of the above through a serious of questions to validate the effectiveness of the training and all new employees will are expected to undertake the training and a refresher every 36 months.

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SMS training content, refresher intervals, and learning objectives are detailed in TPM Section 2.1.4. This includes topics such as hazard identification, reporting channels and safety roles.

6 OPERATING PROCEDURES

For day to day operations, the relevant Customer Airline(s) Ground Handling / Operations Manuals define the baseline of our operating procedures and practices. In the unlikely event that the handled Customer Airline has not provided any form of operational instructions / manual the DHS standard policies and procedures documented within the following list shall form the baseline of procedures and policies to follow:

1) DHS Ground Operation Manual

2) Standard Operating Procedures (SOP)

3) Local Operating Procedures (LOP)

6.1. CONTROL OF EXTERNAL CUSTOMER / REGULATORY MANUALS – DATA CONTROL & RECORDS

The Station management shall ensure where regulatory & customer airline(s) manuals are used, the current edition is accessible in Avbis tool in a useable format (paper or electronic versions are acceptable).

Following procedures are to be followed:

Step 1 Nominate a person to be responsible for maintaining operational manuals to ensure they remain current.

Step 2 Document customer and external manuals available at the Station to ensure the management and control is in accordance with applicable regulations and requirements of the customer airlines(s).

Step 3 The responsible person to disseminate all amendments to the appropriate departments/personnel is the Station Manager.

Step 4 Duty supervisors, OSDs, Trainer to cascade to operational personnel via training, briefings and read & sign using Avbis tool. Appointed responsible managers shall ensure all amendments and subsequent updates are disseminated to the appropriate personnel without any delay via the use of the corporate communication tool see section 2 of this manual (Communications). External documents shall be periodically reviewed at intervals not exceeding one year to ensure its continuing suitability, adequacy and effectiveness.

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6.2. LOCAL OPERATING PROCEDURES (LOP)

6.2.1.   IMPLEMENTATION OF LOCAL OPERATING PROCEDURES

Local requirements can vary between each airport within the station and therefore requires the implementation
of specific local procedures that ensures safe and effective control over the day to day operations. By completing the process defined below and regular oversight, the organization is ensuring it is meeting both local and company operating standards.

Note: All the LOP`s in place at the station must be reviewed annually to ensure that they remain relevant to the operations being carried out.

6.2.2.   IMPLEMENTATION OF LOCAL OPERATING PROCEDURES DESCRIPTION

The initiator for this process is that a local requirement needs to be met by the means of defining a local operating procedure.

1. Review local requirements
The Safety Officer / Safety Manager together with the relevant management and the Station Manager should review the requirements that have been identified locally / nationally for the purposes of defining a local procedure.

2. Define LOP
Having reviewed the new requirement the Safety Officer / Safety Manager together with the relevant manager should define a Local Operating Procedure and document it on the relevant standard template.

3.Does the LOP contravene any company SOP's Policies?
Prior to the implementation of the new local procedure the Safety Officer / Safety Manager and the network managers shall review the local procedure to ensure that is does not contravene any company SOP policies.

Does the LOP contravene any company SOP policies?
If Yes: the process should return the step 2
If No: the process continues to step 4

4 Distribute LOP proposal to Station Management
The Safety Officer / Safety Manager should distribute the newly defined LOP to all station
management via email, requesting confirmation of receipt locally.

5. Confirm reception

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On receipt of the new LOP, the relevant Station Management should confirm the receipt of the LOP
via email to the Safety Officer / Safety Manager and the Station Manager.

6. Disseminate LOP at employee level
The relevant manager should ensure that the LOP is disseminated to all employee within his/her
area of responsibility.

7. Include LOP within the relevant LOP Control Register
The relevant Departmental Manager should ensure that the LOP Control Register is updated and
reviewed.

8. Place LOP in relevant folder
The relevant manager should place the new LOP document within the station LSOP folder, which
should be stored in an agreed location together with the other company policy manual.

9. Training required?
A decision should be made by the relevant management if any specific ADHOC training is
required for the LOP.
If Yes: A specific training course / presentation should be given to all relevant staff.
If No: the process is terminated.

The terminator for this process is that a Local Operating Procedure (LOP has been produced distributed and
implemented in a controlled manner with specific training carried out if deemed necessary.

6.2.3. CONTROL AND REVIEW OF LOCAL OPERATING PROCEDURES

The relevant Line Manager management shall ensure where Local Operating Procedures are used, the current edition is accessible in a useable format (paper or electronic versions are acceptable).

7 DOCUMENT CONTROL AND STORAGE

Apart from the below mentioned documentation, there are DHS Manuals and Customer Airlines manuals which are available at the station to access (Airline Library and AvBIS).

DHS manuals are regularily revised and updated version uploaded on AvBIS by QM. Only versions approved by the Quality Manager may be used. An approved version has a green "GENEHMIGT" stamp on the respective cover sheet.

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Approved Stamp example:

GENEHMIGT
Von Dominika Doruch , 22:18, 21.06.2023

7.1. DOCUMENT CHANGE & COMMUNICATION PROCESS

To ensure compliance with applicable legal requirements and the continuous improvement of operational procedures, any changes to DHS manuals and other controlled documents follow a defined process:

1. Identification of Changes
Changes may be triggered by:

- Regulatory updates (e.g. EASA Regulations)
- Internal or external audit findings
- Occurrence reports, safety investigations or risk assessments
- Operational feedback or specific customer airline requirements

2. Evaluation and Drafting
The Quality & Compliance Manager (QCM) evaluates whether a change is required and prepares the necessary update to the affected document(s).

