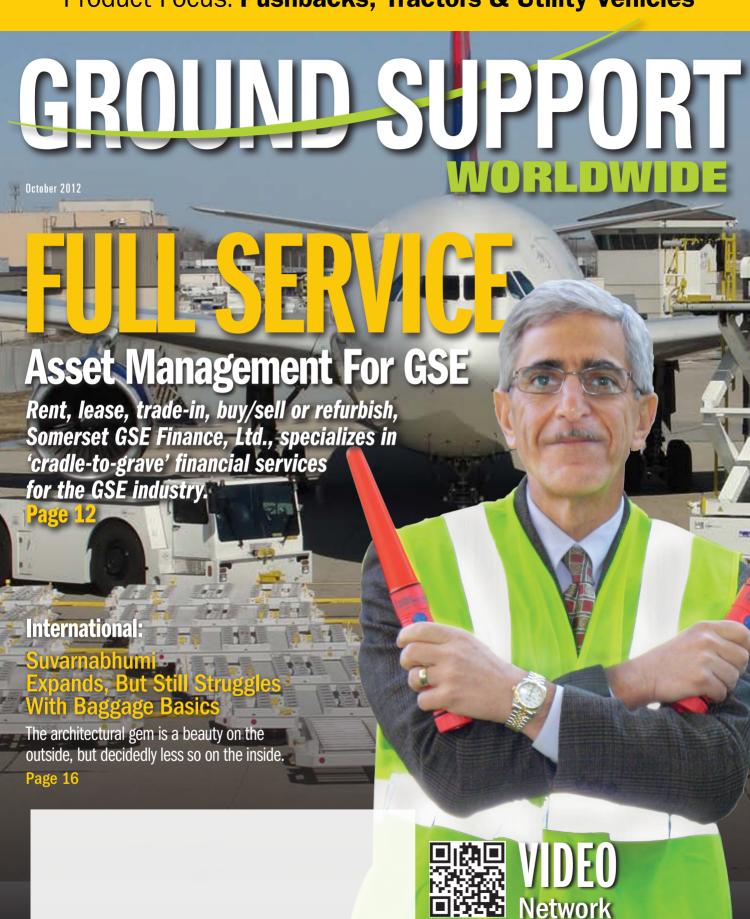
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SMS, Plain **And Simple**

You may not realize it, but some important parts of an SMS could already be in place at your company.

ver the past month, fellow blogger John Goglia and I have both written about safety issues - or, rather, unsafety issues on our blogs.

On a recent flight out of Logan, for example, John felt the unmistakable jolt of the plane running over something. Upon further review, that something turned out to be chocks left behind.

We both wrote about an accident with a tow bar that ended with an expensive private plane atop another in Nashville. (We had a lively discussion about this incident on our LinkedIn Group by the way.)

Most recently, I mentioned how a United Airlines employee hit an engine on the United jet that was standing in as practice for deicing training.

John put it well when he considered the significance of the forgotten chocks and wondered if the ground crew was rushed ... or just sloppy ... or, worse, rushed and sloppy.

WHICH DO YOU THINK IT IS?

Regardless of the choice, setting up a safety management system seems mandatory. A column on SMS written by DeborahAnn Cavalcante for our sister magazine, AMT, says her clients typically can't get past the notion that implementing an SMS is an overwhelming task at first.

But once started, she explains many clients are surprised to find out they already have some parts of an SMS in place.

"However, a direct correlation between policies, programs, systems and procedures may be missing," she says.

As it turns out, SMS tools themselves, such as gap analysis, can determine what's missing and what actions should be taken to fill in the gaps.

Then, drawing a common thread through these scattered pieces becomes the real challenge.

"The golden rule is that the organization's executives must 'buy in' to the SMS success and remain engaged in the process throughout the entire development and implementation by committing the time, resources and effort that it will require," she adds.

She offers the following advice to pull an SMS program together:

- · Stay engaged throughout the organization from the very top position in the organization to the newly hired employee.
- · Determine what processes and procedures of SMS you have and what you need.
- · Document those procedures.
- · Link the processes and procedures together by communicating.
- Use reporting to identify and mitigate
- · Monitor, measure and improve your SMS continually.
- · View hazard reports as opportunities to enhance and improve safety.



