

Intro

Competition Law Guidelines Webinar housekeeping rules **Speakers Introduction ISAGO** Enhancements New ISAGO Standards and checklists **Documentation Assessment** Implementation Assessment Time for discussion, feedback / Q&A Wrap up **Next Webinar**





Competition Law Guidelines

Do not discuss

- Any element of prices, including fares or service charges
- Commissions
- Allocations of customers or markets
- Marketing plans, commercial terms or any other strategic decision
- Group boycotts
- Your relations with agents, airlines, audit organizations, or other third parties
- Any other issue aimed at influencing the independent business decisions of competitors

Webinar Housekeeping rules



The webinar is recorded, and the recording, along with the presentation, will be shared



Participants other than the speakers are muted



Keep Camera off



There will be a Q&A at the end of each session We will ensure to answer all your questions after the webinar



Do not use the CHAT for questions but Q&A Questions in chat will not be answered to avoid distraction



Series of Webinars

(GHSP Bulletin 2024-09)

Webinar topic		Webinar details	Date	Time	Duration
1.	Audit Standards and new audit methods	 New audit standards and checklists Documentation assessment Implementation assessment 	03-Dec-2024	0900-1100 (EST, Montreal time)	2 hours this includes time for Q&A
			04-Dec-2024	1900-2100 (EST, Montreal time)	2 hours this includes time for Q&A
2.	Getting ready for the audit	 OPS portal demonstration Doing the gap analysis right Cloning the gap analysis Verifying gap analysis accuracy 	09-Dec-2024	0900-1100 (EST, Montreal time)	2 hours this includes time for Q&A
			10-Dec-2024	1900-2100 (EST, Montreal time)	2 hours this includes time for Q&A
3.	Audit program management and administration	 Audit agreement Audit allocation Audit planning Audit fee IATA Connect 	14-Jan-2025	0900-1100 (EST, Montreal time)	2 hours this includes time for Q&A
			15-Jan-2025	1900-2100 (EST, Montreal time)	2 hours this includes time for Q&A

NOTE: If you did not have access to the GHSP Bulletin, please request access to isago@iata.org
Ensure you and your team attend each webinar. Two identical sessions are planned for each webinar, one of them is MUST.

There will be more webinars announced in January.

ISAGO stats and progress

ISAGO Registry







of audits

2023 – 303

2024 - 280

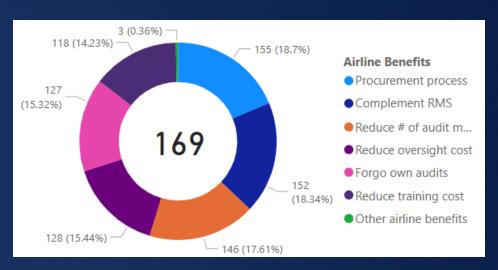
2025 - 370

47 ISAGO recognitions by CAA/Airports

2024 –9 MoUs have been signed: Lithuanian CAA, Riga Airport. Fujian Airport, Nigeria CAA, El Salvador CAA, Prague Airport, CAA of Iceland, Costa Rica CAA, Mongolia CAA...

169

ISAGO Airline members



446 canceled audits
110 reduced oversight cost
335 auditor-days reduced
271 requests during procurement
396 data used for SMS
(2024 data from 21 airlines' groups)

ISAGO enhancements

Key highlights



What is changing?









Standards change

New ISAGO audit requirements/checklists:

- > AHM 1110
- > AHM 600
- > IGOM
- CGM-ICHM

GOSM to retire (Q2, 2025)

Audit scope

MHQ: AHM 600 and AHM 1110 (Desktop audit)

STN: AHM 1110, limited AHM 600, IGOM +CGM/ICHM

Focus on compliance with industry standards

Audit methodology

Documentation assessment

- Desktop
- OPS portal
- Mandatory GHSP selfassessment related to doc. references prior the audit

Implementation assessment

- Primary focus of STN audit
- More observations
- Mobile app

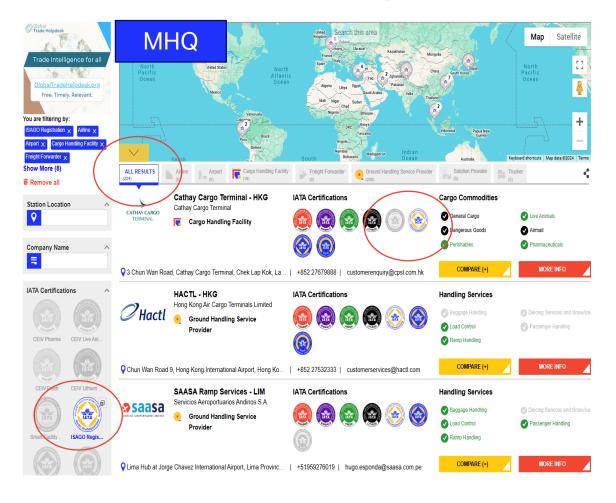
Program changes

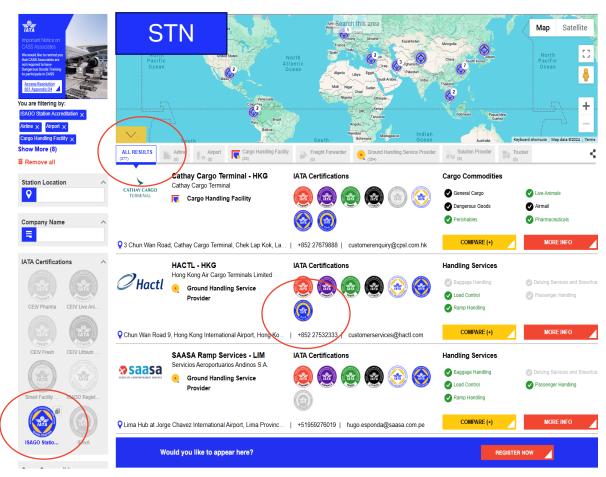
- IATA Connect (GHSP profiling)
- CRM new case management
- Single auditor audit
- Audit fee modified
- New Contract
- Fixed renewal audit date?
- Registry on One Source
- Many more...



ONE SOURCE - web-based registry

https://onesource.iata.org/s/

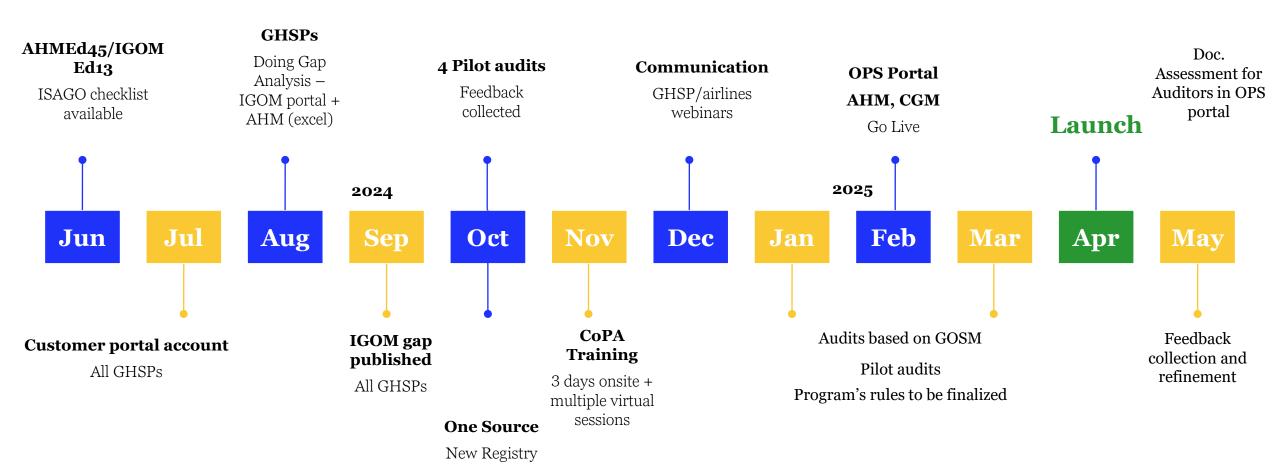






10 5 December 2024

<u>Timeline</u>





Benefits

- ✓ Industry standards broad implementation recognized by airlines, airports and regulators
- ✓ Confirmation for airlines that GHSPs implemented IGOM and AHM – reduction of cost (training) and oversight
- ✓ ISAGO offering solution to regulatory activities
- ✓ Efficiency (automation, simplification, cost)





Audit process



GHSP Profile /
Gap Analysis
publication



Documentation assessment



Implementation assessment



2

3



ISAGO audit process enhancement

Mandatory prerequisites

2 step-audit process

DOCUMENTATION ASSESSMENT

2

IMPLEMENTATION ASSESSMENT

3

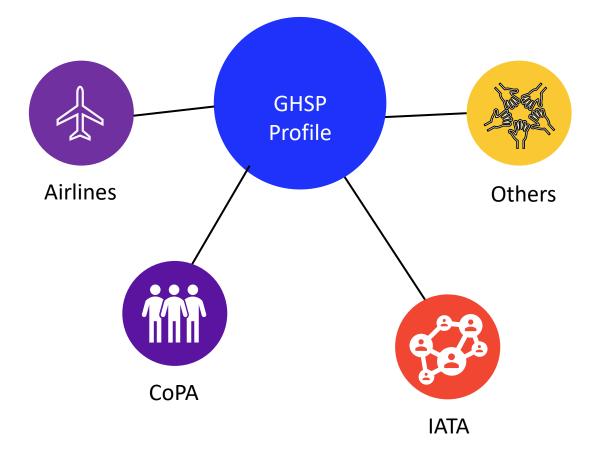
Industry standards – AHM, IGOM, CGM >ICHM

