

LARs

LEBANESE AVIATION REGULATIONS

Part III

Subpart 310

Ground Handling Services

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SUBPART 310

Part III of the Lebanese Aviation Regulations is issued by the Lebanese Civil Aviation Authority (LCAA) in pursuit of its obligations to ensure compliance to ICAO requirements of accepted international regulations and standards at aerodromes in Lebanon and to follow up their execution.

PREAMBLE

GROUND HANDLING CERTIFICATION PROCESS

GHC requirements are based on the standards and recommended practices contained in the IATA Airport Handling Manual - AHM.

The main components of the GH certification process are as follow:

- Ground handling organisations (GHO) wishing to operate at BRHI Airport (s) shall submit an application for GHC in a form prescribed by the LCAA.
- The application shall include the organisation's Ground Handling Manual. The contents of the manual should be in accordance to guidance material issued by LCAA and IATA AHM.
- LCAA shall assess the management structures, facilities, equipment, services and procedures contained in the applicant (s) Ground Handling Manual to ensure that they are appropriate for the scope and type of services as proposed.
- An applicant organization that complies with the LCAA GHC requirements may be issued a LCAA Ground Handling Certificate- GHC.

GROUND HANDLING CERTIFICATION

- All ground handling organizations engaged in ground handling operations at the aerodrome shall be in possession of a valid ground handling certificate issued by the LCAA (aerodrome operator).
- The standards required for the issue of a ground handling certificate shall be based on internationally recognized best practice, including IATA Airport Handling Manual and Dangerous Goods Regulations latest revision.
- An application for a ground handling certificate shall be submitted to the LCAA in a form prescribed by the Authority. The application shall include the organization's ground handling manual and the results of the internal audits conducted in accordance with IATA AHM 060– Airport Handling Quality Audit and AHM 612–Recommendations for Airside Safety Performance Audits.

310.1 GENERAL

310.1.1 Definitions

Airport Handling Manual (AHM) – Published by the International Air Transport Association IATA. It contains the standard classification and numbering system (AHM xxx) for the ground handling functions described in ground handling manuals.

AOC – Air Operator Certificate

Baggage - such articles, effects and other personal property of a passenger as are necessary or appropriate for wear, use, comfort, or convenience in connection with the trip. Unless otherwise specified, it includes both checked and unchecked baggage.

Cargo – Any goods carried on an aircraft which are covered by an air waybill.

Dangerous Goods – Articles or substances which are capable of posing significant risk to health, safety or property when transported by air.

Dangerous Goods Regulations 2005 - Published by the International Air Transport Association IATA. The globally accepted field source reference for companies shipping hazardous materials by air.

Ground Handling - Services necessary for an aircraft's arrival at, and departure from, an airport, other than air traffic services.

GHC – Ground Handling Certificate

GHM – Ground Handling Manual

GHO – Ground Handling Organization

Handling Organization – An organization appointed by an airline to perform ground handling functions.

IATA – International Aviation Transport Association

LCAA – Lebanese Civil Aviation Authority

Load – Any item carried on an aircraft other than what is included in the basic operating weight.

Load control – A function to ensure the optimum utilization of the aircraft capacity and distribution of load as dictated by safety and operational requirements.

Safety Management System – a system for the management of safety of operations. It includes the organizational structure, responsibilities, procedures, processes and provisions for the implementation of safety policies by the organization. It provides for the control of safety within the organization and the safe use of facilities and equipment.

310.1.2 Applicability

All Air Operator Certificate holders and Ground Handling Organizations shall ensure ground handling services and activities are conducted to or provided in accordance to requirements as set out in the Lebanese Civil Aviation Authority - Ground Handling regulations.

These activities or services may be conducted as part of the Air Operator Certificate holder's organization or under contractual agreement with a certified Ground Handling Organization, holding a valid Ground Handling Certificate, rated for the type of activity to be conducted.

310.1.3 Standards and Recommended Practices

The regulations are based on the standards and recommended practices contained in the IATA Airport Handling Manual and the Dangerous Goods Regulations 2005.

These procedures have been established as the most suitable for handling passengers, baggage, cargo and mail, and are the acceptable means of compliance adopted by the DGCA.

These procedures have been established as the most suitable for handling passengers, baggage, cargo and mail, and are the acceptable means of compliance adopted by the LCAA.

310.2 Ground Handling Certificate

310.2.1 Requirements for Ground Handling Certification

All ground handling organizations, companies, agencies, and operators, engaged in ground handling operations at Lebanese Airports shall be in possession of a valid Ground Handling Certificate issued by the Lebanese Civil Aviation Authority - LCAA.

310.2.2 An application for a Ground Handling Certificate shall be submitted to LCAA in a form or manner prescribed by the LCAA.

310.2.3 With the application for Ground Handling Organization, the applicant shall submit also the Organization's Ground Handling Manual.

310.2.4 The LCAA will endeavour to process applications that meet 310.2.3 requirements in a timely manner.

310.3 Issuance of the Ground Handling Certificate

310.3.1 Upon receipt of an application for a GHC, the LCAA shall process the application in order to verify that the applicant:

- a) Has established a satisfactory Ground Handling Manual which has been prepared and submitted to LCAA for approval;
- b) Has established a satisfactory internal audit system in accordance with the appropriate standards and recommended practices;

- c) Has established an acceptable safety management system within the organization;
- d) Has established an acceptable training programme;
- e) Has established appropriate ground handling facilities, services, procedures, training and equipment for the scope of the proposed operation and in accordance with the relevant IATA standards and recommended practices;
- f) Has established ground handling of dangerous goods in accordance with the appropriate regulations.
- g) The organization is capable of operating in accordance with its ground Handling Manual - GHM.
- h) Contracted an insurance policy covering third party liability, appropriate to the scope and type of operation he intends to be certified.