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Get Ready For AviationPros LIVE

MISSY ZINGSHEIM

Registration will be open soon.

rade show season is upon us again. Sometimes instead of the changing of the leaves we have the changing of the trade shows with almost a different event every week. But still anything that gets me away from the cold Wisconsin winters is okay with me.

Not only are we attending events, but we are also gearing up for our own.

2013 will be the re-launch of our event AviationPros LIVE, named after our successful and ever-increasing website AviationPros.com. Our live event is meant to bring the operation segments of the industry together under one roof.

For 2013 we are adding the airfield operations area (AOA) to the mix to round out the event, which already includes ground support and aircraft maintenance operations.

New is our expanded outdoor exhibits and demo area, where you can not only see the equipment, but you can experience it firsthand and even kick the tires if it so moves you.

We are making great changes to the event for 2013, make sure to join us at 5 p.m., March 12 for our keynote and opening night reception. Registration for AviationPros LIVE is opening soon, so mark your calendars for March 12-14, 2013. See you

there! And watch for more news to come about the show.

By the way, October is Breast Cancer Awareness Month, this cause is very near to me, as I am sure that many of you are also connected in someway to the illness. So please support it anyway you can, and together we can help to find a cure.

A special thank you to the team at Harlan Global Manufacturing and US Airways Express for supporting breast cancer awareness.

Melin 1. Z



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Calendar of Events:

Oct. 31-Nov. 1

NBAA 2012 65th Annual **Meeting & Convention**

Orlando, FL

http://www.nbaa.org

Nov. 12-16

SGHA & SLA IATA Workshop

Geneva, Switzerland

http://www.iata.org/training/courses/Pages/tapp32.aspx

Business Buzz

Hactl Honored: Hong Kong Air Cargo Terminals Limited (Hactl), was voted "Ground Handler of the Year" by air cargo industry publication, Payload Asia. Companies were voted for online by magazine readers on the basis of operational excellence, customer service, product innovations, competitive services and scope of service offerings.

Handling Spin Off: Air India created two subsidiaries, one for engineering and the other for ground handling, as part of

Cavotec Buys Combibox

Cavotec bought Combibox Systems Scandinavia AB.

The acquistion made on Sept. 3 is set to further strengthen the Cavotec's product offering and customer base in the global airports sector. Financial details of the transaction were not disclosed. Combibox had annual sales in 2011 of \$2.5 million.

Combibox's product range - inground systems that supply aircraft with air, fuel, electrical power, and fresh and blue water - complements Cavotec's offering.

Crucially, Combibox's excellent customer base provides Cavotec with a large number of new opportunities



Combibox's in-ground systems supply aircraft with air, fuel, electrical power and fresh and blue water.

that will help support the future growth of the group. The acquisition will add new and reinforce existing markets for Cavotec across Asia, the Baltics, Scandinavia, Eastern Europe, and India. Combibox is extremely active in the market, and until now has been one of Cavotec's main competitors in the sector.

a turnaround plan. For ground handling, the airline will provide equity to Air India Transport Services Limited over the next 12 years. About 12,000 employees will join the subsidiary.

American Shutters MRO: American Airlines will close its Fort Worth, TX. maintenance base by the end of the year, lay off 839 Tulsa mechanics and consolidate major aircraft maintenance operations in Tulsa, OK, and at

Dallas-Fort Worth International Airport. More than 1.700 mechanics and related workers at American's three aircraft overhaul bases will be laid off by next February.

SLC To Build Deicing Pad: Salt Lake City International Airport received a \$9 million FAA grant to construct a new deicing pad at the end of Runway 34R. This will enable aircraft to deice closer to the runway instead of near the gates. Construction is expected to begin in April 2013 and be completed by October 2014.

NTSB Urges Safety Gear For Taxiing Jetliners

Jetliners should be equipped with anti-collision equipment such as cameras to help pilots avoid clipping wing tips while taxiing, the National Transportation Safety Board recommended.

The recommendation from the safety board to the Federal Aviation Administration follows at least three runway collisions in the past 18 months. The problem in larger planes, the NTSB said, is that the pilot can't see the wing tips from the cockpit without opening

a window, which the NTSB says is often impractical.

The board suggests that a camera could be mounted with a display in the cockpit so that pilots could see other aircraft and obstacles. The NTSB said that new warning equipment should be installed on older planes as well as new ones and that Boeing's 747, 757, 767 and 777 models, along with the Airbus A380 and McDonnell Douglas' MD-10 and MD-11, should be covered.