Checklists based on AHM, IGOM, CGM>ICHM

Operational Portal / Desktop

Audit software /Onsite

1- GHSP Operational profile: An integral step in bringing the industry together



Structure

General

@

Business information, contact details & accounting

Oganization & Management

Documentation & Management Systems

Operational Disciplines

Deatails of services provided as part of each discipline along with outsourced functions

Operational Context

Airport facilities, infrastructure, regulations and potential limitations

Management & Administration

Administrative, Managerial & Represetaive fucntions provided to customer airlines

Training

Training Management & Delivery

Integrated in ISAGO Program

- Purpose and Overview: The GHSP Profile collects essential initial information about GHSP for use by multiple stakeholders.
- Key Step Toward IATA Connect: This profile is a crucial step in developing IATA Connect, a system that will connect GHSPs, airlines, airports, and regulators.
- Multi-Stakeholder Data: Data collected supports ISAGO audits, airline operations and GHSP oversight.
- Dynamic data: GHSPs will be requested to maintain profile up to date and update as needed

Type of Operation	STN 1	STN 2
Special Baggage Handling	Heavy/Oversized; Fragile; Mobility Aids; Dangerous Goods in Passenger baggage; Weapons; Baggage transported on Passenger Seat; Live Animals;	Heavy/Oversized; Fragile; Mobility Aids; Dangerous Goods in Passenger baggage; Weapons; Baggage transported on Passenger Seat; Live Animals;
Baggage Reconciliation	Automated BRS;Manual Baggage reconcilliation;	Automated BRS;Manual Baggage reconciliation;
Mishandled Baggage	Tracing; Local Delivery; Safe Storage; Dispatching;	Tracing; Local Delivery; Safe Storage; Dispatching;
Do you provide Ramp Handling functions to customer airlines?	Yes - this section is applicable	Yes - this section is applicable
Aircraft Handling Capability	All Commercial Aircraft (no further selections required);	All Commercial Aircraft (no further selections required);
Operation of Potable Water Station	Yes	Yes
Aircraft Cleaning and Disinfection	Yes	No
Handling of Special Loads	Dangerous Goods without restrictions; Dangerous Goods - some restrictions apply (details in Exemptions Section); Heavy/Oversized Loads; Live Animals; Vehicles; Other Special Loads - details in Exemptions Section;	Dangerous Goods without restrictions; Dangerous Goods - some restrictions apply (details in Exemptions Section); Heavy/Oversized Loads; Live Animals;

Purpose and application of the GHSP profile

Supporting IATA and serving broader aviation needs

- ISAGO Team: Profile data is crucial for billing, accounting, and audit preparation, ensuring accurate information on GHSP activities.
- CoPA Team: Necessary for audit planning, preparation and performance
- Customer Airlines: Airlines leverage the data for operational and commercial decision-making, helping them align services at various locations.
- GHSP Headquarters: HQs use this data to oversee station operations and align practices across their stations.

Supporting CoPA

- A Tool to confirm audit scope and to ensure effective Audit planning and performance
- Provides auditors with essential information about GHSP exposition, types of operation, and management systems
- Guides CoPA during documentation assessment
- Provides guidance on the type of operations that need to be observed during implementation assessment
- Supports verification of accuracy of reported data during the assessment of implementation

Summary

One Source
New Registry

IATA Connect

in development

From GOSM to IGOM & AHM as standards

GHSP profile

Mandatory before the audit (MHQ + STN)

Audit divided into two phases: Documentation Assessment (Desktop) & Implementation Assessment



1. OPS Portal Gap Analysis

Standards applicable as per GHSP operational profile

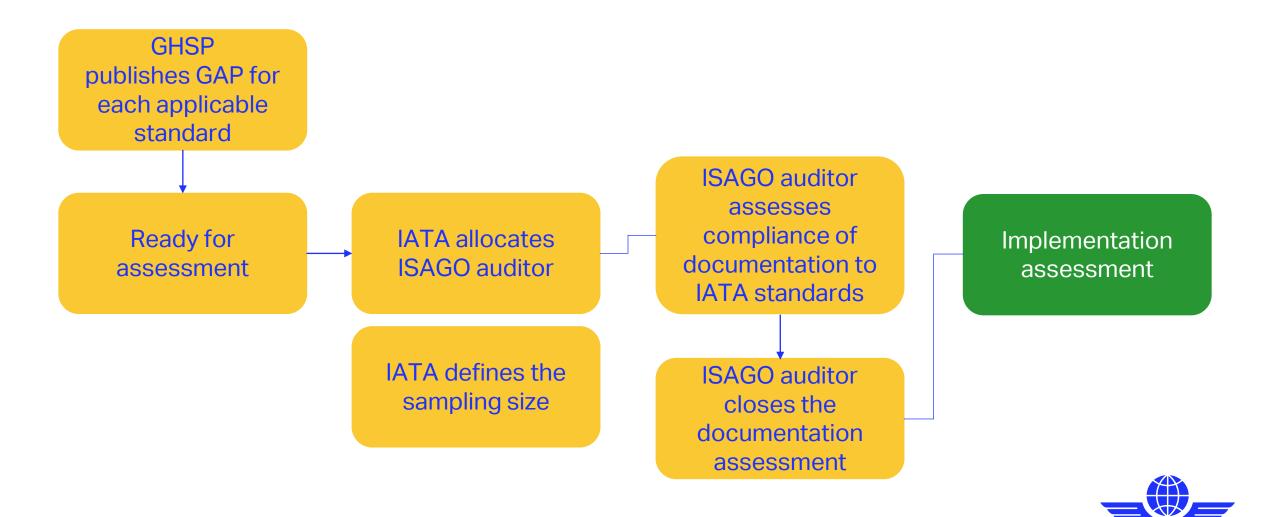
MHQ or/and STN
Operational Portal GAP ANALYSIS

Desktop Documentation validation by ISAGO Auditor

GHSP
Self-assessment
DOC references
DOC share



2- Documentation Assessment



Audit Standards & Disciplines MHQ

Audit discipline		Industry Standard	Headquarters Audit (MHQ)	
			Documentation	Implementation
ORM	Organization & Management	AHM Ch.6 Management & Safety AHM 601 AHM 610 AHM 615 AHM 616 AHM 617 AHM 620	✓	✓
TRN	Training	AHM 1110 Ground Ops Training Program Sections 1-11	✓	✓
PAX	Passenger Handling	IGOM Ch.1 Passenger Handling		
BAG	Baggage Handling	IGOM Ch.2 Baggage Handling		
RMP	Ramp Handling	IGOM Ch.3 Aircraft General Safety and Servicing Operations IGOM Ch.4 Aircraft Turnaround		
LOD	Load Control	IGOM Ch.5 Load Control		
CGM	Cargo & Mail Handling	GOSM-CGM Cargo & Mail Handling /ICHM		



Audit Standards & Disciplines STN

	Audit discipline	Industry Standard	Station Audit (STN)	
Addit discipline		ilidusti y Standard	Documentation	Implementation
ORM	Organization & Management	AHM Ch.6 Management & Safety AHM 601 AHM 610 AHM 615 AHM 616 AHM 617 AHM 620		✓
TRN	Training	AHM 1110 Ground Ops Training Program Sections 1-11	✓	✓
PAX	Passenger Handling	IGOM Ch.1 Passenger Handling	✓	✓
BAG	Baggage Handling	IGOM Ch.2 Baggage Handling	✓	✓
RMP	Ramp Handling	IGOM Ch.3 Aircraft General Safety and Servicing Operations IGOM Ch.4 Aircraft Turnaround	✓	✓
LOD	Load Control	IGOM Ch.5 Load Control	✓	✓
CGM	Cargo & Mail Handling	GOSM-CGM Cargo & Mail Handling /ICHM	✓	✓



Summary

GHSP's self-assessment mandatory

Auditor needs access to **GHSP documentation**

OPS portal

online tool for gap analysis

ISAGO assessment

Compliance with Industry standards (AHM, IGOM)

Documentation Assessment (Desktop) - AHM1110 & Ch.6

Implementation Assessment – IGOM chapters 1, 2, 3&4, 5 + AHM 1110 and some 600



What is expected of a GHSP prior:

Documentation assessment



Adoption of Industry Standard

- Adopt the standard
- Copy paste the standard





Adoption of industry standard



Adopt Standard

A company is in alignment with the industry standard and has adopted "as is" (IGOM)or modified requirement(AHM/IGOM/CGM) to meet own company needs



Compare your own GOM with the industry standards

Define variation and eliminate unnecessary variances

Align internal documentation with the industry standards

Adjust to your MHQ / STN specifics

Train and implement the changes in operation for your personnel to be aware of



Copy-paste of the industry standards

Procedures, policy wording can be copy-pasted from the industry standards however:

Company needs to adjust it to its own operational profile and need/s e.g.,

- Not to include wintery condition if the station has no winter condition
- Documents (Advanced Passenger Information)API while the station only handles domestic travel

Define what type of process/procedures/GSE is applicable for the specific station (If GOM is developed and managed at the MHQ level, it needs to be scalable to stations needs)

Define responsibility for the procedures at MHQ as well as providing necessary adjustments to suit specific STN

IATA aim in driving industry adoption is to standardize, harmonize and reduce variation in ground handling



Perform GAP analysis

IATA Ground Operations Manual (IGOM)









GHSP self assessment - GAP analysis

The GHSP completes the GAP Analysis by providing an assessment of each provision within the audit scope, selecting one of the following assessments:



Conformity

GHSP meets requirements of industry standard



Variation

GHSP procedures vary from the industry standard as per the variation policy

No Document Reference

Out of Scope

GHSP does not conduct the operational functions as applicable to the industry standard

GAP analysis -assessment in OPS portal

GAP analysis Assessment

Conformity

Variation

Out of Scope

GAP Analysis is a verification of GHSP own assessment in alignment with industry standards, which should be reviewed by its own company monitoring system to maintain compliance

Currently we have the IGOM portal and GAP for IGOM can be performed; Ops portal will be launched in February 2025 and will include other industry standards, AHM, CGM



Conformity

Conformity means the company requirements (procedures, processes, program) is the same as the industry standard as defined in IATA's publications.

