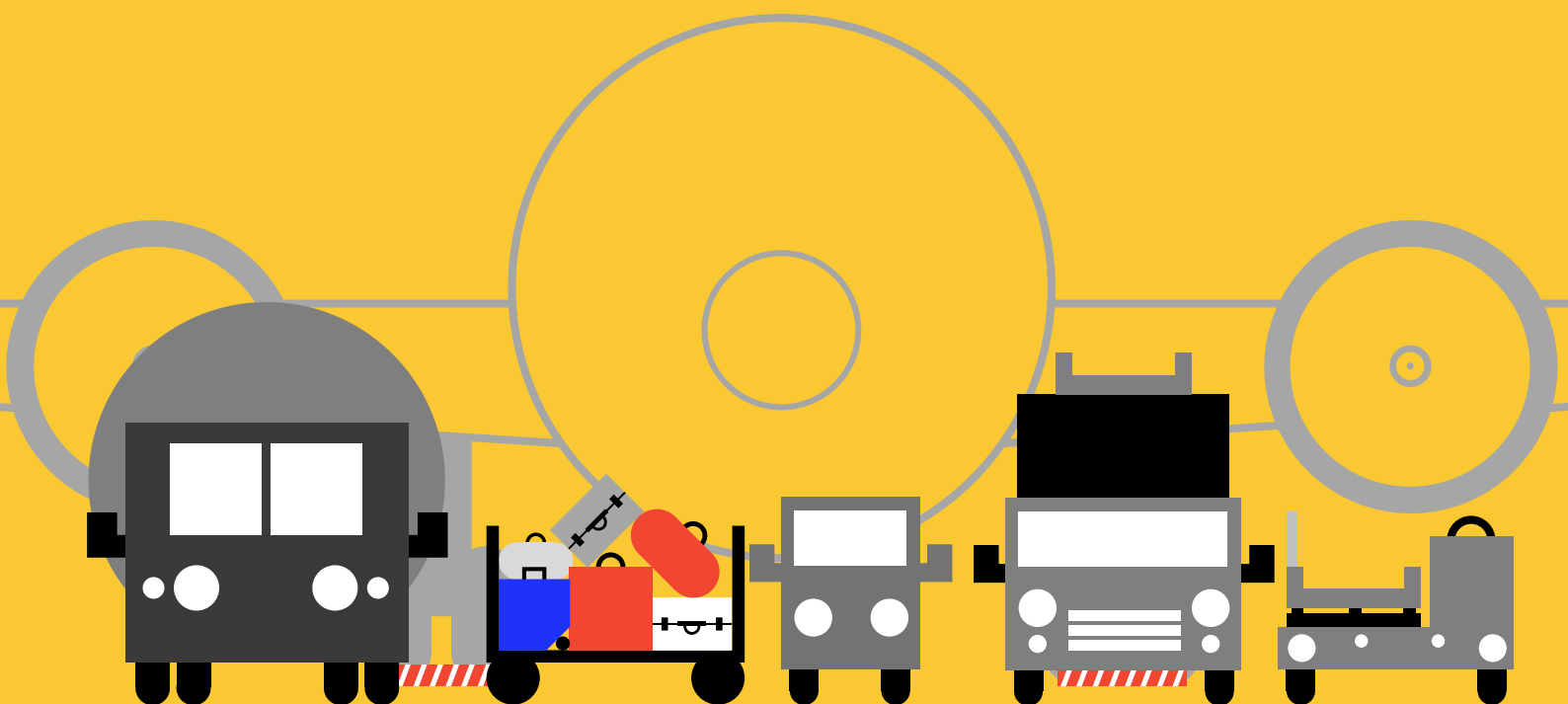




Guidance for ground handling return to service

Ed.1, 08 May, 2020



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Revision symbols

Symbol	Meaning
□	Insertion
△	Amendment
⊗	Deletion

Revision table

Edition number	Issue date
1 st Edition	08 May 2020

1. Introduction

The COVID-19 pandemic has significantly disrupted the airline business and resulted in crisis of the entire aviation industry, which is struggling to survive. Governments, airports, airlines, suppliers and other aviation stakeholders need to join forces and come up with a common plan to allow a progressive restart of the operations, while reducing the risk of contamination for passengers and air transport employees. It is essential that all measures and their cost impact are assessed before it is imposed on airlines or other stakeholders.

With this aim, IATA proposes a series of guiding principles to ensure that our industry has a common and consistent approach and all potential new measures are aligned according to one set of international standards and rules (e.g. through ICAO, WHO).

2. Purpose

This document has been developed in cooperation with various IATA industry groups and stakeholders and provides guidance on return to service after the partial or total closure of airline operations caused by the COVID-19 pandemic. It includes considerations for a risk assessment as well as highlighting various operational factors and safety risks which should be taken into consideration to ensure a safe and effective return to service.

It is important that the ground handling community endeavours to remain fully updated on all guidance material and remain flexible to adapt the measures according to risk-based and data-driven decisions.

It should be used together with other guidance developed for ground operations:

- [Guidance for ground handling during COVID-19](#)
- [Guidance for the transport of cargo and mail on aircraft configured for the carriage of passengers](#)

All IATA guidance and its future updates will be posted on www.iata.org/ground-operations

3. Utilization of common industry standards

Due limited resources, economic instability and operational disruption caused by COVID-19 pandemic; the standardization of ground operations processes is essential to successfully restart operations.

The ground operations stakeholders agreed that our industry needs to implement training requirements and operational procedures as documented in **AHM Ch. 11** and **IGOM** and use results of **ISAGO** audits.

Use of common industry standardization will lead to:

- (a) Effective utilization of similar skill sets amongst different carriers
- (b) Ease the return to service
- (c) Minimalizing of safety & security events
- (d) Effective and cheaper oversight of safe operations

4. Return to service

Return to service is likely to be progressive during an intermediate period after the COVID-19 pandemic, starting with partial return to service associated with interim sanitary rules, which could have an impact on operational

processes and planning, until full service is restored. The following guidance applies regardless of which phase of return to service your company is in.

4.1. Pandemic management

The COVID-19 crisis requires industry collaboration in terms of management of the pandemic situation, risk assessments as well as the restart of operations.

Each airline and/or ground handling provider should have a response team consisting of representatives of various company areas and departments that will coordinate, plan and communicate information arising from the health pandemic, as agreed on by the airport readiness team (refer to paragraph 4.2 below), regulatory and industry players, as well as outcomes from other regions of operations within your outstations network. This team is responsible for setting up the strategy and ensuring its implementation across the company.

