Dear Ground Operations Industry

With the rapidly approaching holiday season during which all of us will be very busy with our passengers and cargo, we would like to offer you a brief respite from the pressures of the day by giving you a look at what you and IATA Ground Operations have achieved this year and what has been built up to support our initiatives going forward into 2019 and beyond.

Firstly we need to thank you for your continuous support. Our thanks also to the Ground Operations Group (GOG) and our Technical Groups (TGs) for a job well done – without their tireless work on AHM, IGOM, LCXML and all other IATA initiatives we wouldn’t be able to achieve even a fraction of what have. IGOM, a project that has been under way since 2010 has reached a couple of major milestones in 2018 – first London Luton and now Heathrow Airport Limited (HAL) have initiated IGOM adoption at their airport which is really great news for the standardization of ground operations. As this is written we are engaging with HAL on the actual IGOM implementation process and we will be introducing them to our Adoption Policy which has been supported by the GOG, ISAGO Oversight Committee (GOC) and IOSA Oversight Council (IOC).

While all the good news on IGOM is most welcome we are also putting an emphasis on the future in our work and coming projects. Together with a number of industry stakeholders we are consolidating a draft concept for the Ramp of the Future based on 3 pillars: Digitalization, Ground Support Equipment and Infrastructure. The intent of this concept is to facilitate the interconnections and coordination of a wide range of diverse topics that are anticipated to affect and influence all aspects of the Ramp. Of course, some streams that focus purely on a better ramp environment are also part of the project. This concept is developed to integrate with and complement the IATA NEXTT project wherein we take a more detailed look into everything from taxi in, turnaround and taxi out from the Ramp perspective. One of our first meetings with industry stakeholders on this topic was at the GAPS conference held in Athens in early October. It provided us with a substantial amount of useful input to add to what our GOG meeting had started several weeks prior to that and we fully intend to continue in that vein in 2019 with a strong focus on the future and innovation at the IGHC in 2019.

On the training front, the GOG has also recognized AHM Chapter 11 as the minimum training standard for frontline ramp personnel, bringing also the benefits of reduced training complexity and reduced costs. Going forward we would like to advocate for AHM Chapter 11 to be accepted worldwide as the minimum requirements for industry training with adoption including all IATA airlines.

The next IGHC - covered in more detail in the next article – 2 in Madrid from 26 to 29 May. However, I would like to take a look back at the IGHC of 2018 and once again thank our hosts Qatar Airways and QAS for their unstinting and generous support. Our thanks also to all the sponsors, exhibitors, delegates, IGHC Innovator adjudicators and support staff from all sides for making it such a great success. We are looking forward to seeing you all at IGHC in Madrid and until then, Happy Holidays and all the best for 2019.

Best regards

Joseph Suidan
Head of Ground Operations, IATA
IGOM ADOPTION POLICY

Another of the IGOM milestones accomplished in 2018 was the finalization of the IGOM Adoption Policy. To the uninitiated, that statement probably seems to be a simple expression of fact and the logical conclusion of the orderly introduction of a new manual. The reality however is somewhat different and this policy is actually the culmination of a lot of hard work from many different stakeholders each with their own very different points of view which were essential to include.

While it is too long a document to include here, the essence of it is as follows:

- This policy has been endorsed by the Ground Operation Working Group (GOG), the IOSA Oversight Committee (IOC) and Ground Operations Oversight Committee (GOC) - reflecting the high level of support for this policy amongst the major stakeholders in the industry. The first step to advance the new adoption criteria was the completion of a risk assessment of IGOM chapters 3 & 4 to identify the “safety critical” procedures. The IGOM TG has successfully completed this task and the full results of the risk assessment are now published in the IGOM Introduction.
- The key components agreed to in this policy are the:
  - Provision for Airlines and GSPs to have variations from the IGOM,
  - Risk assessments of any variations that occur on the identified “safety critical procedures”.
  - Maintaining of the list of variations
- Also of great importance to note is that compliance with IGOM will be monitored via the IOSA GRH 1.6.9 and the ISAGO ORM 3.2.2 recommended practices – with the adoption criteria being verified during both audits.
- Furthermore, IOSA will also evaluate if the IGOM safety procedures are covered and aligned as applicable.

