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► TOP NEWS

SITA Delivers Windows 10 Universal App For Ground Operations at Airports

SITA worked with Microsoft to deliver a Windows 10 universal app – SITA AirsideApp – a mobile application for ground operations at airports. The app fully digitizes processes, works on phones and tablets and can also be used with wearable computing devices for efficient hands-free operations. Microsoft and SITA jointly developed the AirsideApp to replace the current paper-based manual processes by integrating the multiple airline, airport and ground handler systems used during ground operations. The app collects and shares information in real time and presents an easy-to-use interface on Windows 10 mobile devices and tablets for ground agents. In addition, notifications and status updates can be provided on the Microsoft Band allowing for hands-free updates on the go. SITA's mobile app is in use today at an unnamed Asian airline and at airports in Asia and the Middle East where the company says it has been shown to reduce administration time to process forms and manuals by as much as 30% and increase the accuracy of time-stamped activity recording by up to 25%.

Birmingham, Alabama Adding Electric Chargers for GSE

The Birmingham Airport Authority (BAA) is moving forward on a project to install 27 electric charging stations to support ground-service equipment at the Birmingham-Shuttlesworth International Airport (BHM). The charging stations and supporting infrastructure will be located on concourse A and C. The BAA has partnered with the Federal Aviation Administration (FAA), Alabama Power, Delta Airlines and Southwest Airlines to provide these charging stations at BHM. Both airlines have committed to replace select diesel powered ground service equipment with electric equipment. Alabama Power is partnering with the airlines to help them replace their diesel powered equipment with electric equipment.

Hactl Helps Air Canada Cargo to Re-Home Arctic Foxes

Hong Kong Air Cargo Terminals Limited (Hactl) handled four Arctic foxes travelling from Hong Kong to Montreal. Chi Chi and Cindy (females), together with Siu Chu and Yau Nam (males) were carried on a B777-200 by Hactl customer Air Canada Cargo. The four are being re-homed from a local wildlife centre to the Quebec Aquarium. Canada is one of the Arctic fox's natural habitats.



Sea-Tac International to Replace Entire Baggage System

A new baggage system that would allow passengers to check-in luggage at any counter in the airport is in the early design stages of development at Seattle-Tacoma International Airport in Seattle, Washington. The new system, which is projected to be complete between 2023 and 2024, would replace the 10 miles of conveyor belts currently in place. The first phase of construction will be complete in 2018. The baggage system replacement will cost \$317 million, almost \$100 million of which will be contributed by the Transportation Security Administration (TSA). To cover the cost of the project, the average ticket price at the airport is estimated to rise by five cents. By 2023, the average cost would rise about 88 cents.



+ JLG Adds New Maryland Service Center

JLG has opened a Northeast service center in Hagerstown, Maryland to address customer service and support needs. The 11,200-square foot, six bay facility joins existing JLG service branches in Houston, Texas and Riverside, California. Like the other locations, the Hagerstown branch will inspect, maintain, troubleshoot and repair all brands of equipment at the JLG facility or on the customer job site.

Gama Aviation Launches Category Zero Handling at Sharjah International Airport

Gama Aviation Plc, has introduced Category Zero handling for its Fixed Base Operations

► Upcoming Events

October 18-20

International Airport GSE Expo
Las Vegas



November 1-3

NBAA
Orlando, Florida

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(FBO) at Sharjah International Airport. These bespoke handling rates have been designed to encourage light aircraft users to use the airport by ensuring the appropriate charging mechanism is available. Gama



Aviation has seen an increase in the popularity of light aircraft types in the Gulf Region; as such, its new Category Zero class of aircraft and existing extensive offering at Sharjah, which include a range of hangar and parking solutions, will accommodate a more diverse range of visiting and based aircraft.

BGS Becomes A Strategic IATA Partner

BGS, an international provider of ground handling and aircraft



fuelling services, has joined 400 major aviation companies by becoming a member of the International Air Transport Association's (IATA) Strategic Partnerships program. The SP program currently spans over 40 various industry segments, including representatives from the fields of security, cargo, airlines, ground operations, fuel services and many more.

Australian Fuel Handling Workshops Held in Melbourne and Sydney

In an Australian first, Aviation Fuel Handling Workshops were held last month in Melbourne and Sydney. In total 120 key industry personnel attended the full day events. Hosted by C&L



Sales and Services three of the industry sector leaders flew in to represent their companies in a free flowing Workshop format.

► PEOPLE

Chris Advani and Doug Haxall Assume Malabar Leadership Roles

Malabar International, headquartered in Simi Valley, CA, named Chris Advani president and CEO of Malabar and its sister company DAE Industries, Inc., headquartered in Louisville, KY, effective June 1.

Effective May 25, Doug Haxall has been named Malabar's Executive vice president, operations, reporting to Advani. Haxall previously served as Malabar's vice president of planning and IT and began working at the company in a consulting role in 2010.

UniCarriers Hires Trio of Directors

UniCarriers Americas Corporation (UCA) expands its team by hiring Jaimie E. Kowalski as its director of marketing. Kowalski is responsible for leading UCA's marketing strategy. Kowalski will be focused on developing comprehensive marketing plans that ladder up to key strategic business objectives. Kowalski will be responsible for branding, advertising, lead generation, dealer support and digital innovation and growth.

