



# Clear the Taxiway: Avoiding Ground Handling Incidents

Wednesday October 17, 2018 - 1:00 pm - 2:00 pm

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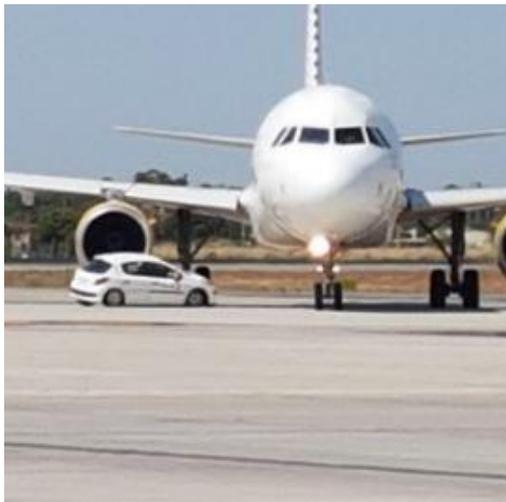




















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*How interface management can help you better collaborate with ground service to identify hazards and mitigate risks.*

“interface”

noun

*A point where two systems, subjects, organizations, etc. meet and interact.*

## Polling Question #1

How likely are you to take shorts cuts in your work duties?

A. Not at all

B. Highly likely

C. Depends on the situation



There is a very strong human drive toward expediency and taking a short cut to get a job done.....



*Safety is what ties us together.....*



Who determines which ground “handler” is used?

On what basis?

Who is actually providing the service(s)?

[www.theshedatdulwich.com](http://www.theshedatdulwich.com)



An appointment-only restaurant located in South London, The Shed has been operating privately for years. In 2017, it decided to open its doors. As of November that year, it was TripAdvisor's top-rated restaurant in London.

There was just one small problem: it didn't exist.

*“For external interfaces, the service provider may consider working with the other organization to determine an appropriate safety risk control strategy based on the safety risks identified.”*

*“an effective SMS should factor in the risks associated with having other entities perform tasks and services that may impact the service provider's performance.”*

*(ICAO SMM Doc 9859 5.3.24)*

*“ZERO Accidents or Incidents - All You Need To Know”*

**"I could never imagine it happening here,"**

Flight cancelled after a baggage loading vehicle hit the aircraft.

During pushback the tow truck reportedly began emitting smoke, which supposedly entered the aircraft cabin.

A/C was taxiing to the gate after landing when one of the engines hit a dolly with cargo.

While driving a tug between two aircraft, the tug made contact with the Radome of one.

An LST bringing equipment under the aircraft struck the fuselage causing several large grooves.

The aircraft struck a light pole with the right wing as it was taxiing to refuel.

While moving the aircraft into the hangar, the tail struck the hangar wall.

While pushing an aircraft into a hangar, the trailing edge of the wing struck a cart parked in the back of the hangar.

An employee shovelling a path in the snow to the aircraft struck the radome with the shovel.

While relocating an aircraft in the hangar, the elevator struck a beam.

A/C was engaged in an engine test run when the aircraft jumped the chocks. It continued until the left hand engine impacted the rear fuselage of another aircraft. The tail cone and rudder sustained substantial damage.

While pushing an aircraft into a hangar, one of the static wicks made contact with the back of the hangar.

A/C was hit by a service vehicle, causing substantial damage to two flaps on the right had wing and a fibreglass panel under the aircraft.

A/C was hit by airstairs on the ramp

A tool box on wheels rolled into the side of an aircraft.

A/C hit by a pickup truck while coming on to stand. There were no injuries.

A/C contacted a catering van as it was taxiing. The aircraft had arrived and taxied to parking bay. The aircraft turned right to the park spot when the right hand wing tip scraped the roof of the catering van.

An LST was moving the aircraft into the hangar by himself, and the horizontal stabilizer struck the hangar door.

During repositioning into a hangar, the wing struck the wall.