4.2. Pandemic management checklist

<input type="checkbox"/> Pandemic response team
<ul style="list-style-type: none"> Establish a task force with participants from all key areas of the business including decision makers (Emergency Response, Legal, Human Resources, Communications, Safety, IT, Operational sections – e.g., ground operations, cargo, etc.) Develop, implement and document strategies for response to -pandemic Schedule meetings, maintain action log and minutes
<input type="checkbox"/> Corporate - wide health-pandemic assessment
<ul style="list-style-type: none"> Establish overall corporate risk level Develop overall risk hierarchy Identify job functions with a higher risk factor and propose mitigations Assign resources to address the outcomes
<input type="checkbox"/> Health authority - guidance, regulatory requirements reviews
<ul style="list-style-type: none"> Daily review of guidance for managing workplace exposure to COVID-19 Liaise daily with the responsible regulators to ensure communication and participation in COVID-19 management strategy decisions Assess changes and develop strategies to ensure compliance with latest guidance specific to the workplace
<input type="checkbox"/> Physical distancing strategy
<ul style="list-style-type: none"> Develop best practices documents and templates for site assessments Identify circumstances where employees are unable to maintain a physical distance, implement mitigation strategies Site assessments at all work locations including: <ul style="list-style-type: none"> Airport authority, facility owner (internal or external) Employer (airline, ground handling provider) Employee representatives
<input type="checkbox"/> Personal Protective Equipment (PPE)
<ul style="list-style-type: none"> Regularly assess PPE requirements for employees for each job function

- Plan regular enhancements to PPE, as appropriate to department / tasks to be performed, to address appropriate requirements based on health expert guidance and/or escalating levels of employee concern
- Awareness and promotion campaign for employees including information to address:
 - Purpose and protection offered by using of PPE
 - Safe use of PPE
 - Changes to PPE
- Develop feedback loop for employees to ensure:
 - PPE is suitable
 - PPE is used correctly
 - Trending for inventory use
- Assess the effectiveness of new requirements, policies and procedures to be ready for return to service

☐ **PPE procurement**

- Establish a PPE procurement team dedicated to:
 - Source for types, quantities on hand and how many are required
 - Forecasting future requirements
 - Procurement prioritisation
 - Identification of existing and potential sources
- Managing inventory
 - Receipt of correct PPE
 - Safe storage
 - Prioritisation
 - Distribution
- Reporting
 - Inventory statistics (consumption – highlighting potential shortages)
 - Supply chain reports
 - Gaps in mandatory equipment

☐ **Identification of job functions requiring continuous assessment of PPE requirements**

- Passenger Handling
 - Passenger handling staff assisting passengers with reduced mobility – e.g. lifting cases
 - Front facing employees at airports (check-in, gate, wheelchair assist)
- Baggage and cargo handling agents
- Cabin cleaning staff
- Other operational personnel

☐ **Management of positive case(s) in the workplace and contact tracing**

- Identify resource who will perform contact and interview of employee.
- Record the following information: (questions which lead to other questions, must respect employee's right to privacy):
 - Name, Identification number
 - Job title
 - Workplace location
 - Work cycle and hours
 - Last shift worked and list of co-workers
 - Date and time of onset of symptoms
 - List of co-workers with whom the employee was in close contact

<ul style="list-style-type: none"> ○ Areas and rooms in which employee was located during contagious period (as per WHO definition) • Employees who have tested positive and were not likely to have contracted in the workplace: <ul style="list-style-type: none"> ○ Identify workers with whom employee was in close contact ○ Contact affected workers and inform them to self-isolate and self-monitor (14 days) (Subject to guidance from local regulation) ○ Implement facility cleaning and sterilisation as required by local regulation • Employees likely to have contracted in the workplace: (Regulatory requirement): <ul style="list-style-type: none"> ○ Contact local health and safety committee to complete a workplace investigation ○ Identify workers with whom employee was in close contact ○ Contact those workers and inform them to self-isolate and self-monitor (14 days) (Subject to guidance from local regulation) ○ Implement facility cleaning and sterilisation as required ○ Develop and implement corrective actions as per regulatory requirements
<p><input type="checkbox"/> Significant operations Issues arising from the partial or complete stop of operations</p>
<ul style="list-style-type: none"> • Aircraft parking (short and long term) • Storage of GSE and ULD and access to this equipment • Changes to facilities • Changes to operational procedures arising from the COVID-19 measures • Personnel reduction <ul style="list-style-type: none"> ○ Remaining employee qualifications ○ Capacity for training remaining employees to perform new job functions, if need be ○ Emergency response continuity ○ Occupational safety regulatory compliance, continuity ○ Working alone assessment ○ Workplace inspection to ensure maintenance of safety devices e.g.: eye wash, first aid kits, fire extinguishers, clear exits
<p><input type="checkbox"/> Significant operations issues arising from return to service</p>
<ul style="list-style-type: none"> • Airports readiness • Personnel readiness including health and sanitary measures • Operational readiness and changes to processes and procedures • Any issues arising from the company safety risk assessment e.g. <ul style="list-style-type: none"> ○ Aircraft movements ○ GSE return to service ○ Safety oversight and quality control

4.3. Risk management

Each company needs to manage its risks and perform risk assessments to identify potential hazards, as well as evaluate and mitigate correlated risks before introducing new contingency plans, procedures and/or methodologies that will assist in alleviating some of the operational concerns. It is paramount to also assess risk attributed to employees and passengers since they significantly contribute to the existence of our industry

4.3.1. Type of risk assessments

- (a) Business risk assessments: Having an impact on the business decisions, managed within the company business contingency planning
- (b) Safety risk assessments: Having an impact on persons (incl. 3rd parties) and operational safety, managed within the company Safety Management System (SMS)
- (c) Security risk assessment: Having an impact on the security measures, managed within the company Security Management System (SeMS)
- (d) Pandemic health risk assessments: Having an impact on personnel's health, managed within the company occupational health monitoring programs and manuals

To ensure a safe and efficient return to service, the company needs to assess, as a minimum but not limited to, the risks that may be attributed from the following areas:

- (a) Airport readiness
- (b) Personnel readiness
- (c) Operational readiness

4.3.2. Safety risk assessment

A company shall perform a detailed safety risk assessment to identify hazards, evaluate and mitigate correlated risks as per company Safety Management System (SMS). The airport safety risk assessments should be reviewed and taken into consideration.

Attachment **1: Risk** assessment provides a sample of most common hazards, risks and mitigation actions; however, each company needs to perform its own risk assessment to identify their own risks as well as verify applicability of those examples in accordance with company policies and operations.

The information on how to perform the Risk Assessment according to the AHM 610 Safety Management guidelines and can be found in the **IGOM adoption policy video**.