The company requirement are adequate and;

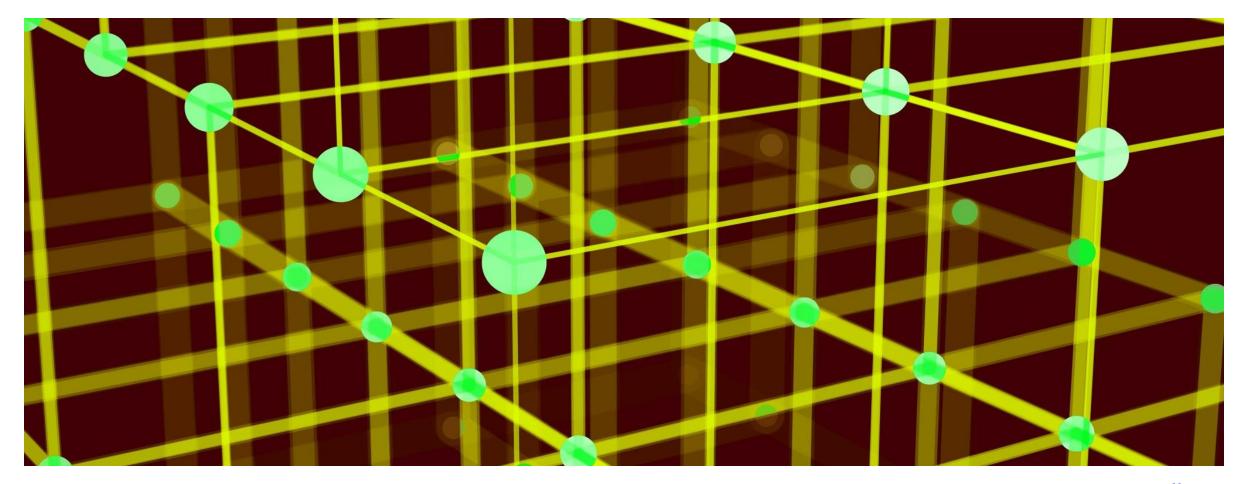
- a) Have the same wording and/or numbering as stated in the industry standard.
- b) Have different wording from the industry standard, however the overall intent is met. It includes all relevant steps, processes of the standard in the required sequence
- c) Where the industry standard represent framework requirements, high level processes that are not prescriptive and where more details are expected to be developed by a company in order to be in alignment with industry standard.
 - Example AHM Chapter 6 Organization and Management
 - Example GOSM ED 10 R 1 Cargo and Mail section

Note 1: A company does not need to have the exact wording as per AHM chapter 6 or GOSM-CGM

Note 2: A company can address additional requirements or use different terminologies as long as the standard is met.



Example of conformity





Conformity example - AHM 601 section 1.5.1

1.5 Management Structure

1.5.1 Accountable Executive

(a) A company shall identify one senior management official as the Accountable Executive (AE) who is accountable for the

management system's performance and who:

- 1. Has ultimate responsibility and accountability on behalf of the company for implementing and continuously maintaining the management system throughout the organization, irrespective of other functions.
- 2. Has the authority, which includes financial control, to make policy decisions to ensure the allocation of resources to manage safety/security/quality risks to ground operations.
- 3. Has overall responsibility and is accountable for ensuring operations are conducted per applicable regulations and company standards.

HRM 2.1 Designation of the Accountable executive

ABC ensures the person identified as an accountable executive, irrespective of other functions satisfies the following:

- Is the final authority for overall <u>operations</u> authorized to be conducted in the entire network as per required standards and regulations
- Controls the financial budgets and resources required for the operations to ensure effective implementation of the <u>management system in the entire network</u>.
- Retains ultimate responsibility for the company continuous performance and implementation of the management system.
 Conformity



Conformity example – AHM 1110 11.2.6 GEN 06

11.2.6 GEN06-Emergency Response Basic Awareness

GENERAL AVIATION AND SAFETY

GEN 06 Emergency Response Basic Awareness

Topic number Content appropriate to job role

- 01. GEN06 Types of emergency situations at airports
- 02. GEN06 Key organizations involved in responding to emergency situations
- 03. GEN06 Responsibilities and main tasks of key organizations involved in emergency situations
- 04. GEN06 Facilities used by various key organizations involved in emergency situations
- 05. GEN06 Set up of the Local Incident Control Center (LICC)
- 06. GEN06 Roles and responsibilities of assistance to persons involved in an aircraft accident/incident or major event
- 07. GEN06 Measures to maintain a continued airport (station) operation (contingency plan)

Recurrent training within 36 months

ERP 5.1.1 ERP for All Employees

The components of an ERP system is vital for ABC.

They are key features of emergency that each employee shall undergo based on location/country/airport to include.;

- List of types of emergency situations that are handled
- Key bodies involved in emergency response and their overall responsibility, duties during an emergency
- Facilities allocated for various emergency including setup of control centers (Specific to location/country/airport)
- Local incident control Centre set up and role distribution
- Situational awareness and individual role for all types of emergency especially at an airport
- Roles and responsibility for employees trained to provide assistance to persons (Passenger/crew/other personnel) during and major incident/accident as defined in the list
- Measures for contingency plan and business continuity and at all operational areas in a station
- Method of learning eLearning
- Recurrent training within 36 months





Out of Scope

"Out of scope" means a company does not perform, provide or offer an operation/service/function within the scope of the industry standard as defined in IATA's publications.

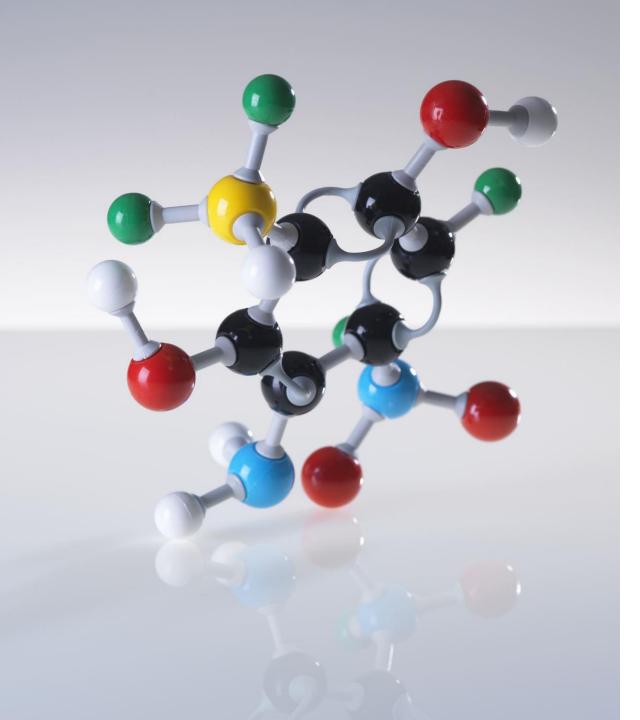
Out of scope can be at:

- a) Chapter level: If a company does not perform an entire operation, the entire relevant industry standard chapter shall be marked "out of scope"
- **Section level:** if a company does not perform a certain requirement corresponding to an entire section within a chapter, the relevant industry section will be marked "out of scope".
- **c) Sub-section level:** If a company does not perform a requirement within a sub-section this will be identified as "out of scope"; A narrative maybe included in the comment section if the subsection has
 - A combination of requirements which are "in scope" and "out of scope"
 - A combination of mixed assessment i.e., conformity, variation and out of scope



Example of Out of Scope





Out of scope - AHM 601

AHM 601 Section 10- Technical specification for Ground Services equipment (GSE)

➤ If a company does not perform below the wing operations, there is a like hood of this section being out of scope

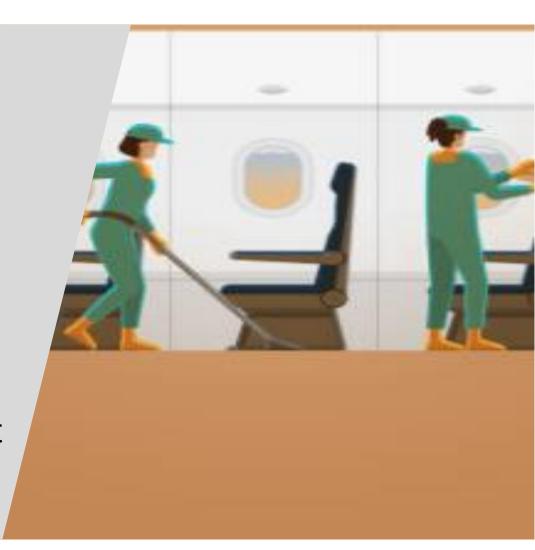
AHM 601 section 13 – Outsourced Functions

➢ If a company does not outsource any functions in its network this section is out-scope

Out of scope - IGOM

IGOM 3.7 Aircraft Cleaning and Disinfection

The company does not perform aircraft cleaning and disinfection



Variation

Variation means the company requirements (procedures, processes, program) is not the same as the industry standard as defined in IATA's publications.