Rohit Soni has added to the management expansion as director of compliance. Soni is responsible for guiding UCA through the process of becoming and staying J-SOX compliant by assisting in the implementation and testing of the J-SOX



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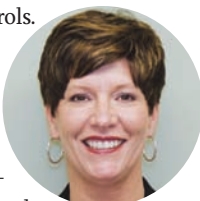
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framework and controls.

Reporting through UCA's risk management, Soni works cross-functionally throughout the organization to evaluate and develop UCA's internal controls and to promote best practices in the company's business processes.

Finally, Christy Willis comes to UCA as its director of human resources. Willis is responsible for directing all human resource functions for UCA. With her new role, Willis plans to gain a deep understanding of UCA and its employees and implement the human resources' customer service practices to strengthen UCA as a whole.



► NEW DEALS

Dnata Partners with SAS, Expects Acquisitions in Far East

Dnata entered into a long term partnership with Scandinavian Airlines (SAS) and expects to acquire businesses in the Far East. Dnata was selected to provide passenger, baggage, de-icing, ramp and cargo handling services to the 42 weekly flights at the Zurich and Geneva Airports. As part of Emirate Group's ground handling and travel services unit, dnata recorded its most profitable year, with a revenue of approximately \$2.9 billion, according to a dnata news release. International business was said to account for over 64 percent of that revenue, which why dnata expects to acquire business in the Far East.



JBT to Supply ATL Boarding Bridges, PCAs and GPUs

JBT Corporation (NYSE: JBT) announced today the award of a multi-year, multi-phased contract for the supply



of gate equipment to the Atlanta Hartsfield-Jackson International Airport. The contract is for the replacement of boarding bridges, pre-conditioned air units, and ground power equipment at concourses A, B, C, D, and T-South in Atlanta. The con-

tract, from the City of Atlanta, through the Atlanta Airlines Terminal Corporation, calls for the supply of more than 80 boarding bridges and dozens of accompanying specialty air and power devices designed to service aircraft while parked



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at the gate. The Jetway® boarding bridges being supplied are of a corrugated steel design common to the Atlanta airport. Delivery of the bridges is expected to start July 2016 and wrap up October 2018.

Malabar and Aero Express Sign Distribution Agreement

Malabar International announced an agreement with Aero Express to be its



exclusive US representative for distributing business-jet maintenance equipment. Aero Express will be providing Malabar jacks and other maintenance equipment for Gulfstream, Bombardier Global Express and Challenger series, Embraer Legacy and Dassault Falcon business jet aircraft.

Airport Services Association, 2assistU Start Training Joint Venture

Airport Services Association (ASA) agreed to set up a joint venture company known as ASA Services Ltd with the Swiss company 2assistU Ltd during ASA's board meeting in



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Toronto on May 15. ASA Services Ltd will be based in Switzerland and will offer global management training for ground service providers as the ASA Academy. In order to satisfy training needs, the ASA Board agreed to launch the ASA Academy. The ASA Academy (www.asaacademy.aero) will be managed and led by ASA Services Ltd.



DC Aviation Al-Futtaim and UAS International Trip Support Enter Strategic Agreement

Global ITP UAS International Trip Support and business jet operator DC Aviation Al-Futtaim (DCAF) have entered an agreement to provide ground handling. UAS appointed DCAF as their preferred ground handler to provide hangar parking and FBO handling at its facility at Al Maktoum International Airport (OMDW) located at Dubai South.

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Indonesian Transportation Ministry Threatens Lion Air, AirAsia Indonesia Handling Permits Following Mishap

Ground handling operations of two Indonesian air carriers, Lion Air and Indonesia AirAsia, were threatened to have their permits completely revoked after international passengers were taken to domestic terminals.

By Vesna Brajkovic

Ground handling operations of two Indonesian air carriers, Lion Air and Indonesia AirAsia, were threatened to have their permits completely revoked, instead of previous plans to suspend operations, after international passengers were taken to domestic terminals.

Indonesia's Transportation Ministry's spokesperson Hemi Pamuraharjo told thejakartapost.com, the director general for air transportation decided not to impose permit suspensions, but would revoke the airlines' ground-handling permits if they failed to implement the six to seven recommendations they were each given.

The mishandling, which led to an on-going investigation, allowed passengers to miss immigration checkpoints, including passport stamping. Lion Air, for example, delivered 16 passengers to the domestic terminal on a flight from Singapore to Jakarta, and Indonesia AirAsia took passengers through a domestic terminal after a flight from Singapore to Bali.

Indonesia's Transportation Ministry said on May 18, it would suspend the in-house ground-based passenger handling operations at Soekarno-Hatta International Airport and Ngurah Rai International Airport of the two airlines starting May 23. The suspension was later reconsidered.

"Lion Air has 30 days to follow the recommendations relating to operational services following the investigation," Pamuraharjo told thejakartapost.com. "Until then the ground-handling activities can run as usual."

Recommendations included evaluation

ground-handling management and standard operating procedures and training staff. The ministry said it would not allow the operators to hand over the service to a third party, something the airlines previously stated was in the plan.

All the passengers who bypassed immigration were recalled. All AirAsia passengers went back through the immigration processes, but one lone Hungarian passenger of Lion Air has not yet reported to immigration authorities. **GSW**

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EN MARCHA!

Jonathan



Bluth:

*Ground Support
Worldwide's
2016 TEAM
LEADER OF
THE YEAR*

Jonathan Bluth came into Atlantic Aviation as a line service technician nearly 13 years ago. Since 2003, he has built a career and his reputation on more than a decade of leadership, team development and authentic enthusiasm.