4.4. Operational procedures review

Prior to resuming services, a company should review any of their standard operating procedures to identify whether any changes are required. Any procedural change related to an existing or new regulation, airport as airline's instructions, by-laws and/or requirements should be submitted to the proper authority for acceptance and/or approval.

Some regulators have issued exemptions to existing regulations to allow airlines to operate under "special conditions" (e.g. loading of cargo in passenger cabin). Typically, these exceptions are granted only for a specific timeframe. In most cases airlines are required to complete and submit a company safety risk assessment to obtain an approval to operate in under special conditions. While a handling companies' documentation might not be subject to regulatory approval, it is recommended to perform a risk assessment for any exemption or change.

5. Airport readiness

5.1. Regulatory framework

Given the rapidly changing operating environment, any regulatory or local procedures that have been introduced or adopted due to COVID-19 shall be shared with the airport community to ensure conformance and consistency to:

ICAO

Annex 9 – International Health Regulations and facilities required for public health measures at airports
Facilitation Manual (Doc 9957)

Model National Air Transport Facilitation Programmed Doc 10042

WHO

Management of ill travelers at Points of Entry (international airports, seaports, and ground crossings) in the context of COVID-19

Handbook for the Management of Public Health Events in Air Transport

Operational considerations for managing COVID-19 cases or outbreak in aviation

5.2. Collaboration

It is recommended that the restart of ground operations is aligned with the outputs of each airport's emergency and contingency plans. Involvement of all key stakeholders in the airport community in the airport emergency and contingency plan taskforce, is crucial. This taskforce should include, but not be limited to: local authority and regulator, appropriate national health authorities, airlines, ground handling providers, caterers, fuellers, and other airport suppliers, airport security bodies etc.

Based on each airport's emergency and contingency plan, a return to service should be agreed upon by the key stakeholders within the airport's community. The aim of a well-coordinated airport plan is to ensure:

- (a) Consistent and harmonized implementation approach
- (b) Fostering intra-organization collaboration
- (c) Minimizing duplication of efforts
- (d) Optimizing allocation of resources considering organizational resource constraints.

By assessing the impact and potential duration of the public health pandemic COVID-19, the airport community shall effectively plan to communicate changes, provide updates and monitor progress to mitigate operational disruption and prevent delays, disruptions, accidents or incidents arising during the return to service process.



5.3. Airport readiness checklist

The airport community should review and take into consideration the areas listed in the checklist below to assess and determine airport readiness.

<input type="checkbox"/> Airport capabilities
<ul style="list-style-type: none"> • Regulatory requirements and restrictions • New flight schedules • Connectivity to airlines' networks • Airport capacity • Declared or phased planning constraint for e.g.; <ul style="list-style-type: none"> ○ Security queue throughput ○ Stand planning capacity ○ Runway capacity • Development of an airport infrastructure usage plan e.g. <ul style="list-style-type: none"> ○ GSE movement ○ GSE maintenance ○ Aircraft movement ○ Aircraft parking
<input type="checkbox"/> Airport infrastructure and operational changes
<ul style="list-style-type: none"> • The airfield has a master parking plan in place: <ul style="list-style-type: none"> ○ Standard level capacity known ○ Crisis level capacity known • Requirements to keep aerodrome facilities and services operational <ul style="list-style-type: none"> ○ Runways and taxiways operation ○ Serviceability of fixed equipment (e.g., boarding bridges) ○ Availability of check-in and departure areas
<input type="checkbox"/> Airport guidelines, processes and procedures
<ul style="list-style-type: none"> • Crisis / Post-Crisis Passenger disruption management • Passenger facilitation and boarding control • Ground / cargo handling procedures for crisis/post-crisis • Onboarding / reinstatement of ground staff • Document control for storage and reactivation of aircraft and GSE
<input type="checkbox"/> Airport access management and licensing
<p>Ensure that passes, permits and licences for personnel and vehicles have:</p> <ul style="list-style-type: none"> • Validity • Extensions • Defined timelines and new rules for new issuance or re-issuance
<input type="checkbox"/> Airport infrastructure & operational changes
<ul style="list-style-type: none"> • The airfield has a master parking plan in place: <ul style="list-style-type: none"> ○ Standard level known ○ Crisis level capacity known • Requirements to keep aerodrome facilities and services operational

- Runways and taxiways operation
- Serviceability of fixed equipment (e.g., boarding bridges)
- Availability of check-in and departure areas

☐ **Airport staff availability and competency**

- Availability of ground handling service providers and other service suppliers:
 - Capability of each company, when and at which capacity they can start operations
 - Airlines' capability to consider recurrent training and/or familiarisation for staff
 - Staff Training with regards to the changes in airport and operational requirement

☐ **Airport security**

- Security risk assessment
- Security screening
 - Access points
 - Procedures
- Transfer screening
- Security staff availability and training

Refer to paragraph 7. **Health and sanitary measures** of this document.

6. Personnel readiness



6.1. General

Personnel readiness is one of the biggest challenges of the return to service. During the COVID-19 disruptions, identified phases which impact personnel and create various risks includes:

- (a) Massive flight cancellation, reduction of flight schedules, grounding of aircraft and equipment leading to the reduction of work hours and staff leave / furloughs.
- (b) Adjusting the operation to reduced flight schedules and pandemic situation by utilizing the reduced line staff when implementing new safety measures and precautions and adjusting operational procedures
- (c) Return to growth that drives new hiring and ensuring employees are competent.

The loss of expertise, skilled and highly trained staff permanently or temporarily adds substantial costs to the whole aviation industry. This may also increase the risk of health and safety issues both to personnel and to aircraft or equipment and create major skilled workforce gaps which will hinder operations at an airport, which will impact serviceability, and customer service. As the aviation industry will most likely be one of the last to recover, additional resources might not be available, it is essential that return to service is planned and is done gradually. The AHM Ch. 11 Ground Operations Training Program shall be used as the common standard.