Company requirement can be less or more restrictive, or organization can have requirements which are different from the industry standard. The company requirement can be adequate and safe, however in comparison with the industry benchmark, it may:

- a) Include additional requirements beyond those stated in the industry standard.
- b) Includes or cover less requirements than the industry standard.
- c) Have a different, alternative, and unique procedures, not addressed in the industry standard.
- d) Covers a combination of some or all scenarios above

As such, all the scenarios above define variations that are declared by the organizations when comparing their own requirements with the industry benchmark.

Examples of Variation



Variation Example - AHM 1110 4.2

4.2 Review and Update of Training Program

The training program shall be reviewed annually to ensure that:

- (a) It continues to meet current and specified internal and regulatory requirements.
- (b) All training materials are up-to-date and meet market needs, airline-specific needs, passenger, ground handling service provider (GHSP), and regulatory requirements, as applicable.
- (c) Reviews shall update the training content to reflect current industry standards at a minimum, taking into consideration outcomes of management reviews (*See AHM 601 section 13*), regulations, resolutions, customer airline requirements, and recommended practices.
- (d) The outcome of the review may result in no change to the training program or changes made are updated. The review process shall be documented.

5.4 Training program

ABC maintains a robust training program that is updated regularly;

The training department ensures the update takes into consideration;

- Company , customer airlines and regulatory requirements needs
- 2. Outcomes of the company <u>management review</u> meeting as well as industry standards requirements.
- 3. Whenever an update is approved It shall be documented.

Variation



Variation examples – IGOM 4.1.3

4.1.3 Actions After Aircraft Arrival

- (c) Before positioning GSE, conduct an arrival walkaround to inspect for damage to the following parts of the aircraft:
 - 1. All cargo access doors
 - 2. All access panels and servicing access points
 - 3. Aircraft fuselage
 - 4. Aircraft engine cowlings/propellers
 - 5. All cabin access doors, including service doors.
- (d) Give clearance for GSE to position to the aircraft.

Notes:

- 1. If any damage is found, report it immediately to a supervisor and do not approach the aircraft with any GSE in the area where the damage has been found.
- 2. Spooling down of an engine can be identified as follows: reduced engine noise, visible fan or propeller speed reduction, lack of exhaust heat or thrust plume.

UM 7.5.3 Aircraft Checks

(c)Prior to positioning GSE and after GSE removal, conduct a walkaround to ensure no aircraft damage during ground handling.

(d)Clearance for GSE to position to the aircraft shall be provided only after the walkaround.

Note:

If any damage is found, report it immediately to a supervisor and do not approach the aircraft with any GSE in the area where the damage has been found.

Variation

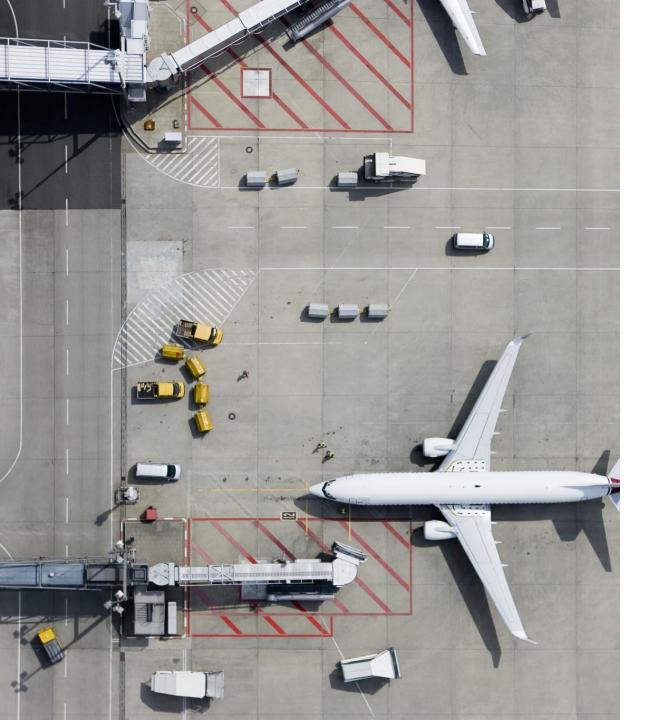


Safety critical procedures

△ 4.3.2.3 Aircraft General Safety and Servicing Operations Risk Assessment

IGOM Ref.	Procedure	Safety Risk Index	Risk or Threat
3.1.2.1	Engine Danger Areas	5A	Aircraft and/or equipment accident or damage and/or personnel injury/fatality
3.1.2.3	Equipment Restrain Area and Equipment Restrain Line	5A	Personnel injury/fatality Aircraft/equipment damage
3.1.3.1	General Safety Instructions	5A	Aircraft and/or equipment damage and/or personnel injury/fatality
3.1.3.2	Basic Operating Requirements for Ground Support Equipment	5A	Aircraft and/or equipment damage and/or personnel injury/fatality
3.1.2.5	Personnel Protective Equipment	4A	Personnel injury/fatality
3.1.3.3	Non-Motorized Ground Support Equipment	4B	Equipment damage and/or personnel injury
3.1.3.4	Safely Driving and Parking Ground Support Equipment Inside the Equipment Restraint Area	4B	Aircraft damage and/or personnel injury
3.1.3.6	Passenger Stairs	4B	Aircraft damage
3.1.3.7	Belt Loader	4B	Aircraft damage and/or personnel injury

Currently only IGOM maintains a list of safety critical procedures identified, see IGOM Introduction 4.3 and IGOM GAP Analysis guidance for further guidance on how to perform a gap analysis



Types of variations

The are three main reasons why a company may have a variation from industry standards;

- 1. Regulatory variation
- 2. Airport variation including Infrastructure
- 3. Company variation

Variation Types

Regulatory Variation

Airport Variation

Company Variation

Variation example:

 A regulator maintains the previous DG methodology training as opposed to DG CBTA

Not a variation:

- A regulator defines a recurrent training period of more than 36 months e.g., recurrency for AVSEC is 48 months
- AHM1110 4.4.3 allows for such exemptions (36 months or regulatory requirement)



Variation Types

Regulatory Variation

Airport Variation

Company Variation

- Airport does not allow use of cones due to high winds
- A Variation due to Airport Infrastructure

Example:

- Prepositioning of Equipment is not permitted in the equipment staging area.
- Use of extra chocks due to sloppy topography in parking position



Variation Type

Regulatory Variation

Airport Variation

Company Variation

A Variation implemented due to a company policy

Example

- A company performs a complete stop brake check prior to entering ERA and at 5m from the aircraft (2 brake checks)
- IGOM requires 1 brake check therefore this is GHSP own variation
- Risk assessment must be maintained when a variation is for a safety critical procedure.



Airline Specific requirements

- When a GHSP is required to follow airline specific requirements, which vary from the industry standards, this shall not be logged in the GHSP gap analysis.
- ☐ The airline shall have logged this as their own variation.
- ☐ GHSP shall have a system to manage, communicate and implement airline specific requirement



Publish GAP analysis in readiness for documentation assessment



The correctness and accuracy of GAP analysis is the key to a successful documentation assessment

GAP analysis must be tailored to reflect;

Headquarter (MHQ) management operations

Once a Gap analysis is **published**, it can **be cloned** and **modified** to meet the specification of ;

- a GHSP with operations in more than one station or,
- when responsibilities of training are shared between headquarter and station/s.