Partnerships/ Acquisitions/ Contracts

Flightcare Acquisition: Swissport International has completed its acquisition of Flightcare Spain and Flightcare Belgium. The deal significantly boosts Swissport's network in Spain and allows it to become a full-service provider at Brussels Airport by adding ground handling services to its portfolio.

New Menzies Deals: Menzies Aviation has signed a three-year contract with

Daifuku Webb Group Acquires ELS

Daifuku Webb Holding Company, reached an agreement with G&T Conveyor Company, Inc., to purchase all of the equity of Elite Line Services, LLC. ELS will operate as a wholly-owned subsidiary of Daifuku Webb within the Daifuku Group.

ELS, headquartered in Carrolton, TX, operates in more than 20 of the busiest U.S. airports and employs more than 800 who provide operations and maintenance support for baggage handling systems, passenger





boarding bridges and ground support equipment.

Another Daifuku Webb subsidiary. Jervis B. Webb Company, provides airport baggage handling systems primarily in North America. Last vear, the group bought Logan Teleflex, another leading baggage handling company with locations in the United Kingdom, France and the United States.

2011. In other news from Australia. United Airlines extended its contract with Menzies at SYD and Melbourne Airport for three more years.

Expansion At EWR: Worldwide Flight Services has signed a two-year contract to provide loading and unloading services for Jet Airways' daily Airbus A330-200 services from Newark Liberty International Airport, which operates to Brussels, Belgium and onto Mumbai, India. WFS will also provide baggage services, cabin cleaning and water services for the airline at EWR.

ASIG Roundup: ASIG announced a number of deals, including the following:

Spirit Airlines chose ASIG as its new refueling agent at the airliner's home base at Ft. Lauderdale-Hollywood International Airport. ASIG will also provide ground handling, passenger services, cabin cleaning, deicing and aircraft refueling for Spirit at Baltimore/Washington International Thurgood Marshall.

United Continental renewed ASIG's contract to provide refueling services



IDS Signs \$100 Million Deal With EasyJet

In a deal worth an estimated \$100 million over the next 10 years, Integrated Deicing Services will deice jets at airports in several European cities for EasyJet.

IDS has made Inc. magazine's list of the fastest-growing companies in country for the past three years in a row. With revenue of about \$14 million in 2007, the company reported sales of \$38 million in 2011 and is on track to make \$85 million in 2012, thanks in part to the European expansion, according to the company.

According the company's Web site, IDS specializes in forced-air deicing and operates on a flat-rate basis based on the size of the aircraft. IDS' "Check-n-GO" method consists of pulsing the application of deicing fluid. According to the company, this allows better visibil-



IDS and three other associated companies employ 3,000 people at airports in the northern and central parts of the United States.

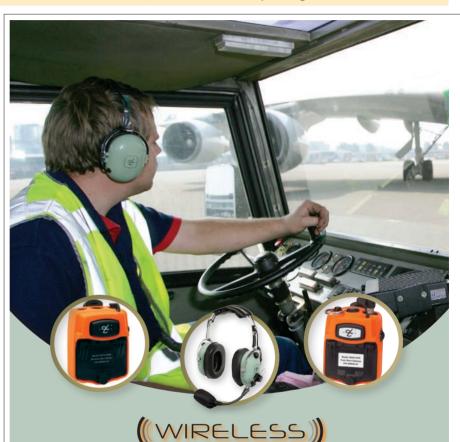
ity when steam and mist settle, ensures accurate delivery of deicing fluid, and reduces fluid use while still ensuring a safe, successful and timely deicing.

at Los Angeles International Airport, one of the airliner's busiest hubs with 195 daily flights. The contract was first awarded to ASIG in 2007. In a separate agreement, ASIG was awarded refueling services for United Continental at Detroit Metropolitan Airport. Both contracts cover mainline and express flights.

ASIG completed its acquisition of PLH Aviation Services and Dryden Air Services. PLH provides commercial aircraft refueling and fuel facility maintenance and operations at 13 Canadian airports and one at LAX. Dryden operates at five Canadian airports providing full ground support services, such as ramp handling, cabin cleaning, passenger services, aircraft deicing and aircraft refueling. The deal adds 16 new locations in Canada and enhances market share at LAX for ASIG.