TRAINING PROGRAM FOR GROUND OPERATIONS

Background:

IATA has been tasked to develop a standardized, globally applicable training program for ground operations based on the IGOM procedures to support global standardization as well as IGOM implementation.

The Training Program has been developed and is published as Chapter 11 of the Airport Handling Manual (AHM), the first version appearing in the 37th edition, effective in 2017. It was developed based on the IGOM, IOSA, ISAGO and AHM training requirements, (primarily AHM 611, 590/1 and the ISAGO/IOSA ORM and training charts).

The Program consists of three parts:
- Management of the training program,
- Training requirements (courses) for the job tasks (which are based on IGOM)
- Course syllabi.

Originally the content was developed using external consultancy and approved by the Airport Service Committee. Currently the GOG is the custodian of this chapter and approves any changes, together with all changes proposed by various stakeholders of the AHM. Moving forward, the training content updates will be the responsibility of the IGOM Technical Group.

Scope:

The GOG has agreed that the scope of AHM Chapter 11 will be equivalent to the IGOM
scope. Chapter 11 will include all the job tasks covered under the IGOM that involve the front-line personnel up to the supervisor level duties in passenger handling, ramp handling and load control areas. Training for areas with established industry standards such as DGR, ULDs, LAR are referenced only - to avoid any duplications / contradictions. Any areas not covered by the IGOM, including training for managerial functions are out of scope.

Implementation:

The GOG has agreed that the current AHM Chapter 11 covers the minimum training standards. GOG will work with the industry on gaining worldwide acceptance and adoption by industry and all IATA airlines.

The implementation pillars consist of
1. Scope and content update
2. Implementation
3. Regulatory Buy-in

Of additional importance, it should be noted that Chapter 11 as well as the ULDR Table 1.6 A and B have been added as minimum training requirements in AHM 811 (optional text) for the 2019 – 2022 SGHA. It will become a requirement in the 2023 SGHA, effective in January 2023.

In support of this Chapter 11 was published as Guidance Material (GM) in GOSM Ed. 8 (effective for 2019 audits). ISAGO is looking into training based on job functions (on the GRH TG agenda for 2019).

IATA will support members in its implementation via regional awareness and implementation campaigns.

IGHC NEWS

32nd IGHC – MADRID, SPAIN

Our planning for Madrid is already well under way. Our program is broadly finalized and promises to stimulate delegates with our unique combination of concrete feedback on current initiatives that are already impacting industry and the opportunity to have your say and provide your input to our Ramp of the Future initiative which you can expect to start altering the ramp in the years to come.

We have also changed the overall scheduling of the event to facilitate more networking opportunities – The networking area will already open on Sunday afternoon catering for those of you want to get a head-start over the competition. Another first is our Getting to know your Airlines speed networking session on Monday where dedicated airline representatives will be available for 5 minute introductory appointments – this is all organized on its own dedicated appointment system.

There also will be feedback on the final day from two “by invitation only” sessions running during the IGHC – the Ground Operations Executive Summit (GOES) and the NEXTT “Bootcamp” dedicated to IATA’s overall future focus.

Our own Ramp of the Future initiative will be front and center during the conference as well other developing programs for environmental matters, Security, Cargo and Auditing. We are
also anticipating some interesting developments regarding ground handling jobs, retention and training stemming from an earlier survey of HR professionals that indicated ground operations to be an area of major jobs growth.

Keeping to the future and innovation aspects we will again be running our IGHC Innovator competition. The competition hasn’t opened as yet, but now’s the time to get your creative ideas in order for another closely contested competition.

To seem more details and to register for the IGHC, please go to:

http://www.iata.org/events/ighc

CAIRO WORKSHOP

IATA’s MENA region, the Arab Air Carriers Organization (AACO) and host Egyptair, held a 2 day ground operations seminar and workshop in Cairo on 20 and 21 November.