Or

Station(STN)
 specific operations

Summary

GHSP publishes GAP
Analysis reflecting
MHQ/STN ops

Variations in Safety
Critical Procedures
require Risk Analysis

GAP identifies each provision as Conformity, Variation, Out of Scope

GHSP Variations
below industry
standard will
require correction
by the GHSP

Variation from Industry Standard driven by Regulatory or Airport requirements is allowed



Documentation Assessment

For GHSP



Industry Standards

Organization management – AHM Chapter 6 – Safety and Management(ORM)

Training – AHM1110 - Ground Operations Training Program (TRN)

Operational disciplines

- IGOM Chapter 1 Passenger Handling(PAX)
- IGOM Chapter 2- Baggage Handling(BAG)
- IGOM Chapter 3- Aircraft General Safety and Servicing Operations(RMP)
- IGOM Chapter 4- Aircraft Turnround (RMP)
- IGOM Chapter 5- Load Control (LOD)
- GOSM ED10 REV 1- Cargo and Mail Handling (CGM)

transition to ICHM to replace CGM

60 12/5/2024

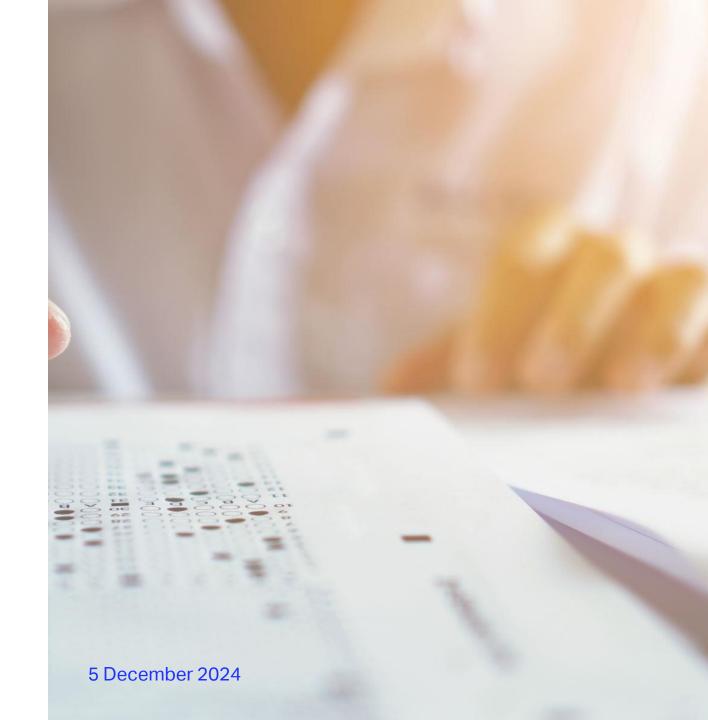
Desktop vs Onsite - Re-CAP

Audit Type	Applicable Standard	Gap Analysis - Auditee	Documentation Assessment - Auditor	Implementation Assessment – Auditor
MHQ				
Initial (ORM, TRN)	AHM Ch6 601/610/615/616/617/620	Yes	Yes - Onsite	Yes - Onsite
•	AHM Ch 11 Section 1-9 Section 10 -11	Yes	Yes - Onsite	Yes - Onsite
Renewal (ORM TRN)	AHM Ch6 601/610/615/616/617/620	Yes	Yes - Desktop	Yes - Desktop
,	AHM Ch 11 Section 1-9 Section 10 -11	Yes	Yes - Desktop	Yes - Desktop
STN - Disciplines				
ORM	AHM Chp 6	N/A	N/A	Yes- Onsite
TRN	AHM Chp 11	Yes	Yes - Desktop	Yes- Onsite
PAB BAG RMP LOD CGM	IGOM – 13TH Edition Chapter 1, 2, 3, 4, 5 GOSM – 10 Edition V1 CGM - Section 7	Yes	Yes - Desktop	Yes - Onsite



Documentation Assessment

This is the process where an ISAGO auditor (CoPA) Verifies compliance of GHSP GAP analysis through sampling of the GHSP's published GAP analysis and operational documentation to validate and ensure a **sufficient** level of compliance to the industry standard prior to conducting the implementation assessment.



Documentation Assessment: Readiness Check

Ensure Gap Analysis is published (Accurate)

Gap
Analysis
shall reflect
operations
of a
MHQ/STN

Establish
Point of
Contact
with
Auditor

Advice
method(s) of
accessing own
(GHSP)
controlled
operational
documentation

Ensure
Auditor is
clear on
company
Profile e.g.,
Out of
Scope
functions

Advice if there is any outsourced functions in the profile Advise how training responsibilities are managed between the headquarter and Station/s

Advise preferred communication method(s) with Auditor Arrange for translators or translation services if needed



Documentation Assessment: Conduct

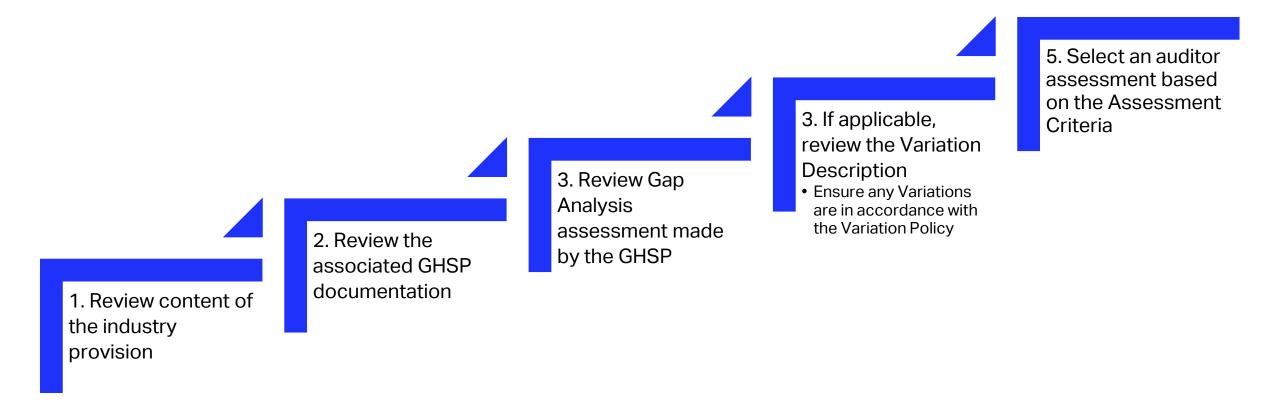
Step 1: Sampling Only a sample of provisions in the GAP Analysis are selected by the Auditor for verification during the documentation assessment

Step 2: Assessmen Auditor assess the individual provisions within the sample

Step 3: DA Result Determine the documentation assessment result, based on the level of compliance for applicable standards



Documentation Assessment: Auditor process





Auditor assessment

Individual Assessment Criteria				
Adopted	 a) Documented as per industry standards as is without any variation. This means compliance. AND b) GHSP has correctly assessed as Conformity. 			
Adopted with Variation	 a) Documented as per industry standards and intent is met. User's procedure is more comprehensive or has additional steps above requirements than the industry standards. AND b) GHSP has correctly assessed as Variation. 			
Not Adopted	 a) Below industry standards requirements, does not meet the intent. AND/OR b) Includes incorrect gap entries, missing risk assessments, missing text, wrong gap references, gap typo errors. 			
Not Adopted with Variation	Below industry standards due to regulatory or airport infrastructure limitations.			

DA Results

Pass – no corrective actions needed Pass with corrections

 Single Finding & CAR raised in Intelex (AHM 601) for all documentation issues

Not Pass

- ISAGO Audit process stops and new DA will have to be requested
- 2025 this rule will not apply for ISAGO launch
 - Single CAR will be raised
 - The audit process will continue



What is the auditor looking for "Conformity mapping"



GHSP procedure matches requirements of the provision

GHSP has correctly assessed conformity

Is all required information provided?

Document Reference

Is all the information provided accurate?

i.e. correct document reference, spelling errors etc.



What is the auditor looking for "Variation mapping"

Is the assessment correct?

GHSP procedure is different than the provision requirements GHSP has correctly assessed as a Variation Is all required information provided?

Document reference
Variation description
Risk assessment information, if its
\Safety critical /

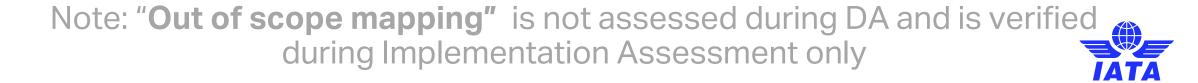
Does the GHSP procedure meets the variation policy criteria?

Above

Below only for allowed reasons

Is all the information provided accurate?

i.e. correct document reference, spelling errors etc.



Summary

Gap analysis must be published for each audited MHQ and STN

Auditor identifies provisions to be sampled for doc. assessment

GHSP selfassessment accuracy is key

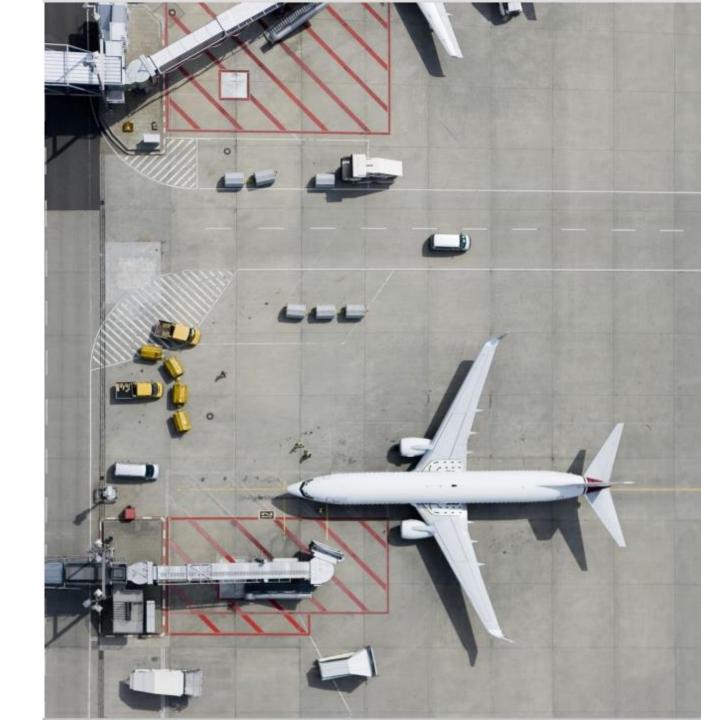
GSHP documentation self-assessment will be sampled

Readiness Checks are essential by GHSP

No corrections by GHSP: during documentation assessment period



Prepare for Implementation



Implementation of Industry standards



Opening meeting – combined with closing meeting of DA



Staff are trained and procedures are implemented as industry standards based on the documentation gap analysis.