310.3.2 Upon successful completion of the application process, LCAA may issue a Ground Handling Certificate (GHC).

310.3.3 LCAA may endorse the GHC it with conditions or limitations to the operations as required.

310.4 Validity of the Ground Handling Certificate

310.4.1 The validity of the ground handling certificate is based upon the scope of operation described in the ground handling manual and maintained by submitting the GHO annual information report accompanied by the applicable fees.

310.4.2 The LCAA may specify on the ground handling certificate the expiry date of such a certificate from the date of issue.

310.5 Ground Handling Annual Status Report

310.5.1 Requirement to Report

The holder of a GHC shall submit to the LCAA, an Annual Status Report in respect of the GH, in the form and manner specified by the LCAA.

310.5.2 Reporting Schedule

The holder of a GHC shall submit the Annual Status Report to the LCAA, no later than at the anniversary of the day on which the GH authority was issued or at a reporting schedule agreed by the Lebanese LCAA.

310.5.3 Responsibility to Report

Failure to submit to the LCAA, the required GH Annual Status Report and applicable fee within the specified time frame, may invalidate the ground handling authority "Ground Handling Certificate".

310.6 Ground Handling Manual (Purpose and Scope)

- 310.6.1 The ground handling manual is a fundamental requirement of the certification process. It shall contain all the pertinent information concerning the ground handling facilities, services, equipment, operating procedures, training programmes, organizational structures and safety management system. The information presented in the ground handling manual shall demonstrate that the organization conforms to the standards and recommended practices.
- 310.6.2 The ground handling manual is the organizations' policy and procedures document and provides the ground handling standards to be maintained and the level of services that the organization can provide at the applicable airport. Information provided in the ground handling manual will enable LCAA to assess the suitability of the organization for the type and scope of operations proposed. It is the basic reference guide for conducting audits and inspections, for issuing a ground handling certificate and for subsequent safety inspections.
- 310.6.3 The ground handling manual shall be developed by the Ground Handling Organization and approved by LCAA.
- 310.6.4 The ground handling manual is subject to amendments, in order to ensure that it provides current and accurate information at all times, being this the responsibility of the Ground Handling Certificate holder who is responsible in this respect.
- 310.6.5 The Ground Handling Certificate holder is also responsible for submitting the amendments in a timely manner for LCAA approval, before they become applicable.

310.7 Ground Handling Manual Format

The Ground Handling Manual shall be prepared in the following format;

- a) Printed in English and signed by an authorized person;
- b) In a format that facilitates revision;
- c) Have a system for recording the currency of pages and amendments and shall include a page for logging revisions; and
- d) Arranged in such a manner that will facilitate the preparation, review and approval process;
- e) CEO Statement of Compliance

310.8 Manual Distribution

- 310.8.1 The Ground Handling Organization shall provide the LCAA with two complete and current copies of the Ground Handling Manual for approval.
- 310.8.2 The Ground Handling Organization shall keep at least one complete and current copy of the Ground Handling Manual at their place of business.
- 310.8.3 The Ground Handling Organization shall make the Ground Handling Manual (and copies as required) available to all relevant personnel and ready for inspection by LCAA.

310.9 Information to be included in the Manual

310.9.1 The Ground Handling Organization shall include the following particulars in the Ground Handling Manual (detailed in Appendix 1):

- a) Organization administration including organizational chart, duties, responsibilities and reporting structure of all management and operations personnel;
- b) Description of ground handling operation including scope, capabilities, facilities and equipment;
- c) Safety Management System;
- d) Ground handling of dangerous goods;
- e) Ground handling procedures, as applicable to the scope of the operation, using the IATA AHM number system to identify the procedures in their respective categories;
- f) Training programme including policy and procedures, initial, recurrent and update training;
- g) The ground handling quality audit schedule;
- h) The airside safety performance audit; and

310.10 Manual Revisions and Amendments

310.10.1 The Ground Handling Organization shall submit all amendments to LCAA in a timely manner and as soon as practicable, in respect to any amendments that the organization has made to the Ground Handling Manual.

310.10.2 The Ground Handling Organization shall amend the Ground Handling Manual, whenever necessary, in order to maintain the accuracy of the manual and the validity of the Ground Handling Certificate.

310.10.3 To maintain the accuracy of the Ground Handling Manual, LCAA may issue written directions to a Ground Handling Organization requiring them to alter or amend the manual in accordance with the applicable directions.

310.11 Obligations and Responsibilities of the GHO

310.11.1 The issue of a Ground Handling Certificate obliges the Ground Handling Organization to ensure safety, regularity and efficiency of their operations at the Lebanese Airports.

310.11.2 The Ground Handling Organization will allow personnel authorized by LCAA to access its premises to carry out safety audits and inspections.

310.12 Dangerous Goods Handling (*Full Compliance by January 2006*)

310.12.1 The Ground Handling Organization shall demonstrate compliance to applicable recommended standards and practices by LARs or approved relevant technical regulations.

310.12.2 The regulations require that, every person engaged in the handling, or transporting of dangerous goods be trained in the aspects of these activities that are applicable to their assigned duties.

310.13 Training and Competence of Personnel

310.13.1 The Ground Handling Organization shall employ adequate numbers of qualified and skilled personnel for performing all activities in its operations.

310.13.2 Where the LCAA or parent organization has established security and competency requirements for personnel, the Ground Handling Organization shall employ only those persons possessing documented evidence or certificate attesting they meet the applicable requirements.

310.13.3 The Ground Handling Organization shall implement a system to maintain the competency of the personnel.

310.13.4 The Ground Handling Organization shall implement training programs that include initial, recurrent and update training of the personnel.

310.14 Ground Handling Operations

310.14.1 The Ground Handling Organization shall operate in accordance with the procedures set out in its Ground Handling Manual, unless otherwise directed by the LCAA.