6.2. Personnel readiness checklist

☐ Resource planning

- Evaluate current capacity based on previous staff reduction
 - Remaining personnel qualifications
 - Capacity for training remaining personnel to perform new job functions, if need be
 - Emergency response continuity
 - Occupational safety regulatory compliance, continuity
 - Working alone assessment
 - Availability of trainers
- Evaluate and plan adequate resources for
 - New flight schedule
 - Revised handling services and changed procedures
 - Potential impact of changes on achievable time to perform the related task
 - Updated turn-around times (even temporarily) to be integrated in the planning review - current capacity versus demand
 - Allocation of personnel to perform job tasks
- Identify gaps
 - All skill sets are available across all shifts
 - All material (e.g., headset, phones, PPE) are available in sufficient quantity to allow performance of updated task performing
 - Training needs and training volume
- Change management and task prioritization
 - Who or what has been impacted
 - Who is responsible for what
 - What communications are required
 - Risk assessments and mitigations plans
 - Progress is measurable etc.
 - Any other event/activity that would drive a change management process

☐ Personnel competency

All companies are responsible to provide training before the return to service and to ensure that all staff are qualified and competent and shall follow these principles:

- No person is assigned to perform a task for which he/she does not hold a record of training.
- Initial training is provided to all new personnel before they are scheduled for work - with no exceptions
- The recurrent training is provided in accordance with the training plans
- Extensions are granted in accordance with the regulatory requirements in case that the recurrent training cannot be provided
- Start-up programs for staff returning from various types of leave is in place to bring all staff up to speed and ensure their competency and operational readiness
- The training and start-up programs are done in accordance with the Airport Handling Manual (AHM) Ch. 11 - Ground Operations Training Program.
- Cooperation with airport operator to ensure that airport requirements and instructions are incorporated into the training

Refer to [IATA Guidance for ground handling during COVID-19 for](#) detailed guidance

☐ Personnel airport access

To enable personnel to perform their duties effectively, the company needs to ensure and arrange with the airport for all personnel airport access in advance:

- Movement passes in restricted area are "activated"
- Permits issued by the authorities are valid and, if an extension of validity is needed, this is done prior to recommencement of operations
- All training required by the airport for newcomers are scheduled and performed before the personnel are scheduled for duty.
- Timelines and new rules issued by the airport operator for new issuance and reactivation to be coordinated to prevent a short duration peak demand for permits etc. that would lead to congestion and long wait times at the permit office

☐ Personnel scheduling

- If a significant number of employees have been exempted from recurrent training for any period, ensure a mix of experience and validities among the staff performing specific tasks.
- Schedule the same shifts wherever possible, to minimize COVID-19 exposure
- Schedule enough personnel to perform the tasks
- Have a fall-back plan for sick offs and quarantine

7. Health and sanitary measures



7.1. Multi layered approach

Based on the initial demands of the pandemic the team shall develop a multi-layered approach strategy on:

- (a) Physical distancing: The mainstay of interrupting the spread of COVID-19 is preventing people from having close contact with each other, since the most efficient method of spread is by inhalation of exhaled droplets from an infected person. This is presumed to be most efficient when coughing, sneezing or talking, face to face. All the measures employed currently around the world to slow the spread make use of maintaining distance between individuals as much as possible, and guidance around the ideal distance ranges from 1-2 metres (3-6 feet). It is possible to modify airport check-in, immigration, security, departure lounge, and boarding processes in such a way as to ensure such physical distancing
- (b) PPE to include Face Masks: If a regulator mandates face covering for passengers along with suitable PPE for crew and other airline staff, this becomes a useful element of a multi-layered protection strategy.
- (c) In the absence of a single measure which can achieve high levels of risk reduction, the alternative is to use a combination of the above approaches to mitigate the risk as far as practical. This is essentially the approach being applied at present for those services that continue to operate. The combination of intrusive and burdensome measures creates a travel experience far removed from 'normal' operations and one which is unlikely to be commercially sustainable for any significant period. However, this provides a potential pathway towards recovery and reconnection.
- (d) It may be possible to apply a stratified approach which employs more measures to routes, or passenger groups, which entail higher risk at the time.

Note: A multi-layered approach will almost certainly be required in the initial stages.

7.2. Occupational health and safety strategy

Organizations shall ensure the development and implementation of new Occupational Health & Safety strategies, to ensure personnel are protected and which complies with all applicable legislations and local requirements and guidelines resulting from COVID-19.

These strategies may include, but are not limited to:

- (a) Enhanced cleaning of airport facilities, GSE, aircraft, shuttle buses, etc
- (b) Additional hand washing facilities and guidance on hand washing techniques
- (c) Social distancing guidelines (markings on floors and seats on employee shuttle buses, etc)
- (d) Disinfectant supplies approved for specific area/equipment and cleaning guidelines available to employees
- (e) Masks (face coverings)
- (f) Gloves (if gloves are not part of operation PPE)
- (g) Wellness checks, which may include temperature checks
- (h) Training on new processes and PPE, including donning and doffing PPE
- (i) Posters and/or badges that remind employees to take these extra precautions
- (j) Understanding symptoms and not reporting to work if sick
- (k) Dedicated phone line (or process) to report concerns
- (l) Outcomes of pandemic management

7.3. Human factors

Uncertainty, big volume of personnel being furloughed or made redundant, fear of a virus transmission, stress, overload or over-anxiety, loss of life, bereavement and other factors caused by COVID-19 impact personnel, reduces their performance and creates risks. Human factors are one of the most important areas, which the company needs pay attention to and offer its employees necessary support to help them to maintain their well-being and mental health.

Refer to Flight Safety Foundation [COVID-19 Safety punch list – Safety Aspects of Continued Operations – Human Factors](#) for more details.

8. Security readiness

Security readiness will be applicable to all other areas: Airport Readiness, Personnel Readiness and Operational Readiness. The information below may be amended or expanded over time depending on how the situation will evolve globally. It is of paramount importance that the baseline security level remains unaffected (Refer to AHM 621).

8.1. Airport security

Airports need to ensure implementation of the access control and screening measures to airside and security restricted areas. Control of movement of personnel and vehicles to and from security restricted areas must be maintained and provides prevention of unauthorised access. Airports need to ensure effective manned security as well as the availability of security equipment. This would be assessed during any security risk assessment that has taken place.

Airport operators who decide to disable some of the airport access passes during the airport closure or limited operations period must ensure all necessary passes are re-activated.

Airports should liaise with other entities at airports to verify airport passes that need to be re-activated or not (if some personnel were laid-off and their airport badges remained unreturned). Equally, airports should remain very open and flexible in responding to needs of extending or altering access credentials due to re-assignment of the staff to different duties (e.g. some staff that were previously before strictly assigned to passenger services in the terminal may now be asked to perform some ramp duties too). Background check validity requirements should be verified and implemented (Refer to [IATA Position Paper](#) for details).

Airports should ensure even more intense coordination and cooperation to develop plans for landside measures. These measures should be reviewed and adjusted not only with local law-enforcement responsible for safeguarding public spaces but also with health authorities/services to ensure both aviation health and security. An example of the simple combined aviation and health security situation is to avoid creating people congregating which was so far only a security concern (with the risk of landside bombing attacks) and which will become equally, or even more important due to the health risk. Airport infrastructure adjustments should not only be communicated in advance, but every adjustment should be consulted closely with all involved stakeholders.