Flybe Signs With Servisair: Servisair and Flybe have signed a new multiyear contract at 10 UK airports, including bases at George Best Belfast City Airport, Jersey Airport and Southampton Airport. Servisair will handle more than 40,000 departures annually.

JBT Wins \$14 Million Orders: JBT Corporation announced that its JBT AeroTech business has been awarded an order in excess of \$4 million to supply passenger boarding bridges to the Gran Canaria Airport, the largest airport of the Canary Islands. JBT also announced orders in excess of \$10 million by a large air freight carrier for the supply of new aircraft cargo loaders, deicing vehicles and pushbacks, as well



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as for the refurbishment and upgrade of existing cargo loaders.

ITW's Converters To Marines: ITW

Military GSE, a division of Hobart Ground Systems, has been selected to provide its Dual Output Facility Converters for the construction of a new aircraft hangar at Iwakuni Marine Corp Air Station in Iwakuni, Japan. The converters can supply power to legacy aircraft with 400Hz AC electrical system and newer aircraft with 270V DC. The contract, worth \$2.9 million, calls for delivery by January.

People in the News



Paul Sundby was promoted to vice president of sales and marketing for Garsite. Sundby has been in the aviation industry

for more than 15 years and with Garsite for more than five years as senior sales manager of above ground storage tanks.



Trine Berntsen will join Aviator Norge as managing director, taking responsibility for all business and operations.

Previously, Berntsen worked at the Compass Group where she occupied a number of senior roles including Nordic development director and operations director, Norway. She also has 15 years of experience in service provision at a number of Norwegian airports.



Jay B. Shelat was appointed senior vice president of cargo terminal service in North America by WFS North

America. Previously, Shelat was vice president of cargo for Jet Airways in Mumbai, India, where he helped lead the expansion of the airline's network in India and internationally, significantly increasing its cargo revenues.



Vincent R. Davis was promoted to director. U.S. sales and service by Malabar International. Davis was promoted from

his prior positions as senior inspector and field and technical support representative at Malabar's headquarters in Simi Valley. He has been with Malabar eight years.



David D. Cawthon was promoted to general manager of HBD/Thermoid, Inc.'s Chanute, KS, manufacturing plant. Cawthon

has been an employee at the plant for 38 years. Most recently, Cawthon was responsible for and managed the company's compliance with AS 9100C, other quality management systems, customer audits and recertification audits. He is a Certified Lean Six Sigma Green Belt with formal training in quality control, process improvement, root cause analysis and maintenance.

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Asset Management For GSE

Rent, lease, trade-in, buy/sell or refurbish, Somerset GSE Finance, Ltd., specializes in 'cradle-to-grave' financial services for the GSE industry.

By Steve Smith

illiam Long didn't start out to offer financing for ground support equipment, but since 2011 he's building a global lessor specializing in what he calls "cradle-tograve" asset management and financial services for the aviation industry.

"The primary business of a ground handling company, airline and cargo carrier is to move and fly people, baggage

and cargo around, and not be an asset manager," says Long, senior vice president, Somerset GSE Finance, Vernon, NJ. "That's the role we play."

In short order, Somerset GSE Finance has developed a wide array of asset management and financial services that as Long puts it, "specifically target synergistic vertical services all tied to GSE

capex and service." In other words, if a customer needs to rent, lease, trade-in, refurbish or dispose of excess GSE, Somerset has a solution to make it happen.

About three years ago, Long, a veteran leasing professional with three decades of leasing and finance experience, joined Somerset Capital Group, Ltd., Milford, CT, that's been

offering leasing and customized financial solutions to American corporations since 1984.

"I joined Somerset to grow our direct origination efforts and establish relationships with larger clients," Long explains. One such client he'd worked with prior to joining Somerset was with one of the major ground handling companies.

"We did deal No. 1," Long says. "We did deal No. 2. We did deal No. 3. At that point I began to realize that the GSE market presented a much larger business opportunity for Somerset."

Long prepared his business plan outlining the GSE market opportunity and his vision to create a global lessor, asset manager and financial services provider for GSE.

"What would set this company apart would be to create a company providing a wide array of services that go way beyond traditional vanilla lease financing of GSE," he explains. With that vision, he identified rentals, lease, buy/sell, trade-in and refurbishment services as the targeted areas of focus.