By Alex Wendland

"I struck lucky."

To hear him tell it, Jonathan Bluth, operations manager at Atlantic Aviation's Austin, Texas location, is the luckiest man alive. Bluth took a job as a line service technician at a South Bend, Indiana FBO near where he grew up after growing up with a fascination

of airplanes that was aided by the internet boom and enthusiast forums.

Atlantic purchased the small FBO Bluth had been working at as part of their acquisition of Mercury Air Center in 2007 and Bluth came with.

"I've learned a lot along the way," Bluth says. "And I can't imagine myself without all these airplanes."

After becoming a site trainer for Atlantic, Bluth's rise took off. He moved to Austin to oversee the ramp as line manager at Austin-Bergstrom International Airport in 2012 and became the operations manager at the same location just last year and now leads a team of 26 people.

"His leadership guided us through the Formula One races and the annual SXSW Music, Movies and Technology Festival and Conferences, two of the busiest times of the



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year here in Austin, Texas,” Joe Daniel, a line service technician and member of Bluth’s team, said in his nomination of Bluth. “He’s achieved a true team environment at Austin Atlantic.”

Leadership

Bluth is certainly young for someone in his role at 33-years-old, but the growth he’s taken on in 13 years on the ramp has encouraged Atlantic management.

“It has been really neat to see somebody become the leader that he has grown into,” Brice Allen, general manager of Atlantic Aviation Austin, says. “He has evolved to the operations manager of a tier-one base, which is what we call one of the larger bases.”

According to Bluth, the safety aspect is his most important job and his main responsibility is to keep his team well-equipped to succeed by giving them the tools they need to stay safe in an environment as physically demanding and dynamic as the ramp.

“I think when we’re just employees, we start to think about ourselves, and when we become leaders we start to think about others,” Allen says. “To see him come here as a young man who was engaged, and then to have a child and become married and get a home. That all became a part of who he is, with how he started seeing and dealing with his staff and his employees, and understanding how important everything is to taking care of the people who work underneath you.”

Daniel, in his nomination of Bluth, cited the major equipment improvements that Bluth has made in his first year as operations manager. Daniel wrote that Bluth provided two refuelers, new GSE tires, a drivable GPU, tool updates and oversaw both hangar renovations and line shack improvements.

“We coordinate with a lot of the other sister locations that are nearby, so I worked with Houston this year, got an additional fuel truck moved over,” Bluth says. “We’ll babysit that, take care of all the quality control while it’s under

our care, and then we’ll return it to them when they’re ready to have it back.”

In addition, Atlantic Austin took in a number of GSE pieces from various California locations as carbon regulations have pushed them out of service on the West Coast. With a not-insignificant amount of maintenance and updating, suddenly the Austin location has what’s essentially a brand new piece of GSE.

“Unfortunately they sit for extended periods because of those regulations, and that sea air really does a number on them,” Bluth says. “We’ve really worked hard at the appearance, and to bring that equipment up to standard and really function well to support these guys because Lord knows they can’t do their job if they don’t have the equipment there for them.”



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Team Development

Much of what makes Bluth successful in Austin is his comfort level with large scale event traffic. During his tenure in South Bend, Indiana, Bluth was deep inside the moneyed world of college football. Not just any college football: Notre Dame college football. Each autumn brought at least six major traffic events and full hangars.

The years of experience with Notre Dame football traffic prepared Bluth for the air-

port authority involvement and general aviation traffic that comes with Austin's laundry list of major events. Texas Longhorn football, Formula One races and the rapidly growing, jet-attracting South by Southwest festival. These event management opportunities, according to Allen, are where Bluth's "years of experience and enthusiasm have helped create the great group of employees" that Bluth and Allen speak of so pridefully.

"He's got a pretty magnetic personality, and people just gravitate toward him as it is," Allen says. "Then, to know that he's got all that knowledge that they can sponge off of him."

As you might expect from a devoted football fan, Bluth's management style relies on the "next man up" theory.

"When one goes down, the next one's going to step in and we're going to see the same results," Bluth says.

But to successfully implement that strategy, teams need proper training, coaching and resources to succeed and learn the job of the person above them – a job they may have to fill during outages, vacations or departures.

"We try to develop everyone equally," Bluth says. "On top of that, it makes it a little bit easier for these guys out here from the safety aspect that the supervisor can trust someone else."

Bluth started taking to teaching as a site trainer. As a supervisor, Bluth says, he learned to lead a group and as a line manager he learned to lead a full team. Now, as operations manager, it's time to put it all together.

"You have to be able to develop the next leader underneath you to become a leader," Allen says. "Jonathan [Bluth] has been very successful at being able to develop the next leader underneath him."

Learning on the ramp isn't just done by technicians. Success in anything comes from lifelong learning. Bluth says every time he's on the ramp he finds "something new to face or something new to learn, someone new to meet." And that happens more frequently now that he spends more of his time in his office overlooking the ramp than he does on the tarmac itself.

"Even though I don't always get the opportunity to go out and play on the ramp, I can look out and see the talent that's developed,"

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Bluth says. "I can see what they're doing, and the skills that they've collected over the years with their experience out there."

Authentic Enthusiasm

"There's a romance there," Bluth says of the ramp. "It's just perfect."