8.2. Screening checkpoints



One of the primary security airport infrastructures is the screening checkpoint (primary, secondary, transfer, staff and crew members). There should be appropriate measures in place (in consultation with health authorities) to ensure screening is carried as required and the implementation of ICAO baseline Standards is ensured (for details on explosive detection refer to [IATA Position Paper](#)). Staff and crew screening should be performed in dedicated checkpoints and separately from passengers (as an additional preventive health measure).

Staff and crew screening should be primarily focused on explosives' detection as mandated by ICAO Amendment 17 to Annex 17. Airports' emergency response plans should be reviewed to ensure procedures in case of acts of unlawful interference or serious security incidents are adjusted to ensure proper reaction and response.

8.3. Screening of transferring passengers

Measures for transferring passengers should aim at taking the maximum advantage of so called one-stop-security arrangements. This will not only benefit fast-tracking passengers but also ideally contribute to the reduction of potential health-related exposure between different groups in the terminal. Airports, airlines and handling agents should consider tail-to-tail passenger transfers where operationally possible.

8.4. Airport security staff

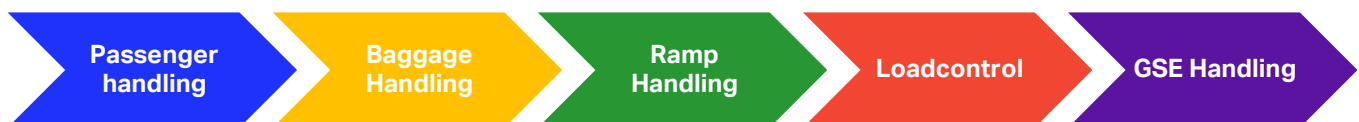
Airport security staff (especially screeners) certification and training should be handled in a same manner as described in paragraph 6. **Personnel readiness.** Any derogations from re-certification and training should originate from the appropriate authority. Airports and screening system operators are encouraged to use distance-learning (computer-based training/CBT) as much as feasible to maintain staff competencies and currency of training records.

9. Operational readiness

9.1. General

IMPORTANT: The IATA Ground Operations Manual (IGOM) shall be used as the common standard. **Most operational procedures are un-changed**, while cleaning, good hygiene measures and consistent use of appropriate personal protective equipment (PPE) is recommended. These hygiene requirements apply to common areas such as breakrooms, cafeteria, training rooms, conference rooms etc. WHO and local regulations are to be reinforced during this time of handling with an outbreak of COVID-19 prior to the end of epidemic phase.

Areas covered within ground handling include:



9.2. Operational readiness checklist

☐ Station Administration

- Ground handling provider station or own station
- Evaluate ground handling provider (new or previous) and review SLA if need be
- Review and evaluate other contracts e.g., catering, cleaning, cargo etc based on scope of operation
- Conduct Operational Audit, if need be
- Ground Staff availability and competency
- Access passes for staff and vehicles
- Vaccination (if necessary) / Health status as per regulation
- HOTAC and Ground Transportation for Crew
- Communicate and address all new regulations and procedures
- Excess baggage and other auxiliary revenue handling including updates on destination
- Documentation: Ensure all station manuals, filing system is up to date
- Other non-operational issues, review:
 - Station Finance
 - Asset Management and / or disposal
 - Office lease / other non-operational contracts
- Staff cross-utilization

☐ Passenger and baggage handling

- Availability of check-in desks, transfers and gates for handling
- Lounge availability
- Stationery availability and PPE
- DCS and sign-in codes
- Screening and security checks
- Check on amount of allowed quantities of DG (hand sanitizers carried by passenger)
- BRS availability
- Baggage reconciliation in place
- Availability of baggage belts
- Baggage irregularity process is in place
- Customs regulations for baggage clearance during delivery, replacement and repair
- Set up customer feedback points / email

☐ Ramp handling

- Availability of handling stationery and PPE
- GSE that is serviceable has been released for use by competent / qualified GSE maintenance staff
- Serviceability checklist of all GSE
- Ensure Fuel standards are maintained. All GSE involved in handling fuel shall have been properly cleaned and checked so that fuel is not contaminated
- Ensure Water standards are maintained. All water in water servicing vehicles and or aircraft are drained and refilled with clean water
- All Toilet vehicles and aircraft have been drained and flushed. Serviceability checklist for ULDs
- Aircraft ground movement
 - Ensure all procedures during aircraft ground movement are adhered to as documented in Chapter 4 of IGOM.

<ul style="list-style-type: none"> ○ Ensure during any non-normal operations, a robust safety risk assessment is performed, and implementation of the mitigation plan is followed ○ Aircraft ground movement should be coordinated with all relevant sections with the operations to include, aircraft maintenance, aircraft scheduling, operations control, local internal management and crew planning. ○ Ensure parking plan complies with regulatory requirements, local airport facility requirements as well as airline's procedural requirements. ▪ Beware of birds and wildlife that may have used aircraft and / or the ramp as breeding grounds ▪ Check all fixed equipment such as jet bridges and attendant equipment such as air conditioning units and ground power units are checked and released for use. ▪ Cargo movement timelines between cargo warehouse and ramp reviewed and agreed on ▪ Review and address aircraft waste management process ▪ Loading for cargo in cabin <ul style="list-style-type: none"> ○ New procedure is available ○ Supplementary training has been delivered ○ Accessories "e.g. nets, straps, ropes, etc." necessary to secure cargo in cabin are available and sufficient ○ Additional crew for cabin surveillance and loading is planned e.g. cabin crew, load master as applicable
<p><input type="checkbox"/> Load control</p>
<ul style="list-style-type: none"> ▪ Loading for cargo in cabin <ul style="list-style-type: none"> ○ Specific Loading Instructions are developed and provided to the loading team e.g. max weight in bins, floor limitation, loading sequence, cabin section definition, etc. ○ Departure control system setting to accommodate weight in passenger cabin ○ Additional documentation LOPA, Cargo Manifest as applicable Refer to Guidance for the transport of cargo and mail on aircraft configured for the carriage of passengers ▪ Specific training <ul style="list-style-type: none"> ○ Specific requirements from customer airlines up to date e.g. manual loadsheets exercises ○ New aircraft type on at the given station for station load control only (in case that customer airline changes aircraft type to the specific station) ▪ Review of weight and balance limitations in case of the low number of passengers e.g. aircraft unbalanced, ballast loading and ballast fuel procedures as applicable ▪ Review of weight and balance limitations/procedures for certain aircraft types in case of the low number of passengers e.g. aircraft unbalanced, ballast loading and ballast fuel procedures as applicable ▪ Capability of centralized load control in case of not having competent or available load control staff at the station
<p><input type="checkbox"/> Cleaning during pandemic</p>
<ul style="list-style-type: none"> ▪ Ensure that Health and Safety regulations and requirements are implemented ▪ Enhanced cabin cleaning and sanitization procedures ▪ Cargo hold cleaning if required ▪ Aircraft cleaning and disinfectant products to be used ▪ Enhanced cleaning schedule ▪ Training of personnel ▪ Availability of aircraft cleaning material and PPE