Long got the green light from Somerset senior management in late 2010 and established Somerset GSE Finance in January 2011. Long also recruited Jerry Crump to join Somerset as vice president for new business development. Crump brought 14 years of commercial and military GSE experience, as well as airport and airline operations background.

"Jerry is a GSE guy," Long says. "I'm a finance guy. Our skill sets are very complimentary. Jerry has been a big help to me."

Crump calls his time at Somerset exciting. "One way we add value is because we are able to provide a wide range of equipment options to our clients who may not have a huge support staff," he adds. "So we can help them in evaluation and selection of their equipment. We are manufacturer neutral and have relationships with most of the GSE vendors."



William Long, senior vice president, and Jerry Crump, vice president of business development, Somerset GSE Finance Ltd., have developed full service asset management for the GSE industry.

BACKBONE

Rentals and lease deals are the backbone of Somerset's business.

"Normally, we first establish a relationship," Long explains. "We're looking to understand the client's business and equipment needs and then suggest a comprehensive plan that normally starts with a rental and/ or lease. Sometimes a rental turns into a longer term lease. We recently closed a deal with a major airline for air conditioning units. It started as a short-term rental and ended up as a three-year lease. We try to be very flexible and meet our clients' needs. Our present client base includes a nice mix of relationships with ground handlers, airlines, cargo carriers and FBOs both domestic and abroad and it is growing every day." One early deal was to provide a \$1 million lease line to a Detroit-based FBO, Metro Flight Services. Lee Lancaster, vice president and general manager, needed GSE to support a new contract to handle cargo for a global airline. "We didn't have any GSE other than fuel trucks and forklifts," he says. Lancaster knew what type of equipment he needed, but he also

needed a creative financial solution to work within his cargo service. "It's simple," Lancaster adds. "I have a pie that can only be cut so many ways. Our FBO, Somerset, the OEM and the airline all needed to figure out a deal that was realistic."That's what Lancaster says he received for the equipment financing which enabled Metro to acquire a new main deck loader, wide-body pushback and dollies.

The flexibility Long speaks of comes into play for GSE in a number of ways:

- · Quick Turnarounds: Ground handlers are noted for quickly turning around an aircraft at the gate, but their businesses also have to quickly set up new stations. "Sometimes they only have 60 days to have their operation running," Long adds. "If they need a particular type of loader or tractor, depending on the time of the year, the OEM may not be able to deliver in time. We try to maintain an inventory of loaders and tractors to meet any equipment need the ground handlers may have."
- **Here Today:** ... gone tomorrow. Ground handlers need expensive

equipment for business with airlines that offer little guarantees for such major capital expenditures. "Today, a company may be pushing an A380, but doesn't know if it will keep that same flight three or four years from now," Long says. "We try to provide our clients with lease or rental alternatives that provides them with the flexibility they need to maximize profitability."

- · Seasonal Needs: Maybe a cargo carrier needs loaders during the holiday season. That's not long enough to write a big check. Somerset can provide a shortterm rental from three to 12 months to meet that demand.
- New Improvements: New aircraft made with composites and the continued trend to reduce emissions can make even "new" equipment obsolete much quicker.

SYNERGIES

For these reasons. Somerset's synergistic services help move relationships forward. Let's take a look at how some of these services work together to address full life cycle needs.

- · Rent: Short-term need? Tentative business opportunity? Somerset's rental program makes perfect sense. But as Long points out, the rental program also serves as a hedge for times when customers know what equipment they want, but can't get it delivered in time from the OEM. "The majority of the equipment in our rental fleet is new," says Long. "All our equipment is available for rent, lease or purchase. If any of our rental equipment either gets converted to a lease or purchase we re-purchase new equipment and replenish our rental fleet. This way we will always maintain
- a variety of new equipment in our rental fleet to meet client needs."
- · Lease: Somerset's lease business is the sister business to its rental program. Rental customers can convert their short-term rental to a longer term lease to reduce monthly costs or use the lease product as a hedge when working with a firm term contract. Clients lease for a variety of reasons but most common reasons are for economic, meet budgetary goals or match the lease term to a fixed contract term. Somerset can structure a lease term from 12 to 84 months.
- · Trade-In: Somerset can offer to take a client's equipment back in trade for new equipment. The client's lease cost is based on the net difference in cost between the new equipment and the trade-in value. Long described a recent lease deal for four new