Bluth's enthusiasm is what makes him an effective leader. It's contagious. But it's contagious because there's an authenticity in his enthusiasm that you don't find in a lot of corporate environments.

"My wife, it drives her nuts that I'll purposely try to schedule flights around a city I haven't been to or a specific model I haven't flown on," Bluth says. "It doesn't matter. I need to try it, I need to be a part of it."

When that's the type of personality leading operations in any company, people will catch on to it. Atlantic, to its credit, demands it. They call it the "Atlantic Attitude" and insist that it isn't just a corporate catchphrase.

"I don't want you to be here and not enjoying yourself," Bluth says. "I want you to be here and appreciate it, I want you to be a part of the team, and I want you to have a blast."

Echoing Dick Cloud, the 2016 *Ground Support Worldwide* Lifetime Achievement award winner, Bluth says managers today

"I want you to be here
and **appreciate it**,
I want you to be a **part**
of the team,
and I want you to
have a blast."

need to emphasize the good. "Making sure the team hears the positives just as much as anything else" goes a long way in proving that loyalty is a two-way street.

"He's demonstrated that he's able to invest in people, and get them as passionate about it as himself," Allen says. "Jonathan [Bluth] has been a huge asset to this operation, as well as our company. I'm extremely proud of him."

As a teenager, and even younger, Bluth took to the internet (and books) to satiate his search for involvement. Unlike books, internet forums allowed for interaction with a targeted segment of people who shared his passion. The online interaction, like it

does for so many niche interests, increased engagement.

"I'm so thankful that I found something like this when I was so young," Bluth says. "I don't know how many people get that chance." **GSW**



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FUTURE FIVE

Young Professional Awards

The first annual 2016 *Ground Support Worldwide* Future Five Young Professional Awards were designed to showcase and recognize the contribution of those individuals under 40-years-old dedicated to working within and advancing the ground support and aviation industries.

By Vesna Brajkovic

Professionals across all dimensions of our industry were nominated by their co-workers, industry experts, mentors and supervisors for their commitment to the job, industry involvement, positional achievement and innovation in the field.

Winners of this year's awards represent the diversity that makes up the GSE industry and community. The Future Five represents young professionals ranging from those making a brand new mark on the industry to those who've spent their entire adult life in it, from a marketing director to a fuel storage facility general manager.

While the recipients of the 2016 Future Five have already begun to establish their place in the

industry as directors, general managers or senior executives, the young leaders reflect those in the industry that aren't just confined by their job title. They're risk takers, innovators, contributors to industry standards and humble leaders.

If there's one take away from the five young professionals serving the aviation industry across the country, it's that the GSE industry is complex and constantly changing. To succeed in this industry, you have to be on your toes, eager to learn and ready to lead—something all five winners seem to have in common.

The challenges of the industry were, to each of the Future Five, a challenge they were happy to face.

BRYAN HUBBARD

GENERAL MANAGER, ASIG

Bryan Hubbard says he enlisted in the military for the experience, travel and independence, and that's where he found the "tight-knit community" of ground support.

Hubbard studied at the U.S. Air Force Technical School for Liquid Fuel System Maintenance and the Buckley Air Force Base; later, he was an ASIG mechanic at the Denver International Airport (DIA) Fuel Storage Facility before becoming General Manager of the Nashville International Airport (BNA) Fuel Storage Facility three years ago.

As General Manager, Hubbard directs daily operations and said there's a good balance of office work and work out in the field that makes every day different and rewarding. The best thing about working in ground support, Hubbard says, is the feeling of community. That community is made up of people he said he owes a lot to for their constant support.

"...the people that have and continue to help me the most are the folks who work for me," Hubbard said in an email. "I may make the decisions, but they are the ones whom have to go out and execute the hard work on the ground."

In his down time, Hubbard spends his days on Nashville's lakes, swimming and boating. And, when he gets the chance, he hops on a plane to satisfy his itch to travel.



AGE: 31
YEARS IN AVIATION: 14

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WAYNE INGLE

DIRECTOR OF MAINTENANCE, GLOBAL AVIATION SERVICES

For his entire professional life, Wayne Ingle has been in the ground support industry. He says it started as “just a job” at 18-years-old, but quickly led to a fast track of promotions. He found himself in a new position almost every year, until finally he landed in his current position as director of maintenance for Global Aviation Services in April 2015.

Before his time at Global Aviation Services, Ingle worked for Aircraft Service International Group (ASIG) in several positions from ground support equipment (GSE) supervisor to his last position with the company—director of technical services, where he oversaw around 200 employees.

Ingle says the “sense of urgency” and constant, daily change are what keep him in ground support. Although he says “ground support technology changes faster than you can learn” a lot of the time, he finds challenge in keeping his “team sharp” by pulling the “pencil away from the paper” and trailing the things that work.

Ingle holds credentials in GSE and fleet training from nine different manufacturers, and is certificated in 5S, a shop efficiency certification, and leadership development training.

When Ingle isn’t overseeing 67 locations and around 250 employees at Global Aviation, he brings it back to where it all started: cars. Ingle got into automotive mechanics in high school before shortly after finding his way to the ground support industry, and now in his spare he restores old cars.



AGE: 38
YEARS IN AVIATION: 20

NICOLE ROMEO

SENIOR ACCOUNT EXECUTIVE, XCED AVIATION SERVICES

With just over a year in the ground support industry, Nicole Romeo may be a newbie, but she has found her place and gained industry understanding through her position as Senior Account Executive of Xced Aviation Services.