☐ **Change management**

Communicate and address all issues arising from change management to include:

- Facilities changes
- Change to operation procedures
- Risk associated with the changes are identified and mitigated to the acceptable safety level
- Enhanced oversight changes

☐ **Emergency and contingency planning**

- Ensure your station emergency response plan is aligned with the airport emergency plan
- Update the Local station Ground Operation control procedures as required
- Plan and communicate as necessary
- Maintain a list of medical providers
- Maintain a list of hotels providers
- Maintain a list of meal and refreshment providers
- Maintain a list of other critical service providers as per your station
- Review your plans and outcomes at agreed intervals
- Remember to have a "wrap-up" once normalcy resumes, to address aspects such as: lessons learned to be better prepared for next time

☐ **Communication**

It is important that daily briefs and updates are provided to all employees including all operational staff. It should include but not be limited to:

- The compliance to COVID policies relating to their health and safety
- Organizational and management changes and updates.
- Outcomes from the pandemic response plan
- New or amended procedures during the COVID-19
- Daily updates on destinations and transfer points
- Health and safety actions
- Hygiene routines reminders
- Human factors
- Safety tips
- Safety stand down modules for "Attention to Detail and Distraction Management"
- Injuries, accidents
- Emergency responses

☐ **Safety oversight and quality control**

In order to manage the pandemic safely, safety oversight measures must continue to be in place to ensure:

- Adherence to regulations and conformance to safety procedures
- That effective corrective action plans are carried out in areas of non- compliance/conformance within the defined timescales.
- Communication on findings, corrective actions and mitigation plans shall be understood by all affected personnel

9.3. Ground Support Equipment (GSE) readiness checklist

☐ GSE return to service

- The actions necessary to return GSE to full-time service depends on how long the unit was stored, how it was stored as well as whether or not it was rotated or “exercised” during the storage period.
- If not already done, develop a GSE return to service plan based on the record of all actions taken as part of the storage plan as well as the expected ramp up of operations as the situation returns to normal.
- As a minimum, a full safety and functional checklist should be performed and completed by qualified and competent GSE maintenance staff prior to starting and moving the equipment to ensure it is safe to use. Where available and the storage period was long enough to trigger it, utilize the Equipment Pre-operational Checklist or similar document from the manufacturer.
- Plan to reinstate GSE maintenance staff early enough to enable timely completion of critical return to service activities before return of air traffic.
- Plan to start returning units to service before return of air traffic so that there are enough units to meet initial days’ demand.
- Put in place measures to ensure cleanliness of high common use touchpoints on GSE
- At airports where there are significant numbers of parked aircraft, be prepared for the need for aircraft tow tractors / pushback tractors ahead of the return of air traffic.
- Ensure adequate supplies of parts and fluids that are expected to be needed to reinstate out of operational use (OOU) GSE are on hand prior to starting the return to service program.
- Ensure Airside Vehicle Passes (AVPs) are valid or that arrangements have been made for extended validities.
- Where AVPs are dependent on currency of preventative maintenance and inspection regimes, it is recommended that airport authorities recognize PMI schedules that have been adjusted to account for reduced usage (or no usage) of the equipment.
- Ensure that all GSE personnel who will need operator / driver licences and access permits for the airside and the GSE storage areas will have these available in time or that arrangements have been made for validity extensions, before the start of the return to service program.
- The return to service safety and functional checks should be recorded in the maintenance record system.
- Reinstate the normal preventative maintenance and inspection (PMI) or other assessment program as units return to operation to ensure compliance to safety and operational requirements.
- Timely consultation with airport operator regarding completion of processes that comply with instructions, and requirements.

Refer to [Guidance for ground handling during COVID-19](#) for detailed guidance on how to manage GSE

Attachment 1: Risk assessment

This template provides a sample of most common hazards, risks and mitigation actions. It is not intended to be an exhaustive list. Each company must verify and adjust their risk assessment in accordance with company policies and operations.

No.	Event	Hazard	Consequence	Existing Controls	Risk			Mitigation Action	Ownership	New Controls	Risk		
			(worst case scenario)		Probability	Severity	Rating				Probability	Severity	Rating
	COVID measures												
1	New OHS - COVID guidelines is not implemented	Non availability of PPE Lack of facilities for personal hygiene	Sickness, quarantine and absence, reduction of staffing levels, non-compliance with health regulations				Intolerable	Monitor state governments health advice Prioritize procurement and stock of PPE equipment Risk assess hazards on a case-by-case basis and prioritize operational need of PPE by work group and duties Implement PPE Multi-layered approach (7.1) Use dedicated shift patterns for team members					Tolerable (with mitigation actions)
2	New OHS - COVID guidelines is not implemented	Non adherence to the respective national health guidelines. Lack of training and awareness	Sickness, quarantine and absence, reduction of personning levels non compliance				Intolerable	COVID-OHS awareness campaign (Daily Briefing, updates including posters, training, bulletins) Increased oversight					Tozlerable (with mitigation actions)

No.	Event	Hazard	Consequence	Existing Controls	Risk			Mitigation Action	Ownership	New Controls	Risk		
			(worst case scenario)		Probability	Severity	Rating				Probability	Severity	Rating
			with health regulations					and daily check, peer to peer coaching/monitoring					
3	Inability to comply with social distancing guidelines while performing certain ground handling tasks	Keeping physical distance that will prevent adherence to SOPs. Use of PPE may hinder standard procedures and communications	Damage to equipment, aircraft, injury or loss of life				Intolerable	Implement PPE Multi-layered approach (7.1) Use recommended methods identified for testing (e.g.: temperature, swabs, etc.) Risk assess hazards on a case-by-case basis and prioritize operational need of PPE by work group and duties Reinforce adherence to SOPs through oversight/supervision					Tolerable (with mitigation actions)
4	Passengers, crew, ground personnel test positive with COVID while on board or during aircraft service	Potential of Aircraft contaminated with COVID-19	AOG, delay, cancellation, aircraft disinfections, quarantine	IATA Medical Guidance for Cabin Cleaning OEM recommendations			Intolerable	Pax, employees screening/testing as per local regulations Contact tracing information shared by service provider IATA guidance on cabin crew operations during and post pandemic Cleaning of aircraft as per WHO recommendations					Tolerable (with mitigation actions)
5	Exposure to confirmed COVID case between crew/cleaning/catering/ground personnel	Complexity of tracing exposed employees through	non compliance with health regulations	IATA Return to Service for ground handling			Tolerable (with existing control)	Create communication systems and processes between airports, airlines and					Tolerable (with mitigation actions)