New audit methodology – Onsite implementation assessment and requires planning & preparation

No documentation review onsite

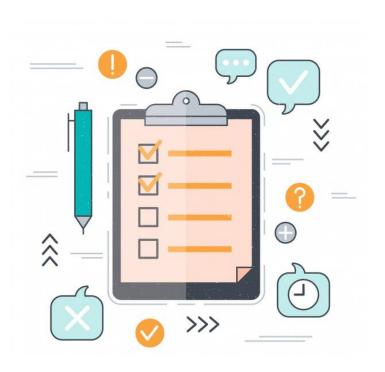


Implementation as per industry standards

Audit Type	Applicable Standard	Audit discipline	Implementation Assessment				
Headquarters							
	AHM Ch6 601/610/615/616/617/620	ORM	Onsite				
Initial	AHM Ch 11 Section 1-9 Section 10 -11	TRN	Onsite				
	AHM Ch6 601/610/615/616/617/620	ORM	Desktop				
Renewal	AHM Ch 11 Section 1-9 Section 10 -11	TRN	Desktop				
Station	Station						
Initial / Renewal	IGOM Ch- 1, 2, 3, 4, 5 GOSM Ed 10 v1-CGM	PAX, BAG, RMP, LOD, CGM	Onsite				
	AHM Ch.6 AHM Ch.11	ORM TRN	Onsite				



Planning & Preparation: Pre-onsite



- Use of the same standards/editions
- Implementation as per Industry standard
- Agree audit dates ensure sufficient flights
- Agree time of flight observations
- Required key people available for audit
- Know customer airlines with variation
- Review audit plan
- Prepare logistics Airport pass, transportation



Planning & Preparation: Pre-onsite



- Station is aware of out of scope and outsourced functions
- Variations regulatory / airport / own
- Industry standards are implemented as adopted
- Ensure records are accessible/available
- Allocate time ORM/TRN records/interview
- Agree observation strategy based on flight timings for RMP, PAX, BAG, GSE, LOD, CGM

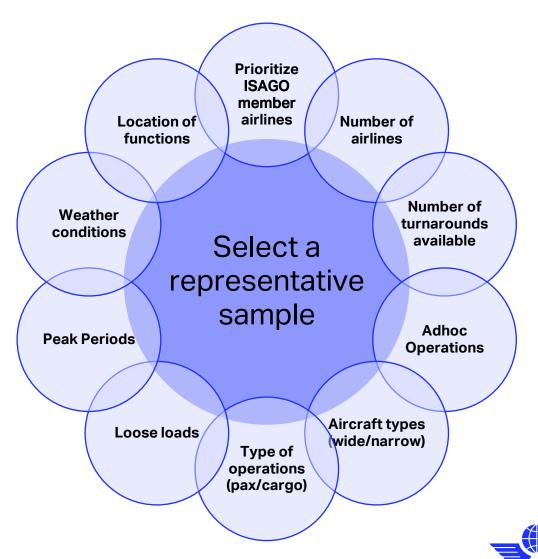


Readiness – flight observations

Auditor will select flights to cover full cross section of operations

Minimum 6 flights will be observed

Remind to arrange various types of records especially for ORM/TRN



Onsite - Audit preparation



- Support auditor
- Agree break times, any change in audit plan
- Follow the agreed strategy for observation
- Remind auditor use PPE and airport specific requirements



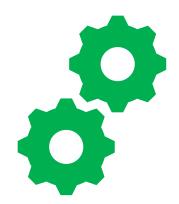
ORM - AHM Ch.6 (MHQ & STN) - Implementation of Industry Standards

AHM Ref.	AHM Edition 45 AHM 601 ORGANIZATION AND MANAGEMENT Disclaimer- This checklist is confidential and solely used for the pilot audit purpose and must not be circulated or shared.	₩HQ	Auditor Assessment Yes Yes Yes with variation No No with variation
1	ORGANIZATION AND MANAGEMENT		
1.3	Ground Handling Policies	Yes	
	(a) A company shall develop and publish policies that define its intentions and direction to fulfill its objectives.	Yes	
	(c) Policies shall be:	Yes	
	Recorded in controlled documentation to enhance effectiveness.	Yes	
	Communicated and made accessible throughout the organization, e.g., through disseminating communiqués, posters, via the intranet, and other forms of information in language that can be easily understood.	Yes	
1.4.4	Company Culture	Yes	
	(a). Company culture is crucial for successfully implementing the management system. A company shall actively promote safety, security, and a just culture to become systemic.	Yes	
1.5.1	Accountable Executive	Yes	
	(a) A company shall identify one senior management official as the Accountable Executive (AE) who is accountable for the management system's performance and who:	Yes	
	Has ultimate responsibility and accountability on behalf of the company for implementing and continuously maintaining the management system throughout the organization, irrespective of other functions	Yes	
	Has the authority, which includes financial control, to make policy decisions to ensure the allocation of resources to manage safety/security/quality risks to ground operations.	Yes	
	 Has overall responsibility and is accountable for ensuring operations are conducted per applicable regulations and company standards. 	Yes	
1.5.2	Company Responsibility	Yes	
	(a) An effective management system shall have lines of authority and responsibility that flow from corporate senior management into all company operational areas.	Yes	
1.5.3	Employee Competency	Yes	
	A company shall:	Yes	
i	(a) Ensure management and non-management positions within the organization that require performing functions relevant for implementing and maintaining the management system, including safety or security of ground operations, are assigned to personnel based on knowledge, skills, training, and experience appropriate for the	Yes	



Prepare for MHQ Audit – ORM (AHM Ch.6)

Implementation of AHM Ch.6 for headquarters, key elements:



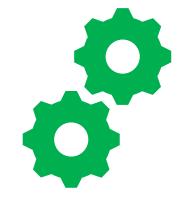
- System of communication records, brief of safety critical info/procedures, records of any significant changes in company, documentation/record management MHQ/STN
- Human factors GSE procurement, rostering, procedures, lone working, training
- GSE maintenance records, technical specs, oversight program records, training records
- Safety person available for SMS questions, access to safety critical procedures by network



Prepare for MHQ Audit – ORM (AHM Ch.6)

Implementation of AHM Ch.6 for headquarters, key elements:

- Safety aspect Objectives distribution/follow up, station wise SPIs or throughout company, RA and safety trends analysis (H/M/L), safety campaigns
- Records of ERP –schedule of drills/meetings/ feedback/call out plans
- Records of oversight outsourced throughout network plan, CAR/Action taken, covers industry/own requirements, feedback STN, SLA, MoM, record keeping, closure,
- Management engagement MRM, safety decision, audit resultsshared with stations / action on feedback from station

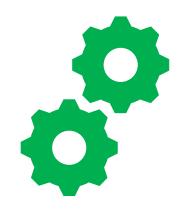




Prepare for STN Audit – ORM (AHM Ch.6)

Implementation of AHM Ch.6 at station, key elements:

- Safety person available for SMS questions, access to safety critical procedures/changes, read and sign local/from MHQ
- Safety aspect reporting to MHQ, SPIs, hazard/open reporting, RA, safety trends, analysis (H/M/L), safety briefings, campaigns, ERP
- Oversight SLAs review of outsourced, inspection/audits industry/own requirements, feedback MHQ, record keeping, closure, ULD management
- Management engagement safety meetings feedback to MHQ, MRM from MHQ, safety decision, audit results – results shared with staff
- How the airlines specifics and variations are managed/implemented
- Implementation of human factors GSE procurement, rostering, procedures, lone working
- GSE maintenance records for GSE at station including dollies/trolleys program





TRN - AHM1110 (STN) - Implementation of Industry Standard

	AHM Edition 45	¥	Auditor Assessment
AHM Ref.	AHM 1110 Ground Operations Training Disclaimer- This checklist is confidential and solely used for the pilot audit purpose and must not be circulated or shared.	мно	Yes Yes with variation No No with variation Not Applicable
1.2	Implementation	Yes	
	(f) Identify training gaps, if any, and align for conformance.	Yes	
3.1	Company Responsibility	Yes	
	The company has a legal responsibility to ensure its personnel is safe in their workplace and competent in performing the functional tasks they are employed to do. The company shall ensure that:	Yes	
	(a) For training to be effective, a company shall define training accountabilities, responsibilities, and authorities throughout the company. The company shall appoint a person(s) on behalf of the Accountable Executive (AE) who is responsible for the governance (see AHM 1110 section 3.2), implementation, maintenance, and day-to-day administration of the training at the corporate level and throughout the company. See AHM 601 Section 1.5.1–1.5.2.	Yes	
	(c) It supports and implements the training plan.	Yes	
	(d) It defines operational and non-operational safety/security critical positions within the job roles of the company. The job role shall at a minimum:	Yes	
	1. Identify the function of the role.	Yes	
	2. Determine the tasks required to be trained.	Yes	
	(g) It develops training matrices (See AHM1110 Section 7.3).	Yes	
	(i) It develops and maintains the training program.	Yes	
	(j) Its personnel are trained and competent to perform functional tasks effectively, safely, and efficiently.	Yes	
	(k) Any training delivered shall reflect the needs of the company, regulatory authorities, industry and personnel who perform the tasks.	Yes	
3.2	Training Governance	Yes	
	The company shall have a management system in place that defines all aspects of training, including governance, policies, standards, and procedures relating to training. These cover the following:	Yes	
	(a) Training planning process (See AHM1110 Section 3.3)	Yes	
	(b) Mitigation processes for when an employee does not achieve the required standard of knowledge or competence (See AHM1110 Section 4.1)	Yes	
	(d) Measurement of training effectiveness (See AHM1110 Section 4.3)	Yes	
	(f) Maintenance of updated documentation and training records (See AHM1110 Sections 7 and 8)	Yes	