“I truly love GSE—being a part of the industry,” Romeo says.

But the ground support industry is ever-changing and complex, Romeo says, and there’s no one place you can go to learn it all. She said the challenge (and fun) of emerging in this industry starts with feeling comfortable in learning as you go and noticing yourself start to “speak the GSE language.”

Romeo started at Xced when William Long, president of Xced, contacted her and got her on board.

“Xced was a unique opportunity,” Romeo says. “We take the extra step, and are with the customer from beginning to end. We’re customer-focused and family owned. It’s a positive place to be.”

Romeo is the top rated account executive at Xced, according to Long.

“Her commitment, continued development in the industry and her drive in a male-dominated industry has earned her a wide range of respect from her colleagues across the industry,” Long wrote in his nomination.



AGE: 37
YEARS IN AVIATION: 1

DEREK ROSE

DIRECTOR AND VICE PRESIDENT OF MARKETING, AERO SPECIALTIES

Growing up around pilots, from his brother to his grandparents, it was almost expected that Derek Rose would follow suit. But despite completing ground school and heading down the path to receiving his own pilots license, he didn't see himself in the air. Still, Rose couldn't seem to shake aviation even after a college baseball scholarship and graduating with a degree in politics and economics.

Twelve years ago, around Christmas, Rose accepted a part-time position as an assistant for international marketing at AERO Specialties. Fast forward to present time, Rose is now the Vice President and Director of Marketing at AERO Specialties, where he oversees sales and marketing, and has a hand in both product development and international exporting. Rose says the benefit of working in a smaller company with emphasis on customer service is getting to wear "a lot of different hats." He finds challenge in working in what he calls a complicated industry, where there is always something new to learn and no one knows it all – even if they think they do.

Rose travels internationally for work, and for pleasure, but when he's not overseeing AERO Specialties' marketing or attending conventions, he's paddle boarding on the Rock River in his hometown of Boise, Idaho.



AGE: 34
YEARS IN AVIATION: 12

TOM BORIACK

DIRECTOR OF PRODUCT MANAGEMENT AND INNOVATION, BETA FUELING SYSTEMS

When Tom Boriack stepped inside an airplane for the first time in high school, he says, it "sealed the deal" for him and he never looked back. Since then, he's always jumped at the opportunity to get involved in aviation in anyway he's needed, from shuffling around trash cans at the EAA AirVenture in Oshkosh, Wisconsin as a high school volunteer to contributing to various documents in the Society of Automotive Engineers (SAE)'s Aviation Ground Fueling Systems Committee.

Boriack, who considers himself a pilot by trade, has been in aviation for 20 years now, 16 of which have been in the ground support industry.

"His range in the aviation industry is multi-faceted: ground support, inflight (commercial pilot), dispatch/scheduling, accident investigation, sales and general management," Sandra Greinke, BETA Fueling Systems Administrative Assistant, wrote in her nomination.

Boriack is currently the Director of Product Management and Innovation at BETA Fueling Systems, where he creates products and contributes to industry standards.

In addition to his position at BETA, he serves on several committees. Boriack is a member of SAE AE-5C, where he has contributed to at least five aviation fueling-related documents, the National Fire Protection Association 407—which outlines standards for aircraft fueling services—and participates in the International Air Transport Association (IATA).

Boriack was also nominated by a service member and BETA employee for the Patriot Award. The award, which Boriack received, is given through the ESGR, a U.S. Department of Defense office, to recognize supervisors who make special efforts to support service members and their family "through a wide-range of measures."

"They give a lot to us," Boriack said of service members. "We owe everything we have to them."



AGE: 36
YEARS IN AVIATION: 20

Culture Shock: Safety Reporting in the Face of Cultural Boundaries

A more respectful relationship with authority is one of the defining traits of Asian cultures as compared with the West. There is nothing that is inherently right or wrong in a culture; there are only cultural peculiarities that need to be accounted for if ramp safety efforts are to be effective and this cannot be achieved by copy pasting the cultural model of the West. How can management best handle these peculiarities of safety reporting while remaining within cultural boundaries?

By Mario Pierobon

The Asian continent has been a driver of global economic growth for more than 50 years and the aviation industry in Asia is booming. Aircraft ground handling plays a significant role in the aviation supply chain and

with the congestion of several Asian hubs ramp safety is of paramount relevance even in this region of the world. The ramp is an environment where it is important to highlight safety concerns to management and safety management systems (SMS) rely heavily on employees reporting actual or perceived safety concerns; management, however, may not want to hear concerns and/or it may actually be somehow involved in the causation chain leading to the materialisation of safety events.

We have spoken with an organisational studies researcher who has experience in dealing with organisations in China, Korea and Japan. She believes that in general in these countries societies and organisations do show a high level of respect for the hierarchy and for seniority. It is not that necessarily people will not report a safety issue and hide it because it might offend senior management. It is only that senior managers often have absolute respect in terms of authority. This means that in case of hazardous situations being generated there are two main behavioural patterns that can be identified.

"If employees were able to convey a message without pointing the fingers to the top management by diluting the responsibility across



multiple layers of management then it might be easier for line operators and management to talk about safety issues," she says. "If the raised safety issues are directly linked with some responsibility of the top management then the situation might lead to potential danger caused by hidden reports. I think eventually things come down to how employees communicate and convey the message regarding safety issues."