No.	Event	Hazard	Consequence	Existing Controls	Risk			Mitigation Action	Ownership	New Controls	Risk		
			(worst case scenario)		Probability	Severity	Rating				Probability	Severity	Rating
		operation and various station						servicing companies for tracking and tracing COVID-19 cases within network.					
6	COVID situation in arrival destination	Frequent changes to local regulations	Diversion to destination without contracted/known handling services. Flight cancellation causing additional pressures on handling personnel	Oversight, inspections IGOM Ch. 6 AHM Ch. 6			Tolerable (with existing control)	Utilization of common available standards such as IGOM, AHM, IOSA ISAGO audit Daily communications via IATA Tactical Operation Portal (ITOP), TIMATIC and suppliers					Tolerable (with mitigation actions)
	Personnel Readiness												
7	Non-availability of trainers, training centers	Untrained personnel	Damage to equipment, injury or loss of life non compliance with regulations				Intolerable	Alternative training methods e.g. distance/online learning Extension of training validity - alleviation of existing requirements Prioritize recruitment or outsourcing of trainers, supported with additional coaching/mentoring by on the job trainers on the ramp within internal oversight program. Increase operational trainer pool and deploy available resource across network. Implement risk based					Tolerable (with mitigation actions)

No.	Event	Hazard	Consequence	Existing Controls	Risk			Mitigation Action	Ownership	New Controls	Risk		
			(worst case scenario)		Probability	Severity	Rating				Probability	Severity	Rating
								methodologies to establish training priorities.					
8	Personnel with extended training validity	Untrained personnel	Deviation from SOPs	Oversight, inspections IGOM Ch. 6 AHM Ch. 6 IATA Guidance for ground handling during COVID-19			Tolerable (with existing control)	Conduct Risk Assessment to identify impact of extensions: implement additional safety barriers Mix current with extended training validity Return to work briefings, supported with additional coaching/mentoring by on the job trainers on the ramp within internal oversight programs.					Tolerable (with mitigation actions)
9	Extended absence of a significant number of employees	Untrained personnel, personnel out of practice	Deviation from SOPs and lack of awareness of organizational changes	Refresher courses AHM Ch 11			Tolerable (with existing control)	Mix current with recently reincorporated personnel. Return to work briefings, supported with additional coaching/mentoring by on the job trainers on the ramp within internal oversight programs.					Tolerable (with mitigation actions)

No.	Event	Hazard	Consequence	Existing Controls	Risk			Mitigation Action	Ownership	New Controls	Risk		
			(worst case scenario)		Probability	Severity	Rating				Probability	Severity	Rating
10	Downsizing / anticipated growth: Changes to workforce and sporadic operations results in roster planning deficiencies. Industry uncertainties result in further challenges of attracting new hires.	Reduced resources, competency, lack or recent experience in a given role, roster planning deficiencies.	Delays, damage to equipment, injury or loss of life				Intolerable	Right-sizing Incremental return to service, according to fleet types, to include: All stakeholders to work together in planning schedules and manpower requirements Contingency buffers to turn around times Review SLA to allow cross utilization of personnel from different companies Mix current with recently reincorporated personnel, return to work training and briefs Increase supervision Recruitment drive to be initiated to meet demand ,additional support to recruitment personnel to expedite process					Tolerable (with mitigation actions)
11	Human factors issues e.g. pressure, bereavement, tiredness, stress, fatigue, etc.	Additional risk taking, reduced reporting, long hours working, multiple shifts resulting in tiredness and lack of attention, degradation of mental health	Erosion of SMS delays, damage to equipment, injury or loss of life	AHM 616 Human Factors Program			Tolerable (with existing control)	Wellbeing Programs and support Increased oversight, adequate resource planned for tasks and operational oversight Brief frontline managers/supervisors to be aware of potential risks, causes and					Tolerable (with mitigation actions)

No.	Event	Hazard	Consequence	Existing Controls	Risk			Mitigation Action	Ownership	New Controls	Risk		
			(worst case scenario)		Probability	Severity	Rating				Probability	Severity	Rating
								indicators. Provide all personnel with related brief. Empathetic approach to performance/service level penalties Flight Safety Foundation - Human Factors Safety Aspects of Continued Operations during COVID-19					
12	Ineffective change management processes: Operational (management and frontline) personnel unaware of changes in procedures and information/instruction due to continuous changes or isolation and furlough	High frequency and volume of changes	Deviations from regulatory and/or organizational requirements, policies and procedures. Damage to aircraft, equipment, injury or loss of life	AHM Ch. 6 SMS and QMS requirements Briefings, read-and-understood			Tolerable (with existing control)	Implement/reinforce change management process Return to work briefings, supported with additional coaching/mentoring by on the job trainers.					Tolerable (with mitigation actions)
	Airport Readiness												
13	Airport risks to be assessed in accordance with the each airport SMS												
	Operational												
14	Airline: Restart operation / expedited timescales /new service providers	Non-readiness of the station or providers, lack of knowledge of SLA, no prior experience with the providers' safety/ quality performance	Delays, diversions, cancellations, damages to aircraft	ICAO Ground Handling Mauna Station audits/ inspections, ISAGO and IOSA audits, AHM and IGOM			Tolerable (with existing control)	Return to service checklist Utilization of common available standards such as IGOM, AHM and ISAGO audits Use suppliers known by your partners Extended supervision/oversight					Tolerable (with mitigation actions)

No.	Event	Hazard	Consequence	Existing Controls	Risk			Mitigation Action	Ownership	New Controls	Risk		
			(worst case scenario)		Probability	Severity	Rating				Probability	Severity	Rating
								Work with safety and commercial teams to verify suitability of service provider					
15	Ground Handler: Handling requests from different airlines, without previous contract in place	Unknown, airline specifics, cultures and risk tolerance etc. misinterpretation of airlines standards, procedures and expectations	Damage to equipment, injury, delays, AOG	ICAO Ground Handling Manual, AHM and IGOM SLA with KPIs			Tolerable (with existing control)	Agree on the use of IGOM and AHM Ch. 11 for training as the base Use ISAGO audit results for oversight Review airlines variation to IGOM and airline specific procedures					Tolerable (with mitigation actions)
16	Reduced operational oversight at the ramp due to lack of human resources	Undetected aircraft damage, non adherence to standard or new SOPs	Hull loss, Damage, injuries				Intolerable	Implement risk based methodologies to establish supervision as a priority Incremental return to service to include: All stakeholders to work together in planning schedules and manpower requirements or subcontract supervision Contingency buffers to turn around times					Tolerable (with mitigation actions)
17	Long term parking leading to damage of surfaces due to excessive weight	Aircraft movements in damaged surfaces	Aircraft damage, AOG, damage to equipment	IGOM Ch.4 AHM Ch. 6			Tolerable (with existing control)	Risk assessment of the surface condition and movement path Push back and pull forward. Special precaution should be taken to reduce the risk of aircraft					Tolerable (with mitigation actions)