TRN - AHM1110 (STN) - Implementation of Industry Standards

9.4.4	Continuing Qualifications	Yes
	An assessor shall:	Yes
	(a) Undertake recurrent training or recurrent assessment at least once every 36 months (e.g., workshops, assessor update, briefs, peer reviews).	Yes
	(b) Perform at least one assessment in 24 months in the subject area of their assessment.	Yes
9.5.1	General	Yes
	(a) A company shall have a process in place to ensure that personnel conducting audits under the monitoring program are appropriately trained and evaluated on a periodic basis to ensure they remain competent.	Yes
	(b) Auditors shall:	Yes
	1. Have the knowledge and understanding necessary to effectively conduct audits against applicable regulations and standards.	Yes
	Maintain objectivity and independence (key requirements of all auditors).	Yes
	Remain impartial and functionally independent from the operational areas to be audited.	Yes
9.5.2	Prerequisites	Yes
	Individuals should have 12 months of work experience in the subject area to be audited.	Yes
9.5.3	Initial Qualifications	Yes
	To become an auditor, a person shall:	Yes
	(a) Have successfully completed an auditor program (See GEN 11) to develop competence in auditing techniques and/or experience in the subject area they are auditing.	Yes
	(b) Perform the initial audit under the supervision of a qualified auditor to demonstrate the ability to apply knowledge and skills necessary to effectively conduct audits under the company monitoring program.	Yes
	(c) Be current in the subject area of auditing.	Yes
	(d) Perform minimum audits as defined by the company.	Yes
10	DEFINITION OF JOB ROLE AND FUNCTIONAL TASKS	Yes
	Each company is responsible for defining job roles and associated functional tasks according to the company's needs.	Yes
	A job role may have a broad description of the functions which the employee will be assigned to. Within the function there will be specific tasks associated with the function according to the employer's needs.	Yes
	Job roles can be combined and performed by one person. For example, a Baggage Handling Agent can perform a baggagehandling role as well as a baggage claim and settlement role.	Yes
	Training Modules shall be designed to develop competence in functional tasks, which can then be grouped to match certain job	Yes
11.2	11.2 General Aviation and Safety Training Modules	Yes
11.3	11.3 Passenger Handling Training Modules	Yes
11.4	11.4 Ramp Handling Training Module	Yes
11.5	11.5 Load Control Training Module	Yes



Prepare for MHQ Audit - TRN (AHM 1110)

Implementation of training requirements for headquarters, key elements:

- Training matrix for the network
- Job roles list and management of STN differences
- Training slides, validity & updates, distribution to STN, control/access
- Training records review/management (initial / recurrent / absences from work) – if managed by MHQ
 - Job roles each applicable discipline,
 - Records of training for stations including DGR / Security
- How stations given access for training records, if managed centrally
- Training plan 30 or 60 or 90 days
- Trainer records and requirements
- Oversight outcomes for training / action for networkwide





Prepare for STN Audit - TRN (AHM 1110)

Implementation of training requirements for station, key elements:

- Prepare training matrix for STN, if applicable share with MHQ
- Accessibility of the training records by STN
- Training expire management/ training plans before expiry (30/60/90 days)
- How to ensure qualified people are scheduled, leaves roster management
- Absence of work records of training
- Training records (initial/recurrent)
 - Job roles each applicable discipline
 - Records of training for stations including DGR / Security
 - Sample of the training material also if any training managed locally
- Trainer records for STN
- Oversight outcomes for training/action by STN and info to MHQ





RMP - IGOM Ch.4 (STN) - Implementation of Industry Standards

4.4	Aircraft Access Doors	
4.4.1	General Safety Requirements	
	(d) If damage or irregularity is discovered, immediately report it to the	
	supervisor, aircraft maintenance personnel and if available, flight crew.	
4.4.2	Cabin Access Doors	
4.4.2.1	General	
	(b) Cabin access doors shall only be operated or left in the open position if	
	there is a GSE or a PBB with platform at its final height positioned at the door	
	or if an appropriate fall prevention device is placed across the door. Figure	
	4.4.2.1—Fall Prevention Device	
	(c) GSE or PBB shall be removed after the cabin access door is closed and	
	acknowledged by cabin crew or by another authorized person.	
	(e) Before allowing passenger/crew embarkation or disembarkation via a	
	cabin access door, ensure the boarding device is properly positioned at the	
	door. If stairs or integral airstairs are to be used, ensure both guard rails are	
	extended, if applicable.	
4.4.2.2	Opening Cabin Access Doors from Inside by Crew	
	The responsible ground personnel shall:	
	(a) Knock twice on the door, to indicate that a GSE or PBB is properly	
	positioned, and the door swing area is free from obstruction. Provide a	
	conventional "thumbs up" signal through the door window to the crew if	
	required.	



Prepare for implementation of PAX standards - as per IGOM Ch.1



Implementation of passenger handling procedures, key elements:

- Briefing, check-in opening requirements
- Check-in, docs check, boarding pass, bag acceptance, security questions
- How acceptance of UM/infants / children, wheelchair / other mobility aids, stretcher, firearms, OOG, pets in cabin, service/emotional animal and seating,
- Acceptance of DGR lithium battery issues, mobility aids and hidden DG
- Boarding process, sequence, discrepancies, manual/ automated boarding, info to DCS and crew
- Explain arrival, transfer/transit process,
- How mishandled baggage stored, handled, communicated

Prepare for implementation of BAG standards -as per IGOM Ch.2



Implementation of baggage handling procedures, key elements:

- Staff trained to build/break/sort baggage and follow safety aspect, manual handling
- Knowledge of flights, belts, aircraft stands
- How the allocation of resources, availability of GSE/dollies, staff
- Planning departure, transfer, arrival
- Preparation / execution departure, transfer, arrival, damage/leakage baggage
- Delivery to designated areas
- Arrival hall, mishandled baggage,
- Baggage reconciliation, DCS update
- DGR mobility aids, any item with dry-ice



Prepare for implementation of RMP standards -as per IGOM Ch.3

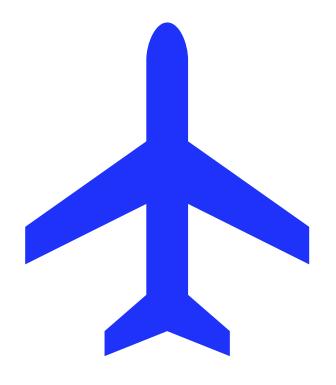


Implementation of aircraft safety, key elements:

- Staff trained for aircraft turnaround as per industry standards – auditor observe 6 flights as minimum – mix of various flights, peaks
- Implement aircraft pre-arrival PPE, briefing, engine danger area, FOD checks
- GSE ops and safety aspect ERA, GSE positioning / removal, speed
- Maneuvering of non-motorized, ULDs and locks
- Operations of PBB, handling signals, marshalling / wing walker, if applicable
- Potable water communication, service points, hygiene including source, records
- Toilet servicing PPE, service points
- Cabin cleaning toilet staff not used in cabin/galley in same shift, waste disposal



Prepare for implementation of RMP standards -as per IGOM Ch.4



Implementation of aircraft turnaround procedures, key elements:

- Staff trained for aircraft turnround coordination / supervision
- Implement aircraft arrival actions GPU/FPU/ACU, aircraft walk around checks
- Positioning of chocks, cones, operation of access doors – based on opening/closing door
- Aircraft loading/unloading briefing, ULD / loose load as per LIR, hold inspection, safety elements
- Handling of special loads, gate delivery bags
- Reporting of damage aircraft/ULD/load, spills interview staff
- Fit to fly visual checks of loads and ULDs , tags,
- Aircraft departure wing walker, walk around check, positioning/connection of pushback, communication/clearance, pushback maneuver, staff safety elements, engine start, disconnection and completion
- Aircraft towing



Prepare for implementation of LOD standards -as per IGOM Ch.5



Implementation of load control procedures, key elements:

- Trained to perform load planning
- LIR, weight & balance calculation,
- LMC, NOTOC
- Post departure messages
- Communication
- DGR and special loads
- Load sheets
- Flight files



Assessment of Procedures

A single observed instance of non-compliance will generate a Finding

If industry standard is not followed, verify if there is a variation recorded for that procedure



How auditor assess the variation



- Focus is to observe the process with aim to establish compliance with the industry standards.
 - It might be possible as majority of variation will be in addition to industry standards.
- Compliance with airlines variations are not in the scope of the ISAGO audit
- Systemic non-compliance, finding shall also be raised under AHM Ch. 615 sec.4



Implementation – How auditor assess

Audit Checklists

Answers

Findings

- All provisions in the checklist will be assessed during the Implementation Assessment
- No sampling



Implementation – How auditor assess

Audit Checklists

Answers

Findings

Yes

- Process is implemented as per industry standard.
- Despite of a variation, the industry standard is implemented, there are additional steps, requirements the auditee follows but the intent of the requirement is implemented.
- · No action required.