## Polling Question #2

*Have you been involved in a ground handling occurrence?*

- A. Yes – In the past 12 months
- B. Yes – In the past 3 years
- C. Yes – In the past 5 years or more
- D. Never – I have a clean record

## Fake News or Fake Data!!!.....

*“.....estimates  
that 27,000 ramp accidents and incidents occur worldwide  
every year.  
About 243,000 people are injured each year in these  
accidents and incidents.”*

## What the data tells us:

A/C vs GSE – 40% of incidents  
A/C vs A/C – 13% of incidents  
A/C vs Immovable object – 19%

Arrival – 19%  
Departure – 23%  
Turn / Parked – 58%

*“accidents related to ground handling constitute the fourth biggest accident category in the period of the last ten years”*

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*“An analysis of 523 loss events at 14 German airports last year by AGCS shows that damage to vehicles on the tarmac is the leading cause of insured events.”*

*“At an average cost of 46,000 euros, damage to aircraft is particularly expensive, with new materials increasing repair costs.”*

**"I could never imagine it happening here,"**

*"an accident waiting to happen"*

*"...of all the times when there should be extra vigilance, it is when the tempo of ops is great, such as a holiday weekend, rather than a decrease in standards."*

*"We should have and could have stopped and requested a wing walker.."*

*“Employee turnover is hitting every industry hard, the ground operation folks are experiencing the same shortages”*

*Bob Schick*

*"And so it is written, The disconnect between Manuals, SOPs, Checklists, and best intentions on any given day".*

*Lou Sorrentino*

# A Case Study



## DOCUMENTATION – AND EVERYTHING ELSE

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# *The Fundamentals*

# DOCUMENTATION – AND EVERYTHING ELSE

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## REQUIREMENTS

- ➔ Every Business Should\* have a Document Clearly Stating How Things are to be performed

### Some Questions:

1. Does your FBO have a Policy and Procedures Manual that Covers Company Rules and Employee Guidelines?
2. Are Policies, Procedures, and Processes Understood?
3. Are they Aligned to your SMS, SOPs, Work Instructions, Job Descriptions?
4. Is there a Definitions Section and are they Standardized?
5. Do you have Multiple Manuals and Guides? Accessible?
6. Do you use Memos as Management Tools and Guidance?

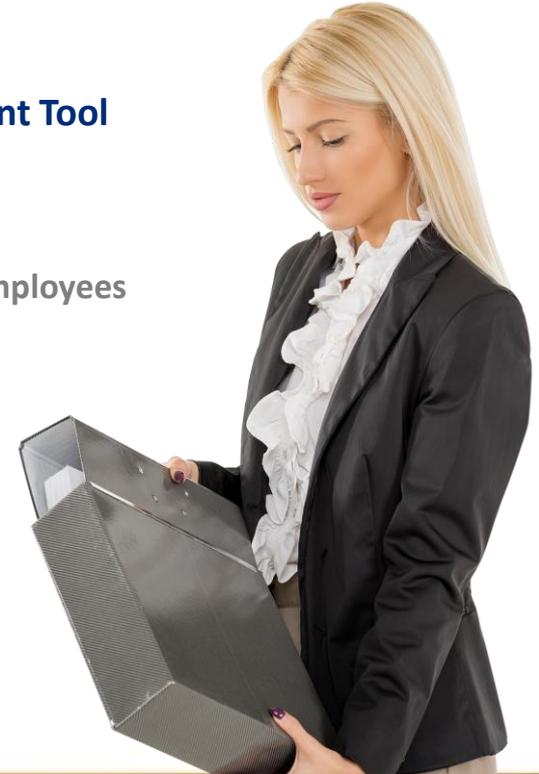


# DOCUMENTATION – AND EVERYTHING ELSE

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## REQUIREMENTS

- **An Effective Policy and Procedure Manual is an Essential Management Tool**
  - ⦿ Piece of Required Reading for All Employees
  - ⦿ States Business Goals and Policies
  - ⦿ Communicates Appropriate Standards of Action and Behavior for All Employees
  