Enabling Reporting

Ivar Busk, former head of airside safety at SAS Scandinavian Airlines, says that, despite cultural peculiarities, enabling the reporting of safety hazards sits very high in the agenda of the Civil Aviation Authority of China (CAAC).

"In aviation the authorities are very strict and actually perform audits regularly as well as meetings to encourage reporting

and fact finding," he says. "Service providers have internal systems for reporting at different levels of management. The penalty is severe if incidents or accidents are not reported timely."

According to Maurizio Anichini, a ground operations consultant based in Southeast Asia, there is no "ideal" culture for the open reporting of operational hazards, risks and exposures.

"In any cultural environment it is not necessarily easy for people to spontaneously report on their actions or omissions, mistakes or violations, to use the ICAO terminology," he says.

In his view the practice of safety hazard reporting in the Southeast Asia region demonstrates two main characteristics. From the one end, he says, it is possible to obtain open, spontaneous reporting of hazards and exposures when fostering a

If the **safety issues** raised are directly linked with some **responsibility** of the **top management** then the situation might lead to **potential danger** caused by **hidden reports**.

true and just safety culture, where people are not systematically disciplined when reporting or in the event an incident or accident takes place. From the other end,

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in various companies the concept of open reporting and just safety culture are novel concepts and are not well understood by the executive and operational management levels. Therefore, open reporting is not practised for fear of repercussion by operational staff, who fear retribution, pressure and even the possibility of losing their employment.

As a recent achievement Anichini mentions of having facilitated the evolution of “just” safety cultural thinking amongst the numerous stakeholders at a major international airport, serving more than 90 airlines and 50 million passengers in Southeast Asia, by using simple techniques both from the top down and the bottom up.

“This has led to increased understanding of just culture, true engagement from airport authorities, reduction in near-miss event on the ground not to mention significant reductions in injuries, incidents and accidents” Anichini says.

Ramp Safety Communication

The communication of safety hazards is never easy, and in this respect Asia is no different from the rest of the world. According to Busk, direct reports in the ramp environment, especially if on paper, are quite rare. As far as the actual reporting modalities is concerned, in most cases a team leader highlights deviations at meetings. Normally local service providers do not encourage anonymous reporting and occasionally staff members highlight the concerns to relevant managers or team leaders verbally. Reporting against department heads or the company is unusual, he says.

The organisational studies researcher believes that confidential or anonymous reporting mechanisms are difficult to generate effective outcomes in organisations in Asia.

“According to my research many East Asian firms have this kind of western style reporting mechanism,” she says. “I would like to point out, however, that a participant to one of my research interviews even said that these kinds of reporting mechanisms are completely useless. Despite duties of anonymity or confidentiality people may still think that, for example, their hand

writing will be analysed: there is indeed a huge fear of sanction.”

Anichini adds that in many Southeast Asian countries language barriers may exist for multiple reasons, such as imported labour whose native language is not the one practised in the host country as well as cultural differences in the way key messages are passed on, which are to be communicated from the top of the hierarchy and not by peers at the same level.

“Moreover some staff in various Southeast Asia locations may not have the same level of safety mindedness as other regions and therefore does not assimilate the safety hazard being communicated as a real danger,” Anichini says. “An example that comes to mind is when people drive motorcycles without using a helmet or drive against traffic. This is an unthinkable practice in many parts of the world, not only because it is illegal and punishable, but because of the inherent risks in the event of an accident. Clearly, when a person is raised in an environment where preventive safety is not always practiced and rules are not enforced, it will be a challenge to explain that whilst working at the airport in ground operations, certain safety precautions must be taken systematically to avoid injury, accidents and the safety of flight.”

Another Foundation

If employees in Asia are not culturally inclined to report, then SMS implementation effort must be based upon mechanisms other than the western system of reporting.

Busk stresses that SMS has been widely introduced in China and that managers and companies in aviation are very serious about safety matters and normally take corrective actions accordingly.

“There are working procedures for analysing deviations and corrective measures taken including management participation,” Busk says. “Competent bodies such as the CAAC have emphasised safety significantly for both flight and ground activities. The penalty for non-conformities are severe and top management may be dismissed depending on the situation.”

He points out that, while there are some limitations about staff making official

RETAINING EMPLOYEES

Because of the higher respect for authority inherent to Asian cultures, one might think that the aircraft ground handling industry in Asia has higher employee retention rates, i.e. employees tend to be more “loyal.” According to Maurizio Anichini, a ground operations consultant based in Southeast Asia, however, retention rates in Southeast Asia fluctuate as much and perhaps more than in the other regions of the world.

“With unemployment rates in Thailand, as an example, near 1 percent, it is to be expected that employees will change an entry-level position more easily and more frequently,” he says.

“Employee retention is not necessarily linked to the respect for the ‘authority’ or hierarchy. Staff who are well treated are more likely to stay in the company for a longer period irrespective of the region.”

As a comparison Anichini mentions that when he was working in Switzerland on ground operations, the turnover rate for front line staff reached 50 percent.

“In other countries, where the unemployment rate is considerably higher than the fast growing economies of Southeast Asia, staff are more likely to retain their positions,” he stresses.

reports, staff must also be given credit to the very fact that companies encourage them to work through the SMS.

"Most people choose to make an official or unofficial report in the manners that suit their individual personality and behaviours," he says. "It must be borne in mind that a job is important to many local employees that need to feed families."