310.14.2 To ensure the safety of passengers and aircraft, the LCAA may give written directions to the Ground Handling Organization to alter the procedures set out in its Ground Handling Manual.

310.14.3 The Ground Handling Organization shall ensure proper and efficient maintenance of its facilities and equipment.

310.15 Safety Management System

310.15.1 Ground Handling Organization shall establish a Safety Management System applicable to the size, scope and complexity of their handling activities, with a view to ensuring that operations are carried out in a controlled and safe manner.

310.15.2 The Ground Handling Organization shall ensure that all management and operations personnel comply with the safety requirements applicable at the Lebanese Airport in accordance to the set LCAA Standards and requirements, and shall monitor such compliance.

310.15.3 The Ground Handling Organization shall ensure that all its personnel cooperate in the promotion of safety at the airport by immediately reporting accidents, incidents, defects and faults which have an impact on safety.

310.16 Internal Audits

310.16.1 The Ground Handling Organization shall arrange for an internal airside safety performance audit in accordance with applicable recommended practices.

310.16.2 The audits, referred to shall be carried out every 12 months and the results submitted to LCAA with the application for renewal of the Ground Handling Certificate.

310.16.3 The Ground Handling Organization shall ensure that the audit reports are prepared by suitably qualified personnel.

310.17 Emergency Response

310.17.1 The Ground Handling Organization shall establish a formal emergency response procedure and train its personnel on the implementation of such a procedure.

310.17.2 Emergency response contact information shall be made available to all Ground Handling Organization personnel in order to enable timely response in case an emergency or incident requiring response action occurs.

310.18 Technical Information

310.18.1 Except where otherwise stated, the Ground Handling Organization should refer to IATA Technical Documents to comply with the present regulations as follows:

- a) Airport Handling Manual
- b) Dangerous Goods Regulations, latest revision
- c) AHM 060 – Airport Handling Quality Audit
- d) AHM 610 – Safety Management System
- e) AHM 612 – Recommendations for Airside Safety Performance Audits.

310.18.2 The ground handling procedures in IATA Manuals are referred as:

- | | |
|----------------------------------|---------------|
| a) Passenger Handling | AHM 100 – 199 |
| b) Baggage Handling | AHM 200 – 299 |
| c) Cargo/Mail Handling | AHM 300 – 399 |
| d) Aircraft Handling and Loading | AHM 400 – 499 |
| e) Load Control | AHM 500 – 599 |
| f) Airside Safety and Management | AHM 600 – 699 |
| g) Aircraft Movement Control | AHM 700 – 799 |
| h) Ground Handling Agreements | AHM 800 – 899 |
| i) Ground Support Equipment | AHM 900 – 999 |

310.19 Shippers/Freight Forwarders' Guidelines

310.19.1 Definitions:

The Shipper: Is the person or company that ships goods, and particularly, dangerous goods from place to another by air.

The Freight Forwarder: Is the company or entity that accepts the charge of representing a shipper for the provision of all or part of the shippers' services.

310.19.2 Shippers' Responsibilities:

- 1) A shipper must fully comply with ICAO Annex 18, ICAO TI and the IATA Dangerous Goods Regulations when offering a consignment of dangerous goods for shipment by air. In addition, shippers must comply with any applicable regulations set forth by the states of origin, transit and destination.
- 2) A shipper, offering articles or substances in violation of these regulations, may be in breach of national law and may be subject to legal penalties.
- 3) It is the shipper's responsibility to ensure that all of the applicable air transport requirements are met. The items indicated in the IATA Dangerous Goods Regulations – subdivision 1.3.2 are provided as examples and do not include the complete list of all the applicable requirements for air transport.

310.19.3 Shippers' Specific Responsibilities:

Before any package of dangerous goods is offered for air transport, the shipper must comply with the following specific responsibilities:

- 1) A shipper must provide such information to his employees as will enable them to carry out their responsibilities with regard to the transport of dangerous goods by air.
- 2) The shipper must ensure that the articles or substances are not prohibited for transport by air.
- 3) The articles or substances must be properly identified, classified, packed, marked, labelled, documented and be in the condition for transport in accordance with the above mentioned regulatory documents.
- 4) Before a consignment of dangerous goods is offered for air transport, all relevant persons involved in its preparation must have received training on the subject of dangerous goods regulations to enable them carry out their responsibilities.
- 5) If a shipper wishes to use the services of a Freight Forwarding Company for handling his dangerous goods shipments, he must ensure that such company employs at least two persons trained and certified on the subject of the Dangerous Goods Regulations.

310.19.4 Freight Forwarder's Responsibilities:

All the above stated shippers' responsibilities are also applicable to the Freight Forwarding Company accepting the charge of representing the shipper.

310.19.5 Freight Forwarder's Specific Responsibilities:

All the above stated shipper's specific responsibilities are also applicable to the Freight Forwarding Company accepting the charge of representing the shipper.

310.19.6 Violations:

In case of any wilful act of negligence or violation to the above responsibilities on the part of the shipper and/or the Freight Forwarder, matter shall be dealt with in compliance with the Lebanese Order 100-7, Civil Aviation Safety Act. No. 663 and the applicable sanction(s) against the violating party.

310.19.7 Audits and Inspections:

Audits and Inspections shall be carried out by the DGCA Safety Inspector(s) on all the premises and warehouses.

The inspector(s) audits shall also cover checking the presence of the manual procedures that guide the staff on recognition of the dangerous goods regulations including documentation, packaging, marking, labelling, storing, handling, declaration, identification and reporting in compliance with applicable dangerous goods regulations.

The Civil Aviation Dangerous Goods Inspector(s) shall also check the training records of staff to verify they are up-to-date, along with any relevant manual.