- **A Manual Should Include**
  - ⦿ Company Best Practices
  - ⦿ Core Business Process Descriptions
  - ⦿ Specific Methods and Standards for How Work is Performed
  
- **A Manual Enables You To Simplify Employee Training**
  
- **Focuses Your Company on Standardization AND Potential Changes**



# DOCUMENTATION – AND EVERYTHING ELSE

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## REQUIREMENTS

### ➔ A Manual Can Be

- ⦿ Printed and Placed in a Three-ring Binder
- ⦿ Placed in a Folder on a Network Share Drive
- ⦿ Automated and Published Online Using Procedures Management Software

### ➔ Importance of a Manual

- ⦿ Everyone in Your Company Knows About the Manual
- ⦿ Everyone Knows Where to Find it When They Need It
- ⦿ Everyone Reads and Understands the Manual
- ⦿ Everyone is Encouraged to Identify Changes for Consideration



Essentially, Your Policy And Procedure Manual Is Really About

# communication

Your Manual Communicates Your Standards

Communicate  
Expectations

Removes  
Doubt and  
Indecision

Clearly States  
Expectations

Communicate  
Where to Find  
Instructions and  
Solutions

Makes  
Management  
Easy and  
Consistent

Communicate  
Accountability

Communicate  
Quality  
Standards

# DOCUMENTATION – AND EVERYTHING ELSE

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## OTHER BENEFITS

- Provides Clear Direction and Avoids Inconsistencies
- Aligns to Regulatory Requirements and Training
- Aligns to Core Programs like SMS and its Haz ID, SRM, SA and SP elements
- Provides for Uniformity in Service Delivery
- Incorporates Industry Best Practices and Lessons Learned
- Provides a Clear Path to Source Information