3. Operational Communication
If operational implementation is required before the next formal revision, an R&S Notification or memo is issued to affected staff or stations.
The communication includes:

- A short description of the change
- Legal/regulatory reference (if applicable)
- Clear implementation instructions
- Effective date

4. Manual Revision and Publication

- Minor changes are consolidated and published with the next scheduled manual revision (typically once per year).
- In the case of safety-relevant or urgent topics, an interim update may be issued.
- Only versions marked with the "GENEHMIGT" (APPROVED) stamp by the QM are considered valid for operational use.

5. Change Documentation

- A Change Log is maintained for each DHS Manual, including the revision date, reference, and a short description.
- All R&S Notifications are stored in a central folder by the Quality Department to ensure traceability.

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7.2. DOCUMENT AND STORAGE INSTRUCTION

Document control is a key element to the success of the station operations. This section describes the storage requirements for all key operational documents.

Key:

Document Title – General title of the document.

Description – Brief description of what documents should be held or nature of documentation.

Storage period – Minimum storage period.

To be destroyed – Disposal information (if yes it should be shredded or destroyed).

Responsible Owner – The staff member(s) responsible to ensure compliance with the given instruction.

Storage Location / Distribution – The specific location where the document(s) are stored / distributed.

7.2.1.   OPERATION CONTROL AND SUPERVISION DOCUMENTS

Document / Title	Description	Storage Period	To be destroyed (Y/N)	Responsible Owner	Storage Location
DHS Meeting Minutes	The meeting minutes of defined meetings	2 years	Y	Quality Manager	Shared Drive
External Meeting Minutes	External meetings in which DHS participate (Such as Airline, Airport Committees etc).	2 years	Y	Station Manager	Shared Drive
DHS / Airline DCS User Control	The controlled list of all DCS users at the station	1 year	Y	Station Manager	Local Office
Flight Files / Load	Flight Files incl. Loading	Minimum 3 month	Y	Station Manager	Local Office

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Control Files	Instructions, Loadsheets (W&B documentation, Rush bag documentation & Ramp Report	Note: Airline Customer requirements to be applied			

7.2.2. SAFETY, QUALITY AND SECURITY DOCUMENTS

Document /Title	Description	Storage Period	To be destroyed (Y/N)	Responsible Owner	Storage Location
Flight and Quality Inspections	The specific completed quality and flight Inspections: Check-in Gate/ Boarding Turnaround Inspection Flight/TripFiles (Load Control) Workplace.	2 years	Y	Station Manager	Local Office / IAuditor
CAR Reports	Corrective action reports that document the relevant corrective / preventative actions taken together with identified root causes.	1 year	Y	Station Manager	Local Office / Safety Culture App
Risk Assessment Register	Risk Assessment planning document identifying the planned tasks to	1 Year	N	Station Manager / QM	Shared Drive

	be assessed during a year.				
Risk Assessments	Completed risk assessments based on the defined task that include identified mitigation methods and formal approval from the relevant management.	2 years	N	Station Manager / QM	Shared Drive
Incident /Accident Reports	All incidents reported	2 years	N	Station Manager	Shared Drive / Safety Culture App
Investigation Reports	All investigation reports	2 years	N	Station Manager	Shared Drive / Safety Culture App
Local Contigency Plan (LCP)	The complete Local Contingency Plan documenting key roles and responsibilities during an emergency situation.	1 year	Y	Station Manager	Shared Drive

7.2.3. HR DOCUMENTS

Document / Title	Description	Storage Period	To be destroyed (Y/N)	Responsible Owner	Storage Location
Personnel employee file	Personnel employee file that should contain as a minimum;	During employment and 5 years after departure	N	Head HR	HR Office

	1) Completed application form.				
	2) Signed job description				
	3) Proof of identity (photocopy of documentation).				
	4) Relevant Visa / permit (if applicable).				
	5) Signed copy of employment contract				
	6) Confirmation of background check				
	7) Relevant disciplinary letters. (If applicable).				
	8) Completed appraisal documentation.				
	9) A completed Personal details form)				
	10) Relevant medical revision documentation if applicable				
	11) Relevant probation documentation				
	12) Relevant sickness certificates.				
	13) Termination letter				

Payroll documents		10 years	N	Head HR	HR Office

7.2.4. TRAINING RECORDS

Document / Title	Description	Storage Period	To be destroyed (Y/N)	Responsible Owner	Storage Location
Personal Training File	All relevant training certificates and test papers	During employment and 5 years after departure	N	Station Manager / Head HR	Local office during employment. After departure in HR Office

Training documentation, including test results and trainer/trainee signatures, must follow TPM Chapter 5. These records must be maintained audit-ready and accessible only to authorised personnel.

7.2.5. PLANNING

Document / Title	Description	Storage Period	To be destroyed (Y/N)	Responsible Owner	Storage Location
Monthly rosters	Short term roster / plan outlining the monthly manpower planning for the given flight demand	3 years	Y	Station Manager	Local Office / Shared drive
Vacation Requests		During employment and 5 years after departure	Y	Station Manager / Head HR	During employment local office / after departure HR Office

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7.2.6. OPERATIONAL PROCEDURES

Document / Title	Description	Storage Period	To be destroyed (Y/N)	Responsible Owner	Storage Location
Corporate Manuals	SQM, SMS, TPM, GOM, ASM, H&S, ERP	n/a	n/a	QM	Shared Drive / Avbis
Station / Airline Instructions	SIs, Memos, R&S	1 year	Y	Station Manager	Local Office
Finance documents – internal and external	All finance documents like Kassenliste, Tresorliste, purchase receipts / invoices, Airline receipts, Vouchers etc.	10 years	N	Accounting	HDQ

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