



Ground Handling Operations Safety Team (GHOST) Terms of Reference and Deliverables 2011

Review due Jan 2012

1. AIM

To work with the UK aviation industry, organisations and groups worldwide to develop strategies to mitigate the safety risks from ground handling and ground support activities in the UK and elsewhere.

2. OBJECTIVES

To review existing strategies and, where appropriate, to make recommendations to the Safety Risk Team (SRT) or industry for the implementation of new or revised strategies and safety interventions to address specific ground handling hazards.

3. TEAM COMPOSITION

The team will comprise representatives from divisions within the CAA's Safety Regulation Group (SRG) and also invited representatives from UK industry, including Ground Handling Organisations (GHO), Airlines, Airport Operators, Human Factors (HF) specialists and the HSE. This membership will be reviewed at each Terms of Reference review.

To keep the meetings manageable, additional membership is now on a stand-by basis. Current members who do not attend or send deputies to three out of four meetings will be replaced by interested parties from the stand-by list.

The team will be chaired by Aerodrome Standards Department.

4. SCOPE AND METHODOLOGY

GHOST will meet quarterly, at a venue decided by the Chairman convenient to the agenda items to be undertaken at that meeting. Meeting notes will record the subject matter discussed, agreements reached or decisions taken and actions. An actions log will be maintained.

The team members will contribute to the entire group direction; however the use of sub-groups will optimise the strengths and expertise of GHOST members to achieve the objective. To that end, the following work streams have been identified for 2011:

- ▶ Human Factors Review
- ▶ Aircraft Loading
- ▶ Review of CAP 642
- ▶ Regulatory Oversight and Audit Methodology

These work streams will function independently, but each will report through a Focal Point (FP) to the main body on their activities. The FP will be responsible for reporting to the Chairman on the deliverables of their work stream at each quarterly meeting.

Sub-group meetings will be held, when appropriate, at least once between each GHOST meeting, with ongoing liaison as required. Meeting notes will be taken and distributed to the sub-group members and to the GHOST Chairman.

5. HIGH LEVEL TASKS

- (i) Co-ordinate the work streams within GHOST by formulating an action plan to present outputs with timescales;
- (ii) Collaborate with all bodies having Ground Handling (GH) interests, including European Commercial Aviation Safety Team (ECAST), ensuring clarity of purpose without duplication of effort, with the intention of harmonising GH procedures and policies;
- (iii) Act as a forum to discuss ground safety issues, with a view to arriving at a common understanding of 'best practice';
- (iv) Promote 'Safest Optimum Practice' GH procedures and safety initiatives to as wide an audience as necessary in the interests of reducing incidents;
- (v) Actively enhance the awareness of Airside Safety and publicise GH issues;
- (vi) Act as a co-ordination point through which organisations and groups can disseminate GH information;
- (vii) Influence international organisations and regulatory bodies through active participation in safety fora, to ensure the best interests of ramp safety are represented and developed;
- (viii) Provide regular updates to GHOST on key performance indicators, key statistics and serious incidents or accidents, using Mandatory Occurrence Report (MOR) and 'Ascend' databases. An analysis will be presented at each GHOST meeting, including a briefing of any significant occurrences since the last meeting.
- (ix) Review and approve by email negative vote material for inclusion on the GHOST website notice board.

5.1 Measures of Success

5.1.1 *Number of Ramp MORs at UK aerodromes or involving UK AOCs:*

- a. Number of ramp MORs grouped by the process during which they occurred;
- b. Number of ramp occurrences grouped by (potential) outcome.

This will determine whether any increase or decrease is significant, the number of high severity occurrences as compared to all occurrences and the number of ground handling occurrences over the entire database.

One of the deliverables for GHOST in 2011 is to increase the awareness of the ground handling community of the MOR scheme and which ground handling incidents must be reported. Based on previous experience from awareness campaigns, it may be expected that this will result in an **increase** in reported MORs for ground handling. Therefore, any trends in the above Safety Performance Indicators (SPI) must be seen in this light.

5.1.2 *Number of loading errors reported by UK AOC holders at UK aerodromes.*

This will determine the success of the loading error DVD (expected January 2011) in raising awareness of the importance of accurate aircraft loading. However, in the short term the additional awareness raised by the DVD and earlier FODCOM may cause an increase in MORs due to increased awareness of the issue – this is to be welcomed.

5.1.3 *Number of runway incursions by vehicles at UK aerodromes.*

This will determine whether the proposed airside driver training and permit scheme, incorporating more stringent requirements for vehicle operators on the movement area and runways, is successful. This SPI will also be useful to the Runway Incursion Steering Group.

5.1.4 *Number of collisions between vehicles and parked aircraft at UK aerodromes.*

This will determine whether the guidance on stand design and lighting, (expected in 2011) as well as the driver training guidance and permit scheme mentioned above have been successful in reducing damage caused to aircraft during the turnround process.

5.1.5 *Number of (near-)collisions between vehicles and aircraft during taxi, pushback or under tow at UK aerodromes.*

This figure will measure whether the new driver training programme has been successful in increasing drivers' awareness and professionalism on the movement area.