The morning of the first day was focused on IGOM with the assistance of the IGOM Technical Group Chair (Jeroen Jaartsveld – KLM) and Vice-chair (Gurdeep Singh – QAS). The afternoon started with a quick run through of the AHM updates for 2019 and a detailed look into what is happening in the GSE world in terms of how recent AHM Chapter 9 requirements are impacting the industry and what to expect as we develop equipment that can operate autonomously. This session was ably supported by Peter Esteie – Head of Ground Operations – Airbus. GOG member and Egyptair’s Contracts and Agreements Manager – Mohamed Roshdy then presented a detailed session looking at the latest Standard Ground handling Agreement and e-billing.

Ramp of the Future (RoF) stretched the minds and imagination of the delegates during the morning of Day 2. The delegates split into 3 groups each focused on of our 3 RoF pillars – Digitalization, GSE and Infrastructure. The results of the group discussions were revealing – both reinforcing what we have heard at other similar sessions and opening our eyes to new ideas and aspects we hadn’t come across before. The day wrapped up with some excellent presentations on ISAGO’s latest developments, the Global Aviation Data Management (GADM) program and the latest information on Resolution 753 regarding baggage tracking – all delivered by IATA’s regional staff.
We would like to extend our sincere thanks to AACO, Egyptair, IATA’s regional staff members, as well as our external presenters and all the participants who attended the workshop and contributed their support and knowledge. It was a great honor to work with you all and we appreciated the opportunity to share experiences.

AHM & IGOM UPDATES FOR 2019

As is normal this time of year, the new AHM, IGOM and WBIC are available for 2019. All the details on the updated manuals is available in the IATA Publications News at the end of this newsletter.

OUTSIDE INSIGHT

In this new feature of the newsletter we invite industry people to provide us with an article on their perspective of our industry. In the first of these, we welcome Wayne Anaka – CEO of AVCON. WW Inc. who provided us with the following article. We look forward to including his next article in a following Ground Ops Newsletter.

Is Ground Handling as we know it Dying? It better be if we want to survive!

Independent third party ground handling has been a mainstay of aviation almost from the beginning of Commercial Aviation. Throughout the early years up to deregulation in the USA which became law in 1978, the regulated environment made it very profitable for airlines and service providers alike. Unfortunately, the passenger market was limited to a well-to-do minority.. With enactment of deregulation and the resulting opening of the air passenger market to a much wider general public of more ordinary means, aviation and ground service provision as we knew it was irreversibly changed.

Airlines were no longer protected (domestically) from fare competition. New airlines sprang up with lightning speed and many disappeared almost as fast. Deregulation spread to international travel in 1997. Open skies was the mantra of the day and competition flourished. Ticket prices plummeted. More people could now afford to fly and load factors remained strong although yield did not grow with the number of passengers.
Margins became very thin but growth spurred record profits for many Air Carriers. What about the service providers. More came into the market, encouraged by the airlines who were looking for lower competitive pricing. Ground handling companies which had been very profitable before 1978 in North America, watched their per unit return disappear and they relied on the growth in flights to maintain profitability.

To remain viable, ground handlers squeezed their employees’ wages to the minimum levels allowable. Labour unrest and toxic relations became the norm. Today, wages in many airports remain below living wage. Only where local governments legislate living wage ordinances are service providers’ employees afforded the luxury of being at or above minimum compensation. The deterioration in relations and working conditions has led to record turnover of staff (especially in North America), substandard service levels and staff shortages.

Airlines continue to look for ways to save costs and keep pricing pressure on their service providers. Service providers search for ways to cut costs to remain profitable and, as fuel and wages are the biggest cost centres, these are the areas that feel the pressure most. Reduced training, less fulltime employment and the inability to replace staff shortages, are areas that ease the burden of low pricing not always to positive effect. There is no loyalty and the lowest price almost inevitably wins the contract.

Some enlightened providers and airlines realise that this obsession with “lowest price” often leads to poor service, higher costs in flight delays, increased damage to aircraft and equipment, more personal injuries from fatigue and poor training. They work hard to grow revenue, in place of ineffective cost cutting and lower prices. Such service providers focus on best value instead. They do not offer the lowest price, but rather the best value alternative and often the lowest cost. Through revenue growth and productive best operating practices, they can outperform the competition. To achieve this, they work very hard on improving the internal communication and respect levels. They pay their employees living wages, demand maximum productivity and set the example. They work hard to ensure their clients needs are met consistently. They do look for ways to reduce costs in other ways as well, by investing in environmentally friendly electric equipment, or in improved flow management of baggage and cargo.