No

- Process is not implemented as per industry standard.
- Observed/assessed company own variation is below the industry requirement, the auditee does not follow the industry standard.
- GHSP will be required to take an action. Every "No" will leads to a CAR

No with Variation (sub reference of "No")

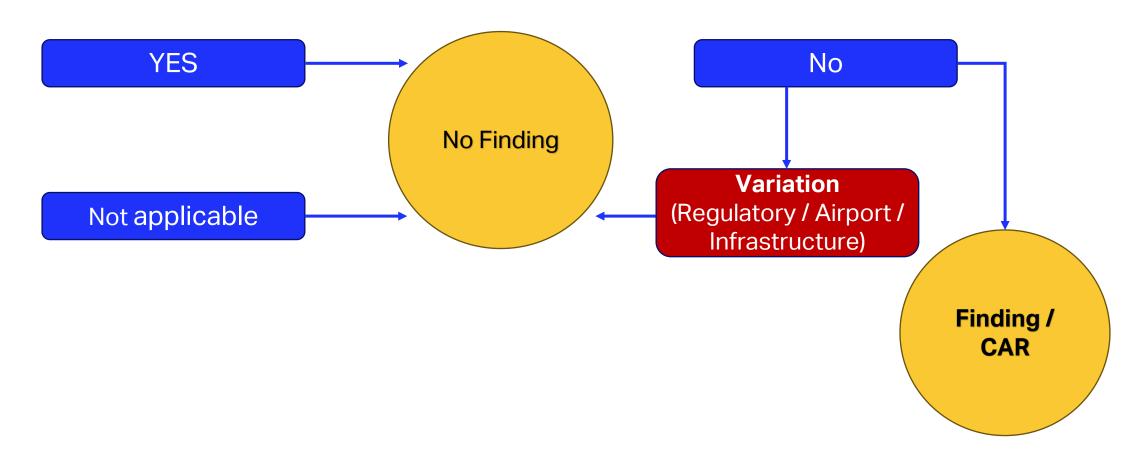
- Observed variation is below the industry requirement. However, variation is driven by the Regulatory or Airport Authority or Infrastructure limitation and it is beyond GHSP control to change it which resulted in process is not implemented as per industry standard.
- No action required. No CAR raised

Not Applicable

Provisions which are Out of Scope



Understand - Auditor assessment and CAR





Understand - Auditor assessment and CAR

Audit Checklists Answers Findings

- A Finding & CAR are raised for each No answer
- Auditor will provide narrative to describes the circumstances and evidence that led to the **No** assessment



Summary

Prepare and implement procedure as per Industry standards

All provisions within the scope are assessed. Auditor focus on implementation not on documentation

Single instance of noncompliance is a Finding Auditor will select flights that demonstrate full operations – minimum 6 flights

Staff are trained



Wrap up

ISAGO Airline membership topics: lawsonb@iata.org

ISAGO generic questions: isago@iata.org

Application to CoPA: copa@iata.org

IGOM: igom@iata.org

OPS Portal: igom@iata.org





Next webinars

GHSP Bulletin 2024-09

	Webinar topic	Webinar details	Date	Time	Duration
	Audit Standards and new audit methods	New audit standards and checklists	03-Dec-2024	0900-1100 (EST, Montreal time)	2 hours this includes time for Q&A
		 Documentation assessment Implementation assessment 	04-Dec-2024	1900-2100 (EST, Montreal time)	2 hours this includes time for Q&A
	Getting ready for the audit	 OPS portal demonstration Doing the gap analysis right Cloning the gap analysis Verifying gap analysis accuracy 	09-Dec-2024	0900-1100 (EST, Montreal time)	2 hours this includes time for Q&A
			10-Dec-2024	1900-2100 (EST, Montreal time)	2 hours this includes time for Q&A
	 Audit agreement Audit agreement Audit allocation Audit planning Audit planning Audit fee IATA Connect 	Audit allocation	14-Jan-2025	0900-1100 (EST, Montreal time)	2 hours this includes time for Q&A
		Audit fee	15-Jan-2025	1900-2100 (EST, Montreal time)	2 hours this includes time for Q&A





How to join ...

IATA Ground Operations initiatives:

https://www.iata.org/en/programs/ops-infra/ground-operations/



IATA Customer Portal / Creation of account

IATA Customer Portal

One Source

IATA ONE source

GOPS Operational Portal (OPS Portal)

Ground Operations Operational Portal

Incident Data Exchange (IDX)

Join IDX

Apply for an ISAGO audit

GHSP application for an ISAGO audit

Safety Issue Hub

Safety Issue Hub



Ground Operations Highlights

IATA Ground Operations initiatives:

https://www.iata.org/en/programs/ops-infra/ground-operations/

- IATA Safety Report
 https://www.iata.org/safety-report/
- IATA Ground Damage Report
 https://www.iata.org/en/pressroom/2022-releases/2022-12-06-04/
- Is your GHSP participating in IDX?
 https://www.iata.org/en/services/statistics/gadm/gadm-membership/
- Safety Issue Hub
 https://www.iata.org/en/programs/safety/safety-risk/safety-issue-hub/

- Guidance for Gap analysis & videos:
- Guidance ???





Information

IATA Ground Operations initiatives:

https://www.iata.org/en/programs/ops-infra/ground-operations/



isago@iata.org for:

- ISAGO airline membership
- ISAGO generic questions

CoPA application: cv to copa@iata.org

OPS Portal: IATA Customer Portal or igom@iata.org

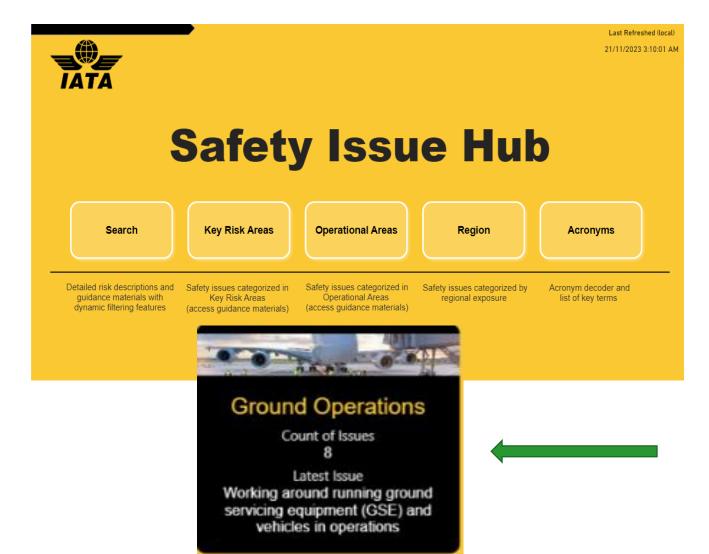
GAP Analysis issues igom@iata.org

GSE Validation program: groundops@iata.org

DAQCP: daqcp-admin@IATA.org



Safety Issue Hub – Ground Ops risks



Ground Operations Risks

Identified 05 high priority safety risks in ground operations based on IDX/ADX

- 1. Working at height (fall from height)
- 2. Running Engines
- 3. Working around running GSE & vehicles in operations
- 4. Position/Removal of GSE to/from Aircraft
- 5. Lithium Batteries

To promote and bring safety improvements, these risks are now added in the "Safety Issue Hub".







IATA Ground Damage Report the case for enhanced

ground support equipment



IATA Enhanced GSE Recognition Program





WHAT

An award recognition program to give visibility to ground handling organizations that have invested in enhanced GSE



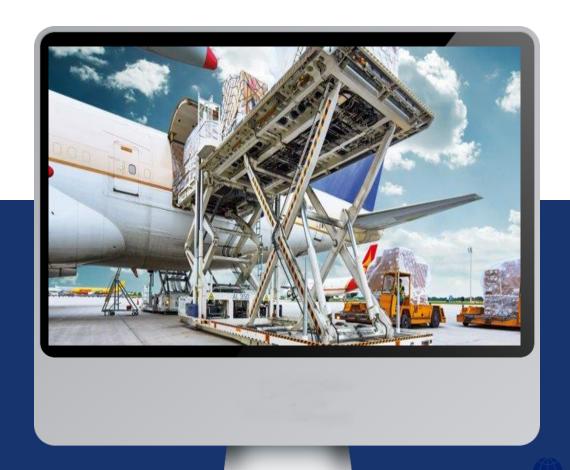
HOW

Station GSE fleet at will be declared by the ground handling organization; IATA will perform a Desktop validation



WHEN

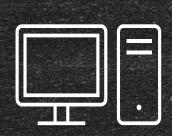
Soft launch in 2024





Training passport concept











Adoption of global training standards

Selfassessment against the global standard Independent verification of compliance

Training passport for employees

Global acceptance & recognition

AHM1110

Gap published via **Ops portal**

ISAGO

Trained per **AHM1110**

Social workforce mobility

THOMILED CH. REITENTON SUSTAINABILITY