The checklists found in Appendix 6 (*Attachment 1 – Dangerous Goods Manual – Approval Checklist (Shippers/Freight Forwarders)*) and Appendix 7 (*Attachment 2 – Dangerous Goods Training Programme – Approval Checklist (Shippers/Freight Forwarders)*), are used by FSD Dangerous Goods Inspector(s) when approving or auditing a Shipper/Freight Forwarder to transport dangerous goods from Lebanese territory.

The objective of the checklists is to assist the dangerous goods inspector(s) to review the shippers documented procedures (Dangerous Goods Manual) in compliance with LARs Part XI (Dangerous Goods) and ICAO regulations as well as to ensure that the Shipper/Freight Forwarder staff receive adequate training for dangerous goods.

-END-

APPENDIX 1

PARTICULARS TO BE INCLUDED IN THE GROUND HANDLING MANUAL

1. ORGANIZATION ADMINISTRATION
 - a. Legal status of the organization
 - b. Compliance Statement
 - c. Organizational Chart
 - d. Duties, responsibilities and reporting structure of all management and operations personnel

2. DESCRIPTION OF THE GROUND HANDLING OPERATION
 - a. Scope of ground handling services
 - b. Capability statements, including aircraft types
 - c. Facilities and equipment available

3. SAFETY MANAGEMENT SYSTEM
 - a. Safety policy statement
 - b. Purpose of safety management system
 - c. Applicability
 - d. Safety responsibilities
 - e. Safety training
 - f. Standard operating procedures
 - g. Human factors
 - h. Risk management
 - i. Audits and inspections
 - j. Safety performance monitoring
 - k. Emergency response

4. GROUND HANDLING OF DANGEROUS GOODS
 - a. Dangerous Goods policy statement
 - b. Packing, labeling and marking
 - c. Ground handling organization's responsibilities
 - d. Provision of information
 - e. Establishment of training programmes
 - f. Compliance with Dangerous Goods Regulations

5. GROUND HANDLING PROCEDURES (as applicable)
 - a. Passenger handling
 - b. Baggage handling
 - c. Cargo/mail handling
 - d. Aircraft handling and loading

- e. Load control
- f. Airside safety and management
- g. Aircraft movement control
- h. Ground handling agreements
- i. Ground support equipment

6. GROUND HANDLING QUALITY AUDIT SCHEDULE

7. AIRSIDE SAFETY PERFORMANCE AUDIT SCHEDULE

APPENDIX 2

GROUND HANDLING APPLICATION FORM



Republic of Lebanon
 Ministry of Transport
 Directorate General of Civil Aviation

APPLICATION FOR GROUND HANDLING ORGANIZATION

LARs Part III Sub 310

1. NAME OF APPLICANT		3. TYPE OF APPLICATION () INITIAL () AMENDMENT () RENEWAL	
2. ADDRESS		4. APPROVAL NUMBER	
	POSTAL - CODE	TELEPHONE NO.	FAX NO.
5. RATINGS () AIRCRAFT () BAGGAGE () PASSENGERS () CARGO () MAIL () OTHER () DANGEROUS GOODS OTHER SPECIFY:	6. ADDITIONAL DETAILS REGARDING RATINGS REQUESTED (FOR GHO)		
7. MANAGEMENT PERSONNEL NAME (C.V) - ATTACH RESUMES ACCOUNTABLE MANAGER _____ OPERATION MANAGER _____		8. GHO PERSONNEL (NUMBERS) GH TECHNICIANS _____ TECHNICAL SUPPORT _____	
9. DECLARATION: THE ABOVE INFORMATION AND THAT CONTAINED IN THE ORGANIZATION GH MANUAL AND OTHER SUPPORTING DOCUMENTATIONS IS AN ACCURATE DESCRIPTION OF THE GH ORGANIZATION.			
NAME AND TITLE OF PERSON AUTHORIZED TO SIGN ON BEHALF OF THE ORGANIZATION			DATE
LCAA USE ONLY			
10. EVALUATION OF PROPOSED GROUND HANDLING CONTROL SYSTEM () GROUND HANDLING MANUAL () MANAGEMENT PERSONNEL () TECHNICAL PERSONNEL () INTERNAL AUDIT/QUALITY SYSTEM () TRAINING PROGRAM () FACILITIES () EQUIPMENT () CONTRACTUAL ARRANGEMENTS THE PROPOSED GROUND HANDLING CONTROL MEETS THE REQUIREMENTS OF LAR PART -III Sub 310. LCAA INSPECTOR DATE		11. RECOMMENDATION: THE ORGANIZATION HAS BEEN INSPECTED (SEE SEPARATE INSPECTION REPORT) AND IS RECOMMENDED FOR APPROVAL WITH THE FOLLOWING RATINGS : () AIRCRAFT () BAGGAGE () PASSENGER () MAIL () CARGO () DANGEROUS GOODS () OTHER LCAA INSPECTOR REMARKS: LCAA INSPECTOR DATE	

Republic of Lebanon 

APPENDIX 4

GROUND HANDLING CERTIFICATE



GROUND HANDLING CERTIFICATE NO. GHC – XXX

THIS CERTIFIES THAT

> NAME OF GROUND HANDLING ORGANIZATION <
RAFIC HARIRI INTERNATIONAL AIRPORT
BEIRUT – LEBANON

IS AUTHORIZED TO CONDUCT GROUND HANDLING OPERATIONS FOR ALL CATEGORIES AT RAFIC HARIRI INTERNATIONAL AIRPORT IN ACCORDANCE WITH THE REQUIREMENTS OF THE LCAA GROUND HANDLING CERTIFICATION REGULATIONS, SUBJECT TO THE FOLLOWING CONDITIONS:

1. THIS CERTIFICATE MAY BE SUSPENDED OR CANCELLED AT ANY TIME BY LCAA FOR FAILURE ON THE PART OF THE COMPANY, ITS SERVANTS OR AGENTS TO COMPLY WITH THE LEBANESE AVIATION REGULATIONS PART III SUBPART 310.
2. ANY VARIATION IN THE SCOPE OF OPERATION DESCRIBED IN THE COMPANY'S GROUND HANDLING MANUAL WHICH IS NOT APPROVED BY LCAA SHALL INVALIDATE THE CERTIFICATE.
3. THE GROUND HANDLING FACILITIES, SERVICES, PROCEDURES AND EQUIPMENT REMAIN APPROPRIATE FOR THE SCOPE OF OPERATION AND IN ACCORDANCE WITH THE RELEVANT IATA STANDARDS AND RECOMMENDED PRACTICES.
4. FAILURE TO SUBMIT TO LCAA THE REQUIRED GROUND HANDLING ANNUAL STATUS REPORT WITHIN THE SPECIFIC TIME FRAME MAY INVALIDATE THE GROUND HANDLING CERTIFICATE.
5. RATINGS: FOR GENERAL AVIATION AND PRIVATE AIRCRAFT.

ISSUED AT : BEIRUT - LEBANON
ISSUE DATE : M/D/Y
EXPIRY DATE : M/D/Y

ACTING DIRECTOR GENERAL OF CIVIL AVIATION
NAME

APPENDIX 5

QUALIFICATIONS OF POSTHOLDERS

I. GROUND HANDLING ACCOUNTABLE MANAGER (GENERAL MANAGER)

A. Job Purpose

The role holder will have an oversight of operational issues and teams to ensure smooth round the clock Ground Handling operation and optimum efficiency in line with best practice in the aviation market. The role requires a motivated individual, acceptable to the authority, able to lead and bring results in a developing and challenging environment. The position also involves being responsible for the safety of visitors and staff of the Ground Handling, as well as maintenance of all Ground Handling equipment.

Strong performance management skills are required to lead a diverse team with particular emphasis on aviation customer service, health and safety, staff development and motivation and training.

An Accountable Manager could be called a Chief Executive Officer (CEO) or General Manager (Executive).

B. Main Duties

- To have accountability for all business fronts for the smooth running of the Ground Handling facility.
- To contribute to and prepare annual forecasts in the given area of responsibility, including human, physical and financial resources using company issued procedures.
- To prepare the budget and to take accountability of the business plan in the role holder's area of responsibility and ensure it is on target.
- To manage all ground handling and passenger handling activities and ensure all areas are well organised and of an exceptional standard, including identification of shortfalls and rectification.
- To ensure the safe and efficient operation and handling of business and to manage staff, equipment and resources effectively.
- To effectively manage ground and passenger handling.
- To develop and maintain business opportunities for the terminal hangar.
- To manage round the clock Ground Handling operations, including but not limited to:
 - Flight planning;
 - Flight crew support;
 - Refuelling;
 - Parking;
 - Vehicle operations;
 - Communications;
 - Screening procedures, processes and protocols;
 - Collection of fees;
 - Collation of relevant reports;
 - Staff management of Handling Supervisors, Handling Agents, Ramp Staff and Flight Operations staff.
- To ensure the safe manoeuvring of aircraft on the apron through staff training, operating instructions, manpower planning and the management of a disciplined approach to all aircraft and equipment movements on the restricted areas of the ramp.

- To manage the raising of invoices, the collection and safeguarding of money and the completion of cash reports and deposits.
- To interact with HOD's, the LCAA and other aviation organisations, employees and partnerships.
- To attend and contribute to the HOD's weekly meeting to strategically plan and communicate with the senior management team.
- To communicate with all clients and their representatives in an extraordinary manner to ensure a premium first class service, fulfilling their every need.
- To ensure effective communication at all levels both internally and externally on all matters relating to the arrival and departure of customer aircraft.
- To communicate and enforce safety and security procedures in the Ground Handling and on the ramp.
- To have HR responsibility for all team members, including annual appraisals, in conjunction with the HR Manager.
- To provide overall management related ramp and terminal activity.
- To monitor Ground Handling staff with the day to day operation.
- To assist and to provide support and reassurance during difficult and busy times.
- To provide regular feedback to all staff on their performance and explain the expectations of the Company.
- To promote a good culture of inter departmental co-operation and communication to ensure all tasks and aims are well understood.
- To keep up to date with all industry developments and remain in contact with all existing contacts and to stay well informed.
- To investigate membership of all relevant associations or partnerships that will benefit the operation and provide a good image of the Company.
- To ensure that the Ground Handling has an outstanding standard of service levels and that the industry and other operators are aware of this.
- To manage daily operational activities and strategic issues relating to:
 - Ground handling;
 - Line services;
 - Customer services;
 - Ramp management;
 - The lounge;
 - Crew rest facilities.
 - Safety and security, including dangerous goods.
- To contribute towards setting handling charges and fees.
- To be responsible for the safe and efficient operation of Ground Handling operations in compliance with LCAA.
- To assist the Company in growing the Ground Handling facility.
- Contact and conduct follow-up of business leads as requested.
- Conversion of enquiries into new business.
- Preparation of customer agreements.
- Cultivating relationships with all elements for the supply chain including aircraft management and broker.
- Setting up meetings with on-site and external customers and stakeholders.
- To have extensive knowledge and to guide the Company to increasing business possibilities and to support growth within the Ground Handling business, in conjunction with the Director of Business Development.
- To design, implement and manage all rosters for staff to ensure necessary coverage for Company operation.
- To manage the resources, overtime calculations, allocation of staff, uniforms and appearance etc.