BENEFITS

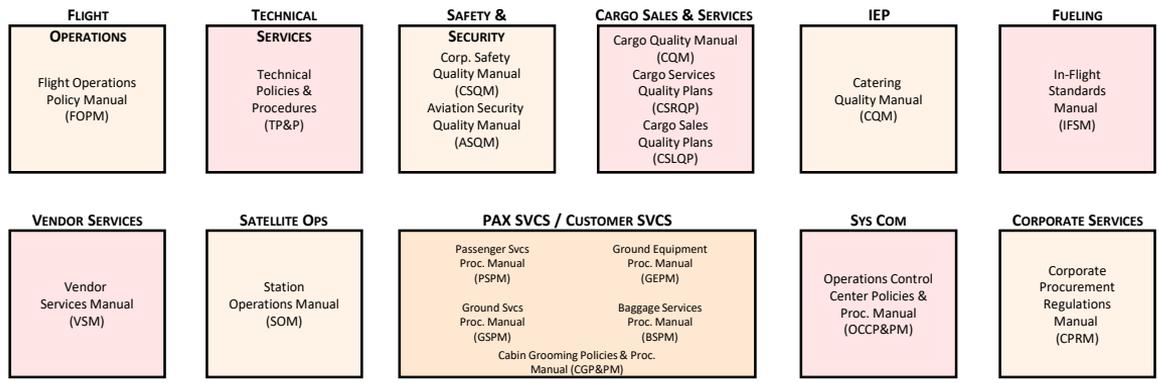


# Typical Corporate Manual Structure

Corporate Level Manuals

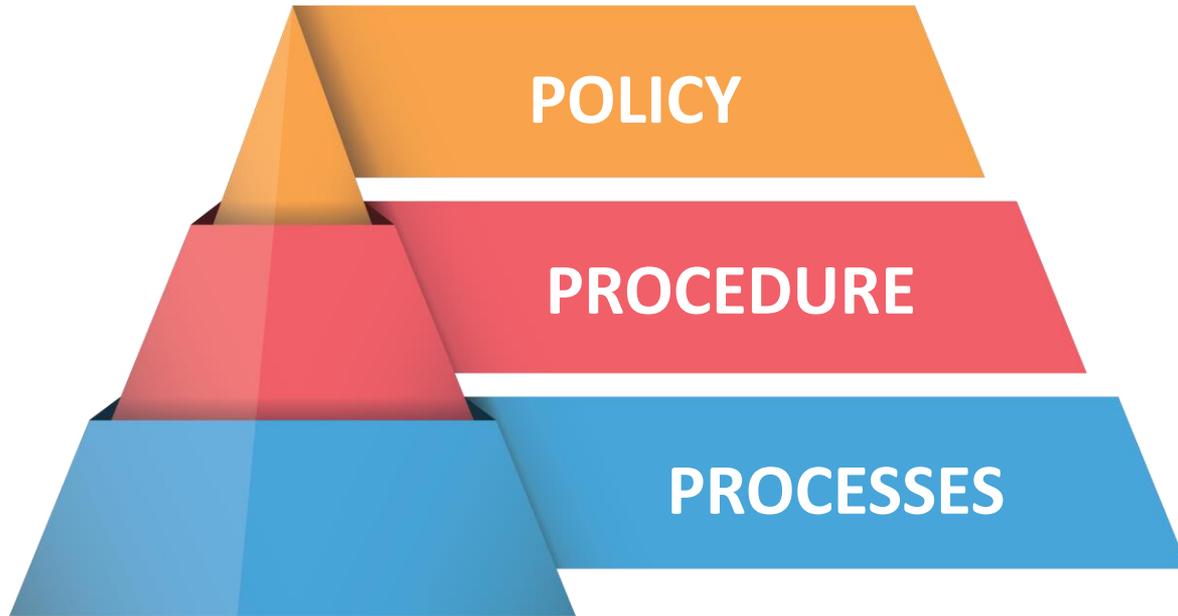


Specialized Manuals



## STANDARDIZED TERMINOLOGY

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# STANDARDIZED TERMINOLOGY

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## POLICY

### ➔ Are Business Rules and Guidelines of A Company

- ⦿ Ensures Consistency And Compliance With Company's Strategic Direction
- ⦿ Lays Out the Rules Under Which a Company, Division, or Department will Operate

### ➔ A Policy Defines

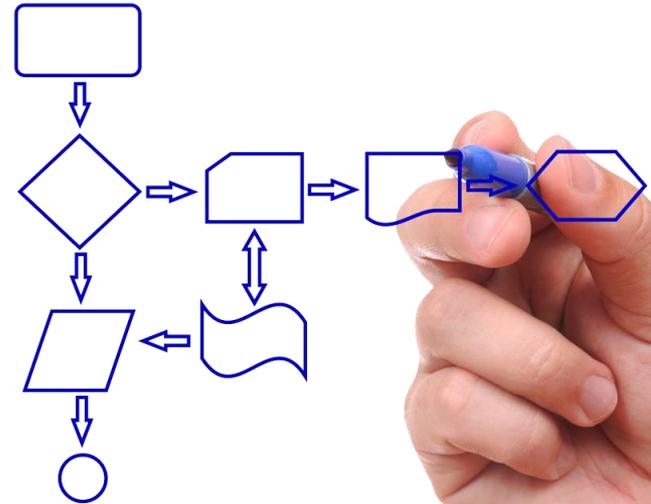
- ⦿ **What** the Subject is and its Classification
- ⦿ **Who** is Responsible for Execution and Enforcement of the Subject
- ⦿ **Why** the Subject is Required



# STANDARDIZED TERMINOLOGY

## PROCEDURE

- ➔ Defines the Specific Instructions Necessary to Perform
  - ⦿ Task
  - ⦿ Part of a Process
- ➔ Usually Addresses Only a Single Task
- ➔ A Procedure Details
  - ⦿ **Who** Performs the Task
  - ⦿ **What** Steps are Performed
  - ⦿ **When** the Steps are Performed
  - ⦿ **How** the Procedure is Performed