According to our organisational studies researcher, any kind of change management initiative in Asia, including SMS implementation, does not lend itself to be successful if performed in the bottom-up manner. While SMS has been developed to function both bottom-up (reporting from the line) and top-down (management must visibly endorse it), in Asia it is the top-down direction that must be emphasised.

"Leadership is what matters in many Asian countries," she says. "In my research I have found that some leaders are willing to change because they are fed up with a given situation and that there is some potential for change management if the leaders are willing to change and adopt a top-down approach. Leaders must be willing to admit that they will commend line personnel for reporting potential issues as soon as possible so that interventions can be timely. I would not trust any bottom up approach, it must be a top-down enforcement of believes that must not just be made of nicely resounding slogans but really lived on."

Anichini believes that SMS must first and foremost be based on a "just" safety culture. "In and of itself it is not the SMS in its documented or implemented form that will guarantee reporting," he says. "SMS is a series of processes, documents, procedures, communication, etc. that make up the framework for how the company manages safety in a systematic way.

"But it is trust that people need to sense in order to spontaneously report on hazards, near-miss events, incidents and the likes. Without fostering an environment of mutual trust, raising people's awareness and communicating with people the characteristics of a positive, just safety culture, the SMS will remain a documented item that is not in practice," he concludes. **GSW**



► ABOUT THE AUTHOR:

Mario Pierobon is a safety management consultant and content producer. He currently is working on a research project investigating aircraft ground handling safety. You may reach him at marioprnb@gmail.com.

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The Atomic-Level Future of Deicing is Almost Here

A series of studies by researchers at Houston's Rice University, paired with Lockheed Martin, have developed technology that passively deices aircraft at temperatures as low as -14 degrees Celsius. Now looking to implement the technology, Rice researchers are ready to change the industry.

By Alex Wendland

A layer of conductive, atom-thin graphene nanoribbons on the surface of an aircraft has been found to repel water and ice at temperatures above 7 degrees Fahrenheit. Below that level, a small voltage heats up the graphene nanoribbons and ice slides right off the surface through a process called Joule heating. The conductive nanoribbons, each just a few microns long, create a "resistive barrier" and heat whatever surface they're attached to.

"Joule heating is what happens on your back windshield when you flip the switch," James Tour, professor at Rice University, says. "You're applying a voltage across these wires and they're heating, that's how your back window in your car deices."

Car manufacturers don't use Joule heating on front windshields, obviously, because the wires obstruct the driver's vision. The nanoribbon technology in the Rice studies creates a transparent film, they'll even work on glass.

The electronics, Tour says, are dead simple. Two electrodes at the base of the film complete the circuit and the resistance from the graphene generates heat.

"These act as little resistors," Tour says. "It's just that you have billions and billions of them across these junction points and you don't see them, but that's where the heat is generated."

The nanoribbon film, which can be sprayed on or built into materials, requires no power as a passive deicing solution when temperatures are

above 7 degrees Fahrenheit. No voltage is necessary. Theoretically, below that threshold, a ramp agent or pilot only has to flip a switch when the aircraft is connected to ground power to deice the entire aircraft.

"Applying 40 volts to the film brought it to room temperature, even if the ambient temperature was 25 degrees below zero," Mike Williams, a senior media relations specialist at Rice University's Office of Public Affairs, wrote announcing the latest developments in late May. "Ice allowed to form at that temperature melted after 90 seconds of resistive heating."

Economic and Environmental Impact

The potential for graphene, a single-atom thick sheet of carbon, deicing has two main advantages for ground handlers.

First, the diminishing role of deicing trucks. The graphene coating is likely going to be built into aircraft, according to Tour. A sheet of nanoribbons can be applied in a number of ways including through polyethylene paint or in an epoxy, but the most likely solution is that the technology becomes a part of future aircraft designs.

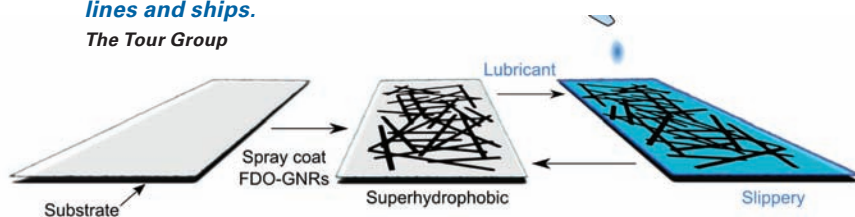
"It would be part of the filler, part of the material that's used to make the composite," Tour says. "So, as long as the composite is there the nanoribbons are there."

Second, the environmental comparison is staggering. There's no need for deicing fluids and therefore no dangerous chemicals pouring onto or off of aircraft.

"There is no environmental impact in the sense that there's nothing spilling off the wing," Tour says. "It's not like you have mountains of ethylene glycol or propylene glycol going down into the drainage systems."