- To take a leadership role in working with HOD's with the objective of setting up programmes to ensure long-term growth of the Ground Handling and facilities in the business aviation market.
- To investigate any complaints/deficiencies relating to the Ground Handling and to respond accordingly and to introduce new procedures if required.
- To audit and review departmental procedures and practices, ensuring all documentation is kept up to date.
- To recommend changes in standards, administrative procedures, facilities, methods, and practices.
- To ensure conformity to established quality, health, safety, legal, business or other standards.
- To measure and analyse passenger volume and client service quality.
- To measure and analyse annual targets, strategy and business results.
- To proactively manage safety, review reports/records to ascertain data required for planning, assigning and directing work among operational teams.
- To assess the security threat to the Company.
- To ensure adherence to given service/safety/security/handling standards.
- To be involved in the development and management of budgets as approved by the Board.
- To produce statistical analysis for presentation i.e. monthly reports including financial reviews, trends, performance etc.
- To contribute towards a marketing plan for the Ground Handling.
- To contribute towards the immediate action and investigation into incidents and accidents.
- To carry out handling services outside in all conditions.
- To be able to work flexibly and effectively in a high pressure environment.
- To manage and implement refurbishment programmes and on-going facilities management.
- To develop guidelines and procedures for managing resources to extract value and ensure maximum safety and efficiency.
- To manage the provision of operational training as an integral part of staff development with a view both to improving work performance and maximising staff potential.
- To monitor aircraft handling and the level of customer service on the ramp and in the Ground Handling Organization. If required follow up any issues with staff involved.
- To ensure that the team provides an exemplary level of customer service to all customers, including passengers, their associates and crew members.
- To be responsible for advising any team member and managing an effective working relationship at all times.
- To deliver services effectively, a degree of flexibility is needed and the role holder may be required to perform work not specifically referred to above.

C. Qualifications and Experience

- University graduate.
- A minimum of ten years aviation/ground handling experience, including people management.
- Good knowledge of Lebanese Aviation Regulations and requirements and other relevant regulatory bodies.
- Experience of facilities management including liaison with third party suppliers.
- Exceptional organisation skills, detail orientated and able to multi task.
- Effective problem solving and decision making abilities.

- Excellent communication skills both written and verbal and in a timely manner.
- Relevant proven experience of successfully preparing the relevant budget and providing accountability.
- Ability to professionally write reports and business correspondence.
- IT skills especially MS Office.
- Enjoys an excellent reputation and credibility.

II. GROUND HANDLING OPERATIONS MANAGER

A. Job Purpose

Serves the company by managing the station and ongoing operations to ensure all aircraft movements, terminal activity, ramp handling, loading/unloading of aircraft and cargo handling meet all company and governmental requirements and safety regulations. Provide high level of superior service to all customers of all business units while keeping costs of the station operation to a minimum.

B. Main Duties

- Manage the day to day operations to meet organizational performance plans and growth objectives within established budgets and timelines.
- Manage and control departmental expenditures/finance within established budgets.
- Implement and enhance a daily operating report process that measures effectiveness to plan for the operation.
- Monitor measure and report on operational issues, opportunities, development plans and achievements.
- Manage direct reporting staff; implement training to improve skills and to insure a satisfied front line workforce.
- Develop forward focused station planning to predict staff and equipment requirements.
- Build a strong operation work group by identifying weaknesses and implementing processes and training to close those gaps.
- Provide leadership and guidance by coaching, counseling and mentoring the Supervisors and front line workforce on a day to day basis to directly enhance their skills.
- Identify and implement new operating techniques that will improve productivity and reduce costs.
- Ensure activities meet with and integrate with organizational requirements for quality, health and safety, legal, environmental and general overall objectives.
- Identify and implement plans to reduce ground support equipment fleet expense and assist with fleet renewal requirements planning.
- Contribute to the evaluation and development of operational strategy and performance in co-operation with the company's Senior Management Team.
- Assist the Supervisors in the day to day operations.
- Review work performance to ensure staff is meeting company requirements.
- Ensure customer service standards are met and/or exceeded.
- Take corrective/disciplinary actions when necessary.
- Oversee and provide training for Supervisors and front line workforce to ensure they are in compliance with the company safety standards and procedures. Update and maintain training files as required.
- Ensure that departmental control procedures are established and maintained.
- Ensure all ramp vehicles and equipment is being properly maintained.

- Submit all reports/documentation as required by the senior management.
- Good knowledge of relevant regulations and procedures.
- Report to Accountable Manager.

C. Qualifications and Experience

- University graduate.
- At least ten years Ground Handling or Airline Operations experience, five of which must be with a reputable Airline or Ground Handling organization.
- Demonstrable experiences in budgetary control and financial Management.
- Management qualification is an advantage.
- People management in multicultural environment.
- Experience of facilities management including liaison with third party suppliers.
- Proven frontline airport operational experience in a role on ground handling manager.
- Good knowledge of Lebanese Aviation Regulations and requirements and other relevant regulatory bodies.
- Able to perform all aspects of Ground including Loadmaster, handling hazardous materials (Dangerous Goods), fueling, catering, security, cargo, mail, etc.
- Ability to organize and perform multiple assignments in a high stress environment.
- Ability to interact, communicate and maintain relationships with clients, vendors, customers in all levels of management.
- Proven ability to lead and manage the activities of a diverse and work force.
- Skilled problem solver with leadership qualities.
- Excellent communication, decision and management skills.
- Enjoys an excellent reputation and credibility.

III. GROUND HANDLING QUALITY MANAGER

A. Job Purpose

Quality Manager aims to ensure that the service an organization provides is fit for purpose, is consistent and meets both external and internal requirements. This includes legal compliance and customer expectations; coordinates the activities required to meet these quality standards, monitors and advises on the performance of the quality management system, produce data and report on performance, measuring against set standards.