6. SUB-GROUP TASKS AND DELIVERABLES:

6.1 Human Factors Sub-group – Focal Point: Rowan Christou

a. Purpose

To provide ground handling input into the CAA Human Factors Review and to recommend actions to the GHOST in order to improve awareness and mitigation of HF errors during aircraft ground handling processes. Explore the HF aspects of ground handling safety, as many other areas within the industry have experienced step-changes in safety improvements after adoption of HF principles.

b. Key Tasks

- (i) Co-ordinate ground handling input and provide ground handling expertise to the CAA Human Factors Review;
- (ii) Examine how information available to GHOST might be improved either through better MOR reporting or alternative means of examining HF on the ramp;

- (iii) Explore means of raising the profile of an open reporting system in conjunction with other sub-groups' publicity campaigns;
- (iv) Contribute to the HF chapter in CAP 642.

c. Deliverables and Timescales

- (i) Establishment as UK ground handling HF forum - December 2012;
- (ii) Information gathering and gap analysis to determine what HF guidance is already available for ground handling and to identify where guidance may be lacking - September 2011;
- (iii) Provide effective guidance on better integrating HF into ground handling – through CAP 642 in the first instance (September 2011) but also in a dedicated ground handling human factors manual - June 2012;
- (iv) Improve reporting through better reporting guidance material and emphasising the need for a “just culture”. A ground handling guidance document to supplement CAP 382 would be produced in the first instance - September 2011.

6.2 Aircraft Loading Sub-group – Focal Point: Jason Sandever

a. Purpose

To review loading error information to ascertain failures, either singularly or the identification of trends and to progress recommendations from the CAA's SPI2 working group. To raise the awareness of the impact of Loading Errors and the potential affects which result from these errors.

b. Key Tasks

- (i) Review loading error incidents, including ASR/GSR, to identify root causes and possible trends;
- (ii) Research best practice 'Gross Error Checks' for promulgation and adoption by industry. (NOTE: any equipment standards are not covered);
- (iii) Working with the flight crew community, identify best practice methods for completing 'Last Minute Changes' (LMC) to mass and balance documentation, for promulgation and adoption by industry;
- (iv) Establish detailed scope for specific self-monitoring activities for aircraft loading to provide an effective method of identifying organisational drift or deviant behaviours, including guidelines for establishing policy;
- (v) Establish guidelines for internal incident investigators to assist in determining root causes of incidents and develop appropriate mitigation to prevent recurrence;
- (vi) Using MOR data and through the sharing of information, explore robustness of load control functions in order to establish whether there is a need for further development of standards;

- (vii) Raise awareness of safe aircraft loading.

c. Deliverables and Timescales

- (i) Highlight incident causal factors, including trends, and report, with any recommendations, at the GHOST quarterly meeting;
- (ii) Report to GHOST on identified best practice 'Gross Error Checks' together with possibilities for promulgation by the flight deck community - 3rd Quarter 2011;
- (iii) Report to GHOST on best practice methods for completing 'Last Minute Changes' to load sheets together with possibilities for promulgation and adoption by industry - 3rd Quarter 2011;
- (iv) Draft self-monitoring checklists for endorsement by GHOST and future promulgation - 3rd Quarter 2011;
- (v) Draft guidelines for the use of ground handling safety managers, supervisors, and/or /investigators to assist them in determining actual root causes of incidents, including sample questions to be considered – 4th Quarter 2011.

6.3 GHOST CAP 642 Review Sub-group – Focal Point: Nick Yearwood

a. Purpose

To review the current information in CAP 642 and other documents and provide revised guidance to industry on Airside Safety Management.

b. Key Tasks

- (i) Identify best practice to achieve benchmark standards for apron operations where applicable;
- (ii) Review and make recommendations for the revision of aircraft stand design requirements including visual aids and apron lighting requirements;
- (iii) Produce a revised CAP 642;
- (iv) Incorporate into CAP 642 and other documents any information from GHOST sources, which will improve Airside Safety.

c. Deliverables and Timescales

- (i) Produce Comment Response Document on CAP 790 'Airside Driving and Vehicle Operation' by 1st Quarter 2011 and a revised draft CAP 790 for further consultation by the end of the 2nd Quarter 2011;
- (ii) Produce an implementation plan for the new National Airside Driving Scheme, endorsed by the AOA and GHOST by 3rd Quarter 2011;
- (iii) Produce a draft of CAP 642 for review by GHOST by June 2011;
- (iv) Produce a draft of CAP 642 for consultation September 2011.

6.4 **Regulatory Oversight and Audit Methodology Sub-group – Focal Point: Nick Landauer**

a. Purpose

To consider issues concerning the present and future regulatory oversight of ground handling and ground handling organisations. To examine current ground handling audit methodology employed by both operators and other organisations to establish and disseminate best practice.

b. Key Tasks

- (i) Conduct research into the effectiveness of the oversight of 3rd parties to UK AOC holders;
- (ii) Produce a paper to GHOST outlining key findings of the above research and recommending an appropriate course of action.

c. Deliverables and Timescales

- (i) CAA Flight Operations to conduct a Specific Objective Check (SOC) to determine:
 - a. What any CAA oversight of UK AOC holders has shown thus far with respect to 3rd parties by 2nd Quarter 2010;
 - b. As part of the Quality Check of AOC holders, review their oversight of 3rd parties by 4th Quarter 2010.
- (ii) Produce a paper to GHOST outlining key findings of the above research and recommending an appropriate course of action by 1st Quarter 2011.