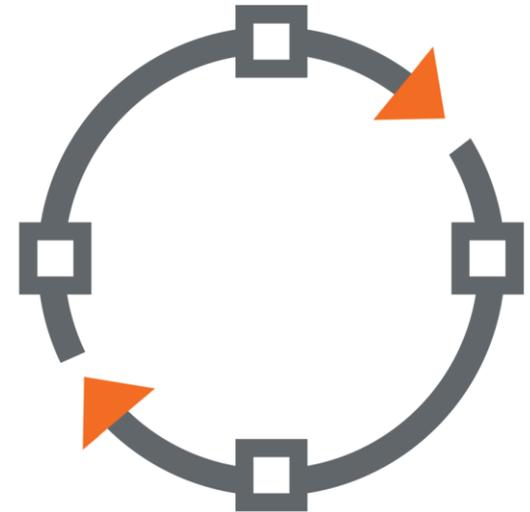


# STANDARDIZED TERMINOLOGY

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## PROCESS

- ➔ **Related Activities that Produce**
  - ⦿ Specific Service
  - ⦿ Product
  
- ➔ **Identifies Where there is a Separation of Responsibilities and Control Points**
  
- ➔ **A Process Addresses**
  - ⦿ **Who** is Responsible to Perform it
    - Department
    - Division
  - ⦿ **What** Major Functions are Performed
  - ⦿ **When** the Function is Triggered



PROCESS

# A Case Study



**Result:**

**This Does NOT occur!**

*“The Investigation found that the relevant instructions were properly documented but ignored”*

*A/C vs Vehicle Paris France, 2014*

*“How to shift from the rag-tag collection of good things,  
to a system of safety performance.”*

*Benjamin Goodheart*

*“I have received one weeks training in the classroom, then I observed a small number of aircraft departures and arrivals with colleagues who have had a couple weeks more experience than myself. I then felt pressurised to be 'signed off' as a qualified as soon as possible.*

*On my first flight I was assigned to work with a colleague who had joined the company a couple of weeks after me and I was expected to give that colleague training. “*

*“During my week in the classroom I did not see or receive any instruction on how to operate or use the Radio system. I have not been trained on the correct radio procedure, the phonetic alphabet, aircraft recognition, or the 3 letter Airport codes.*

*I have not been given an official tour of the airport, or received any health and safety advice on working at the airport, or shown where the fire exits are at the gates or in the airport terminal, or muster points in the event of a fire or other emergency.”*

Having a good safety culture means that we all look out for each other. Don't ignore other people's unsafe behaviour and don't believe safety is someone else's problem – take responsibility.

## Polling Question #3

How do you consider the safety culture within your organization?

A. Is my boss listening?

B. Needs improvement

C. First class

Don't assume everything is OK all the time.  
Just because it's the way you've always done it, doesn't  
mean it's the best way.

Always report near misses – they're a warning. Next  
time it might not be a miss.

“ Customer service is our # 1 priority”

“Standards come secondary to the facilities on offer”

“Its all about quality service”

“Do the right thing for the customer, whatever that takes...”



- *“Two corporate pilots failed to remove the landing gear pins before take-off because of distractions and so after take-off returned to the airport where they unknowingly made an overweight landing.”*
- *“Captain reported that the line crew at the FBO he was parked at used gear pins that were non-standard and difficult to spot on a walk-around.”*
- *“After take-off, flight crew discovers the nose gear will not retract and returns to departure airport. Post flight inspection reveals a short bolt has been used for a gear pin, with no flag and protruding only from one side.”*

Challenge yourself to provide some new, fresh perspectives for your daily operations.

- What could go wrong;
- How likely it is to go wrong;
- What would be the impact of it going wrong;
- What can be done to minimise the chances of it going wrong, and
- How can the risk be managed, should it materialise.

*“It is also the Commission’s view that the common requirements for ground handling should be based on recognised industry standards and best practices. ”*

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IF YOU COULD MAKE ANY CHANGES TO IMPROVE THE SAFETY OF YOUR OPERATIONS, WHAT WOULD THEY BE?

# THE INTERNATIONAL STANDARDS FOR BUSINESS AIRCRAFT OPERATORS AND HANDLERS

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