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deicers, "One of our clients had a need to add a fourth deicer to its GSE fleet to address an increase in flights," he adds. "We sat down with them and listened to their needs both in terms of equipment and budget guidelines. We came back with a proposal where Somerset would take back three older deicers, apply the trade-in value to the cost of the new deicers and the client's lease payment would be based on the net cost. By utilizing our trade-in program the client was able to add the fourth unit and at the same time upgrade three older deicers. The client was very happy with our proposal. It's a win-win for everybody. The vendor makes a sale for four new deicers, the client is happy because he gets four new deicers and at the same time he is able to lower his maintenance footprint by replacing three older deicers with new deicers and we put three deicers in our inventory for either rent, lease or purchase."

- Buy/Sell: Somerset can simply offer to buy a client's excess GSE.
- Refurbishment: Here's the key to making all these financial services work. "The refurbishment side of the business came along when we started thinking about providing trade-in's," Long explains. "The ability to do that is predicated on our ability to re-market the equipment, either by rent, lease or sale." Some of the equipment might be resalable "as is." But some of it might require a paint job or a major overhaul. To handle refurbishment. Somerset formed a strategic partnership with a company based in New Jersey that has been providing remanufacturing services to commercial and military GSE since 1949. "This place does amazing work," Crump says. "And their facilities are the best. We spent six months visiting other companies and when one of

our OEMs introduced us, we knew this was the right company to provide our refurbishment needs. They also manage the logistical side of our rental fleet so they serve a dual purpose."

Step back and it's plain to see the cradle, grave and the in between: From the cradle, a client can start with a simple short-term rental (three-12

months). The client could continue to rent or convert the rental to a longer term lease (12-84 months). Later, another client trades-in old equipment to upgrade to new. In the meantime, a trade-in heads to refurbishment where it will be put back into Somerset's rental program for rent, lease or sale. The grave? Simply put, Somerset can dispose of excess GSE.



Suvarnabhumi Expands, **But Still Struggles With Baggage Basics**

The architectural gem is a beauty on the outside, but decidedly less so on the inside.

By Manik Mehta and Steve Smith

itting at our desks on the other side of the world, it's hard to comprehend everything we've read about Thailand's six-year-old international gateway, Suvarnabhumi Airport, located about 16 miles from Bangkok.

From 200 armed thugs taking over a parking lot for an afternoon to demonstrators occupying the terminal for days. From sinkholes in the runways to an outage in BKK's otherwise "Uninterruptible Power Supply" that knocked out radar.

We've read so much about BKK that we wonder if each and every one of the airport's problems could be true.

But we don't doubt the truth behind the airport's expansion plans. Last year, 48 million travelers passed through BKK, and the number is likely to reach more than 52 million this year.

The problem is BKK was designed to handle 45 million annually and passed that threshold years ago.

"We are, consequently, planning to expand our passenger capacity to 60 million," says Toompetch Boonyaridh, vice president of corporate communications for Airports of Thailand Public Company Ltd., the airport authority for BKK and five other Thai airports.

As a result, AOT is speeding up completion of BKK's expansion by one year with Phase 2 scheduled for completion in 2016.

Under Phase 2, a satellite terminal will be built with 28 gates, eight of which will be able to handle the A380.

Right: The airport, already past its capacity, will finish its current expansion in 2016. But even that extra space for planes and passengers will just keep pace with flight projections.

Below: A routine day at Suvarnabhumi Airport

The expansion also includes more than 10 million square feet of new apron area for aircraft parking.

But the added space will only catch up with projected traffic demand by 2016.

BAGGAGE DELAYS

Meanwhile, the airport is addressing problems with baggage handling at its current capacity. Neither of the airport's two main ground support companies can meet the set time limit for delivering baggage.





Thai Ground Services, a part of the Thai Airways brand, could meet the mark only a third of the time. That's particularly alarming since Thai Ground Services handles about three-quarters of the bags at BKK.

Bangkok Flight Services, a joint venture between Worldwide Flight Services and Bangkok Airways, handles most of the rest of the load and did better, but still met the set time limit 63 percent of

According to Somchai Sawasdeepon, director of Suvarnabhumi Airport, guidelines call for the first bags to appear in baggage claim no more than 20 minutes after deplanement with the last bag to appear within a half hour.