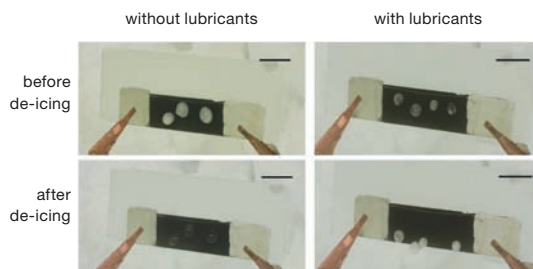
▼ **Rice scientists have modified their graphene-based de-icer to resist the formation of ice well below freezing. The robust film is intended for use in extreme environments as well as on aircraft, power lines and ships.**

The Tour Group



► **When the film at left is heated without an application of lubricants, ice melts but water droplets remain on the surface. With lubricants, at right, ice begins to melt and slides off.**

The Tour Group



If for some reason, Tour says, the wing was damaged and some of the composite was damaged or removed, an MRO can repair that with an epoxy as they normally would. The only difference would be the addition of the graphene nanoribbons to the epoxy and the overcoat. Good as new.

"We're not putting nanoribbons in the entire structure," Tour says.

"In Rice's lab tests, nanoribbons were no more than 5 percent of the composite," Williams wrote in a January update. "The researchers led by Rice graduate student Abdul-Rahman Raji spread a thin coat of the composite on a segment of rotor blade supplied by a helicopter manufacturer; they then replaced the thermally conductive nickel abrasion sleeve used as a leading edge on rotor blades. They were able to heat the composite to more than 200 degrees Fahrenheit."

With deicing built into the aircraft, expensive equipment becomes less necessary. That also means a labor reduction on the ramp.

Fewer people means less ramp traffic. The decrease in ramp traffic just so happens to involve some of the largest and most expensive equipment on the ramp.

That's Great, But Where Did This Come From?

Tour and his team originally developed the compound with Lockheed Martin to deice sensitive marine and airborne radar systems. The goal was to develop a coating that would protect radomes while maintaining radio frequency integrity.

"When we were doing radomes, we found that we could apply this with polyurethane," Tour says. "But if this were going to be used in the aircraft industry, I suspect they just want to put it as part of the epoxy that's already used in the carbon composite that makes that aircraft. When

you're flying at high speeds, overcoats have a way of being braided off."

With an atom-thin coating of the conductive carbon, RF radiation, which is what radars operate on, continued to work without any problem and could be deiced by just applying a small voltage across them.

The "R" part of R&D is done, Tour says. And they've demonstrated that it works on any number of surfaces and as a part of any number of coatings.

"But then there's the 'D' part, Tour says. "The 'D' part is never inexpensive."

Rice University is currently looking for a serious partner to develop the technology and go to "the next level." That level isn't limited to aircraft, though. Tour says he sees this coating protecting vehicles, homes, cables and power lines alike.

Lockheed's involvement in the radome developments resulted in shared intellectual property for that segment. Budgetary issues, however, derailed the opportunity to continue development for aircraft.

"They were very interested but Lockheed has a volatile budget," Tour says. "They went into a down cycle and all the people who were working in this area either were laid off or got reassigned to other things."

"It's not going to happen until somebody buys it. We have the licenses. The licenses are available." **GSW**



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Tronair Inc.

Tronair's mobile deicer carts deliver Type 1 fluid efficiently and effectively; the units come in a variety of voltages. Tronair also manufactures a unit designed specifically for servicing TKS anti-icing fluid reservoirs. The TKS unit is lightweight and easy to use, says the company.

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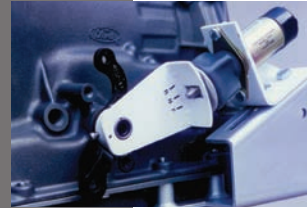
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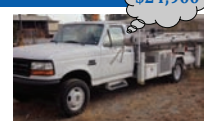
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Enthusiasm is Contagious

Looking for a better workplace environment? Start within. Are you happy with what you're doing? Your enthusiasm for your gig will catch on throughout the team, little by little. Just make sure it's real.

I was considering what our award winners have in common as the *Ground Support Worldwide* annual awards issues wrap up with Jonathan Bluth's feature in this month's magazine. Bluth and Dick Cloud, our Lifetime Achievement honoree from United Airlines seem to have one major factor in both their favors: They absolutely, genuinely love what they do.

Genuine enthusiasm spreads throughout your team, and eventually the entire company. It's a delightful endemic. Be excited about your job. Inauthenticity, however, is a repellant for both workforce enthusiasm and team chemistry.

Brice Allen, general manager at Atlantic Aviation's Austin FBO, says the days that he and Bluth get the opportunity to go out on the ramp and help out are times they cherish. Being out among the aircraft is almost certainly the reason most of us have stayed in this industry. The time in, on and around the aircraft is the best part.

"That's where the rubber meets the road anyway, and that's where we feel passionate about what we do," Allen says. "Just seeing how important it is to instill the right frame of mind in the safety aspect is paramount in our industry, because we're dealing with very fragile aircraft.

The business is serious. Every moment of the day shouldn't be. They call it the "Atlantic Attitude" at Atlantic Aviation.

"And that's exactly what it is, that's what it's known within the company, it's the Atlantic attitude," Bluth says. "And I want [my team] to embrace it, I want you to love what you do, I want you to love the people you're with."

At the same time, you can't fake it until you make it. To paraphrase Holden Caulfield, I don't know anyone who wants to work with, or for, a phony.

And people will suss it out. You don't have to love your job, but it's better to be neutral than to demand from yourself that every employee interaction lack a genuine human component. Really, that's the whole point: being genuine with your team will always instill trust and enthusiasm.

"I don't want you to be here and not enjoying yourself," Bluth says from Atlantic. "I want you to be here and appreciate it, I want you to be a part of the team and I want you to have a blast."

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