No.	Event	Hazard	Consequence	Existing Controls	Risk			Mitigation Action	Ownership	New Controls	Risk		
			(worst case scenario)		Probability	Severity	Rating				Probability	Severity	Rating
								damage IATA Guidance for ground handling during the COVID-19					
18	High density aircraft parking in non-standards locations	Tight maneuvering, non-standard procedures, unforeseen aircraft damage	Aircraft damage, AOG	IGOM Ch. 4 including use of wing walkers			Intolerable	Experienced personnel Supervision Awareness campaign Special attention to details Ensure communications with airport ground control Perform risk assessment					Tolerable (with mitigation actions)
19	Long term parking with no access to aircraft to perform regular checks, unplanned return to service	Aircraft with unreported damages, unserviceable aircraft systems (e.g. waste) Failure to conduct pre-departure check leading to non-removal of equipment e.g. chocks, engine covers, gear pins etc. prior movement	Aircraft damage, AOG	IGOM Ch. 4 Aircraft walk around checks and testing of systems functionality before operation			Tolerable (with existing control)	Plan for a prolonged ground check before first return to operations flight Brief all frontline personnel on the importance of pre-departure safety inspections and provide guidance for where to look					Tolerable (with mitigation actions)
20	Long term parking with no proper decommissioning of aircraft and water servicing prior parking	Contaminated water systems (aircraft and truck)	Health issue, AOG	AHM 4.40 and IGOM Ch.3 water standards			Tolerable (with existing control)	Ensure aircraft and water tanks are prepared to return to service according to WHO, AHM 440 and IATA guidance for ground handling during COVID					Tolerable (with mitigation actions)

No.	Event	Hazard	Consequence	Existing Controls	Risk			Mitigation Action	Ownership	New Controls	Risk		
			(worst case scenario)		Probability	Severity	Rating				Probability	Severity	Rating
21	Different or new type of aircraft used on the route Repurposing of passenger aircraft for cargo transportation in cabin	Unqualified personnel Personnel servicing unfamiliar aircraft types.	Damage, delays	Personnel certification/ training records Station audits/ inspections Accompany flight with qualified personnel			Tolerable (with existing control)	Ensure that service providers have received and understood documented type differences - possibly in the form of an abbreviated version of the traditional GOMs. Training specific to new or different aircraft type and briefings Specific Loading Instructions are developed and provided to the loading team e.g. max weight in bins, floor limitation, loading sequence, cabin section definition, etc. Departure control system setting to accommodate weight in passenger cabin Additional documentation LOPA, Cargo Manifest as applicable IATA Guidance for the transport of cargo and mail on aircraft configured for the carriage of passengers					Tolerable (with mitigation actions)

No.	Event	Hazard	Consequence	Existing Controls	Risk			Mitigation Action	Ownership	New Controls	Risk		
			(worst case scenario)		Probability	Severity	Rating				Probability	Severity	Rating
22	Non-availability of GSE/vehicles to service aircraft	Insufficient/incorrect/unserviceable due to out of service	Aircraft and equipment damage, delays, injury	AHM Ch. 9			Tolerable (with existing control)	Follow procedures for GSE maintenance and return to service Planning for extensive return to service inspection and monitoring A robust "return to operation" documented check to ensure GSE is safe to re-introduce to the operation. Refer to IATA GSE guidance. IATA Guidelines for Ground Operations during COVID-19					Tolerable (with mitigation actions)
23	Large numbers of ULDs on ground without proper storage	FOD, unserviceable ULD, unrestrained ULDs	Damage to aircraft facility or equipment, injury to personnel	IATA ULDR AHM Ch. 4			Tolerable (with existing control)	Store ULDs in appropriate storage facilities. If none available due to the volume of units, seek alternate and suitable solutions. IATA Guidelines for Ground Operations during COVID-19					Tolerable (with mitigation actions)
24	Excess ULDs stored in the aircraft	ULDs not offloaded before operations resulting in loading error	Weight and Balance issues	ULD inventory			Tolerable (with existing control)	Include cargo hold inspections on aircraft back to operations checklist Follow loading instruction and load reconciliation checks. ULD inventory process. Additional awareness and briefs to personnel IATA Guidelines for					Tolerable (with mitigation actions)

No.	Event	Hazard	Consequence	Existing Controls	Risk			Mitigation Action	Ownership	New Controls	Risk		
			(worst case scenario)		Probability	Severity	Rating				Probability	Severity	Rating
								Ground Operations during COVID-19					
25	Wildlife infestation/habitat on long term parking aircraft	Degradation of aircraft systems	Damage to aircraft Injury to personnel	Airport Wildlife Management System			Tolerable (with existing control)	Perform periodic checks on aircraft Enhanced inspection from ground personnel and engineering Brief all frontline personnel on the importance of pre-departure safety inspections and provide guidance for where to look Risk awareness for wildlife control teams and temporary deviations from standard control program IATA Guidelines for Ground Operations during COVID-19					Tolerable (with mitigation actions)
26	Passengers carrying high amounts of hand sanitizers which are flammables DGs	Increased amount of flammable items on board	Hull Loss, injuries	IATA DG Check-in procedures			Tolerable (with existing control)	Exemptions issued by States to allow higher quantities IATA safety alert to operators IATA Guidelines for Ground Operations during COVID-19					Tolerable (with mitigation actions)

No.	Event	Hazard	Consequence	Existing Controls	Risk			Mitigation Action	Ownership	New Controls	Risk		
			(worst case scenario)		Probability	Severity	Rating				Probability	Severity	Rating
27	Effect of low number of passengers in certain type of aircrafts	Aircraft unbalanced,	Hull Loss	Weight and balance manual AHM 500, IGOM Ch5 Maintain mass & balance recurrence for load controllers and dispatch personnel.			Tolerable (with existing control)	Review of weight and balance limitations/procedures for certain aircraft types in case of the low number of passengers e.g. aircraft unbalanced, ballast loading and ballast fuel procedures as applicable					Tolerable (with mitigation actions)