Quality Manager liaises with other managers and staff throughout the organization to ensure that the quality management system is functioning properly. Where appropriate, he advises on changes and how to implement them and provides training, tools and techniques to enable others to achieve quality standards.

B. Main Duties

- Support and advise the General Manager (Accountable Manager) on all Quality Improvement policy/procedural matters at the departmental level.
- Develop, implement and effectively execute the Strategic Quality Management Plan in Passenger Handling, Cargo & Ramp Services Division.

- Ensure that the Departmental Quality Control functions are operating effectively at the required levels in the organization.
- Develop, modify and upgrade effectiveness of human resources to improve the Quality Improvement System performance from time to time.
- Ensure that the right level of core competencies in Quality functions exist at divisional levels in Passenger Handling & Ramp Services Division.
- Ensure publishing of the Quality Performance Reports, when required, for top managements review.
- Ensure that clear and effective internal and external communication channels are established in the overall Quality Management infrastructure so that performance quality is reliably measured, recorded, shared and continually improved.
- Take a lead in the implementation of quality management systems which conform to the requirements of international standards.
- Provide guidance and support to the divisions in re-engineering of their processes for achieving effectiveness and efficiency in service delivery.
- Ensure that analysis of customer feedback is effectively carried out and significant trends are highlighted.
- Assist the General Manager in communicating the customer feedback/complaints to all the relevant divisions within Passenger Handling & Ramp Services Division for necessary corrective and preventive actions.
- Report to Accountable Manager.

C. Qualifications and Experience

- University graduate.
- Certifications including Quality Auditor and Quality Improvement Associate.
- At least ten years' experience in Quality inspection, auditing and testing in a Ground Handling Organization.
- Experience with implementation of corrective action programs.
- Planning and Project Management Skills.
- Familiarity with a range of quality standards and models.
- Knowledge of tools, concepts and methodologies of Quality Assurance.
- Strong computer skills including Microsoft Office and databases to interpret figures and statistics.
- Good knowledge of Lebanese Aviation Regulations and requirements and other relevant regulatory bodies.
- Enjoys an excellent reputation and credibility.

APPENDIX 6

Attachment 1 – Dangerous Goods Manual - Approval Checklist

Attachment 1

Dangerous Goods Manual – Approval Checklist

Name of Shipper	Done by: Dangerous Goods Inspector	Reviewed by: Flight Operation Inspector	Date
Objective			
This review checklist is designed to assist the Dangerous Goods Inspector in determining if the shipper's Dangerous Goods manual contains the information required by the governing DGCA's authority to ship dangerous goods by air.			
Tasks			
To meet the objective, the Dangerous Goods Inspector should accomplish the following tasks:			
1. Identify the governing authority representative whom maintains overall responsibility for shippers Dangerous Goods manual.			
2. Identify the shipper representative who has overall responsibility for the dangerous goods manual.			
3. Conduct review of the manual.			
4. Coordinate any changes to the shipper.			
5. If no corrections are needed, approve the Dangerous Goods programme and forward to Flight Operations Inspector			
Questions			
1. Does the DG manual contain procedures and information to assist personnel in identifying dangerous goods forbidden for transport or not?		<input type="checkbox"/> Yes <input type="checkbox"/> No, Explain <input type="checkbox"/> N/A	
2. Does the DG manual contain procedures sufficient to assist persons in identifying packages that may contain undeclared DG?		<input type="checkbox"/> Yes <input type="checkbox"/> No, Explain <input type="checkbox"/> N/A	
3. Does the DG manual contain procedures sufficient to assist persons complying with accident and incident reporting requirements?		<input type="checkbox"/> Yes <input type="checkbox"/> No, Explain <input type="checkbox"/> N/A	
4. Does the DG manual contain procedures and information regarding use and completion of dangerous goods transport document (shipper declaration)		<input type="checkbox"/> Yes <input type="checkbox"/> No, Explain <input type="checkbox"/> N/A	
5. Does the DG manual contain procedures and information regarding packaging of dangerous goods?		<input type="checkbox"/> Yes <input type="checkbox"/> No, Explain <input type="checkbox"/> N/A	

Attachment 1 – Dangerous Goods Manual - Approval Checklist

Questions	
6. Does the DG manual contain procedures and information regarding classification and assignment of proper shipping names of dangerous goods?	<input type="checkbox"/> Yes <input type="checkbox"/> No, Explain <input type="checkbox"/> N/A
7. Does the DG manual contain procedures sufficient to assist persons in marking dangerous goods packages?	<input type="checkbox"/> Yes <input type="checkbox"/> No, Explain <input type="checkbox"/> N/A
8. Does the DG manual contain procedures sufficient to assist persons in identifying packages that may contain undeclared DG?	<input type="checkbox"/> Yes <input type="checkbox"/> No, Explain <input type="checkbox"/> N/A
9. Does the DG manual contain procedures sufficient to assist persons complying with accident and incident reporting requirements?	<input type="checkbox"/> Yes <input type="checkbox"/> No, Explain <input type="checkbox"/> N/A
10. Does the DG manual contain procedures sufficient to assist persons complying with undeclared or misdeclared reporting requirements?	<input type="checkbox"/> Yes <input type="checkbox"/> No, Explain <input type="checkbox"/> N/A
11. Does the DG manual contain procedures ensure that packers are designing packages of dangerous goods as per requirements?	<input type="checkbox"/> Yes <input type="checkbox"/> No, Explain <input type="checkbox"/> N/A
12. Does the DG manual contain other information or instructions relating to safety?	<input type="checkbox"/> Yes <input type="checkbox"/> No, Explain <input type="checkbox"/> N/A
Comments	