Sustainable profitability depends on market growth and teamwork from top to bottom. It depends on respect for colleagues at all levels of the organogram, suppliers and clients. Know how to say “no” to price negotiations and focus on value.

To sustain growth, mergers and alliances have increased for both airlines and service providers. Investment bankers have been very willing to provide capital to support this trend and push bottom-line thinking on the new larger entity. Unfortunately, this brings challenges to sustaining relationships and positive working environments. The challenge is striking a balance to prosper.

The next Article in this series will look at how to become more profitable, improve employee, supplier and client relations through win – win solutions.
OTHER IATA NEWS

Security update:

Following up on the topic of everyone’s duty to report security occurrences (Article 5.7 of the SGHA) mentioned in the previous newsletter (August 2018) we would like to encourage ground handling providers to visit our newly established IATA Security Management System (SeMS) portal and register to gain access to the “See it. Report it.” videos which are a key part of the awareness campaign on security reporting.

Security reporting became a global standard in aviation security recently with the coming into force, in November 2018, of Amendment 16 to ICAO Annex 17 (Security), specifically with the new Standard 5.1.6. Through the efforts of IATA, its member airlines and associated partners, industry standards (IOSA, ISAGO, SGHA) ensured we were well prepared for this global security enhancement.

The main challenge currently arising is to encourage regulators to benefit from industry efforts and to promote the use of harmonized taxonomy (categorization) for security reporting in order to avoid multiple regimes being developed nationally. We therefore encourage the industry to have a look at the security taxonomy, promote its use and at the same time providing IATA with your feedback - aviationsecurity@iata.org.

IATA also continues to promote SeMS and its essential components among ground service providers. An understanding of SeMS by all these entities is essential for airlines that are mandated to implement SeMS through IOSA. Apart from the See it. Report it. campaign we are also reaching out to you with the “Catch the TRAM” security risk assessment workshop at the upcoming IGHC conference in Madrid. Additionally we have updated the 621 Section of the Airport Handling Manual in the scope of aviation security. Finally, the new IATA SeMS Manual Edition 2 is available now - check what’s new, including some of freshly added features. Your company can obtain it also through the Ground Operations Essentials combo that includes other IATA ground operations’ relevant publications.
IATA PUBLICATIONS NEWS:

**AHM 39th edition available**
Go to [www.iata.org/ahm](http://www.iata.org/ahm) to learn more on product formats.

Some of the key updates include:
- AHM 551 – Entirely revised Last Minute Change (LMC) policy
- AHM 610 – New guideline related to setting the Safety Performance Indicators (SPIs) and measurement of the safety
- Performance, which also serves as the ISAGO guidance material.
- AHM 811 – Changes to the Standard Ground Handling Agreement (SGHA)
- AHM 906 – New guidelines for use of pooled and borrowed Ground Support Equipment (GSE)
- [Click here](http://www.iata.org/ahm) for a more detailed list of changes and the Table of Contents.

**IGOM 8th edition available**
Go to [www.iata.org/igom](http://www.iata.org/igom) to learn more on product formats.

Some of the key updates include:
- 21 “Safety Critical” procedures identified:
  - Risk assessment review conducted by the IGOM Technical Group for chapters 3 and 4.
- Annotated with this symbol “☛”
- The introduction of safety recommendations during aircraft deicing/anti-icing operations
- New procedures for cargo and mail handover at the ramp
- New task-based operations in load control
- Revised section on securing of loads, aircraft ground stability and main deck loading
- Introducing a glossary and list of abbreviations
- Updated IGOM Gap Analysis Checklist (Windows format only)

To view the changes of the AHM 39th Edition, [click here](http://www.iata.org/ahm).

[Click here](http://www.iata.org/ahm) for a more detailed list of changes and the Table of Contents.
Load Control XML Messaging Toolkit 2nd Edition

Go to www.iata.org/lcxml to learn more on product formats.

- Two new messages in the 2nd edition:
  - X565 - Aircraft Semi Permanent Data Exchange (AHM565)
  - X570 - Check-in and Load Control Data Exchange (AHM570)
- Update to message: XLTD - Load and Trim Data (AHM517)