APPENDIX 7

Attachment 2 – Dangerous Goods Training Programme - Approval Checklist

Attachment 2

Dangerous Goods Training Programme – Approval Checklist

Name of Shipper	Done by: Dangerous Goods Inspector	Reviewed by: Flight Operation Inspector	Date		
Objective					
This review checklist is designed to assist the Dangerous Goods Inspector in determining if shippers training programme contains the dangerous goods defined in the ICAO Technical Instructions.					
Tasks					
To meet the objective a Dangerous Goods Inspector should accomplish the following tasks:					
1. Identify governing agency representative whom maintains overall responsibility for the shipper's certificate.					
2. Review the content of the training programme.					
3. Coordinate any dangerous goods programme changes or corrections to the shipper.					
4. If no corrections are needed, approve the dangerous goods programme.					
Questions					
To meet the objective, the Dangerous Goods Inspector should determine whether the shippers dangerous goods training contains the following elements:					
General Philosophy	Applicable Citations	Yes	No	N/A	
1. Purpose of DG Training Programme	ICAO 1;4.1				
2. Applicable Regulatory Materials	ICAO Forward ICAO 1;1 ICAO 1;2				
3. Use of ICAO TI	ICAO 1;1.1				
4. Definitions used in air transportation of dangerous goods	ICAO 1;3.1				
5. General Transportation Requirements	ICAO 1;2				
6. Transport by Aircraft	ICAO 1;1.1.1				
7. Training Requirements and Record Keeping	ICAO 1;4				
8. Dangerous Goods Security	ICAO 1;5.1				

Attachment 2 – Dangerous Goods Training Programme - Approval Checklist

Limitations	Applicable Citations	Yes	No	N/A
1. Dangerous goods Forbidden on Aircraft	ICAO 1;2.1			
2. Exempt Dangerous goods	ICAO 1;2.2 ICAO 1;2.4 ICAO 4;4.3.5			
3. Hidden Dangerous goods	ICAO 7;6.1			
4. Dangerous Goods carried by passengers and crewmembers	ICAO 8;1.1			
General Requirements for Shippers	Applicable Citations	Yes	No	N/A
1. Shippers specific responsibilities & compliance to regulations	ICAO 1;1;1 ICAO 1;1;2 ICAO 5;1;4			
2. Identify and Recognize DG COMAT	ICAO 1;4;2			
3. Specific DG COMAT exceptions	ICAO 1;2;2			
List of Dangerous Goods	Applicable Citations	Yes	No	N/A
1. Purpose and specific use of Dangerous Goods table	ICAO 3;2			
2. Proper shipping Names	ICAO 2;0;3 3;1;2			
3. Hazard class (definition)	ICAO 2;0;1			
4. UN/ID number	ICAO 2;0;3			
5. Packing group	ICAO 2;0;2;4			
General Packing Requirements	Applicable Citations	Yes	No	N/A
1. Shipper Responsibilities	ICAO 5;1;4			
2. General Packing Requirements	ICAO 5;1.1			
3. Packing Instruction & Assignment	ICAO 4; 2			
4. Expected Quantity Exceptions	ICAO 3;5.1			
5. Limited quantity Exceptions	ICAO 5;4.1			
Labeling and Marking	Applicable Citations	Yes	No	N/A
1. Markings Required on Packages containing Dangerous Goods	ICAO 5;2			
2. Label Required on Packages containing Dangerous Goods	ICAO 5;3			

Attachment 2 – Dangerous Goods Training Programme - Approval Checklist

Dangerous Goods Transport Documents and Other Relevant Documentation	Applicable Citations	Yes	No	N/A
1. Shipper's certification Requirements for Dangerous Goods	ICAO 5;4;1;6			
2. Transport Document Requirements	ICAO 5;4 ICAO 7;4;10			
3. Description of Dangerous Goods Required shipping papers	ICAO 5;4.1.4 ICAO 5;4.2			
4. Transport documents for Dangerous Goods Aboard Aircraft	ICAO 7;4			
Acceptance Procedures	Applicable Citations	Yes	No	N/A
1. Acceptance and Rejections procedures and requirements for DG	ICAO 7;1			
2. Passenger and cargo Provision of Information Requirements	ICAO 7;4.7 ICAO 7;5.1			
3. Unit Load Device and Package inspection	ICAO 7;1.3 ICAO 7;1.4 ICAO 7;3.1			
Recognition of Undeclared Goods	Applicable Citations	Yes	No	N/A
1. Hidden shipment Indicator	ICAO 7;6;1			
2. Suspicious Cargo and Shipment awareness	ICAO 7;6;1 ICAO 7;5.2.2			
3. Reporting of Accidents and Incidents and undeclared or misdeclared DG	ICAO 7;4.4 ICAO 7;4.5 ICAO 7;4.6			
Storage and Loading Procedures	Applicable Citations	Yes	No	N/A
1. Unit Load Device and Package Inspection	ICAO 7;2;7 ICAO 7;3;1;2			
2. Stowage capability	ICAO 7;2;2			
3. Orientation of Packages	ICAO 7;2;3 ICAO 5;3;5.2			
4. Securing Packages	ICAO 7;2;4;2			
5. Location of Packages	ICAO 7;2;4;1			
6. Damages from shipments of Dangerous Goods	ICAO 7.3.3			
Pilots' notification	Applicable Citations	Yes	No	N/A
1. Notification of Pilot in-command	ICAO 7;4;1			
2. Emergency Response Information	ICAO 7;4;2 ICAO 7;4;3			
Provisions for Passenger and Crew	Applicable Citations	Yes	No	N/A
1. Dangerous Goods Exceptions	ICAO 1;2.5 ICAO 8.1.1			
Emergency	Applicable Citations	Yes	No	N/A
1. Use of ICAO Red Book or similar Reference	ICAO 7;4.8			

Attachment 2 – Dangerous Goods Training Programme - Approval Checklist

Comments