"I'm afraid the problems persist despite numerous warnings and they have yet to get their acts together." Sawasdeepon told the Bangkok Post last July.

He blamed delays on insufficient manpower and equipment rather than any glitches with airport's baggage system.

We reached out to both ground handlers for their comments and heard this from BFS.

"The issue with the baggage handling is mainly directed at TG and AOT have met with them to get their commitment to improve the service," Robert Ruesz, director of passenger services and sales, BFS, told us by email. "We are working with the Airport Baggage Committee identifying infrastructure and other issues that are challenges at such a large, single terminal airport."

He added that the company rarely receives any complaints from its customers since he believes BFS operates well compared with airports of a similar size.

"However, we are always looking for improvement and have suggested some areas that could reduce delivery

The airport's two main baggage handlers have failed to meet the set time limits for delivering passengers' luggage.

times," he adds. "These are ongoing discussions with the airport authority."

With the expansion of BKK years away, AOT is taking other action to ease congestion at the airport.

Last March, the government ordered all low-cost carriers to move to Don Mueang International Airport - once the country's premier gateway that was originally closed the day BKK opened.

Some 10 LCCs began moving to the airport's single runway as of Oct. 1. These include some LCCs that might be

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GSE Maintenance | Jet Bridges Deicing I Baggage Systems Fleet Maintenance | Airport Equipment light on price, but are heavy on passengers. Thai AirAsia, for example, carried 7.2 million passengers in 2011.

Of course, that amounts to half the total capacity for Terminal 1, but DMK has two other unused terminals.

While the government order to move LCC traffic to DMK began Oct. 1. it isn't scheduled to conclude until next summer.

However, the fast pace to hire two ground handlers by Oct. 1 for DMK has many asking questions about the process.

Bidders complained that the process gave them three business days to prepare bids and that the period of time granted to the winning bidders was for three years instead of the usual five years that AOT typically grants.



Thailand's Traffic Continues To Grow

Airports of Thailand Public Company Limited also has plans for one other airport. Phuket International Airport will get a new taxiway and aircraft parking bay, as well as a new international passenger terminal to accommodate an additional 5 million passengers.

The AOT is also renovating the existing domestic passenger terminal to accommodate 7.5 million passengers annually. AOT is working on other facilities at HKT, including an aircraft fueling pipeline.

When the improvements are completed, HKT will be able to handle 12.5 million passengers annually.

Tourism has made HKT the country's second busiest airport. But much of the growth will come at the country's current busiest airport and its onetime busiest airport.

Passengers passing through Suvarnabhumi Airport and Don **Mueang International Airport are** expected to soar from 69.5 million in 2017, to 84.7 million in 2022 before reaching 102 million in 2027, according to long-term projections from the International Civil Aviation Organization and International Air **Transport Association**

SUVARNABHUMI AIRPORT

BKK currently handles around 830 flights operated by 100 international carriers with some 150,000 passengers passing through each day. In 2011, commercial airline movements totaled 288,540 flights or a 10 percent increase over 2010. The vast majority of this growth was from international flights. The number of passengers totaled 47.8 million or a 12 percent increase over 2011.

DON MUEANG INTERNATIONAL AIRPORT

DMK only accommodated two domestic scheduled airlines in 2011, but business will pick up considerably as more low-cost carriers move operations from BKK to DMK. However, it's easy to see the growth in low-cost carrier operations to Bangkok from DMK's statistics. The number of commercial flights in 2011 totaled 47,508 flights or an increase of 41 percent over 2010. The number of passengers totaled 3.9 million or a 44 percent increase.

How To Change A 'Culture Of Noncompliance'

This kind of change requires personal action and a commitment to safety.

By Katrina Bedell Avers, Ph.D., Research Scientist, FAA

he temptation to compare ourselves to others and use someone else's behavior as an excuse doesn't end with childhood. We have likely all been guilty of asking the question, "Why do I have to? Nobody else is doing it that way."

We are all too willing to blame our actions (or inactions) on the culture of our organization ... our management ... overly restrictive regulations ... and the list could go on.

Organizational norms are powerful, but the bottom line is: Change begins with me!

In the aviation industry, inadequate technical documentation or failure to follow procedures accounts for a large number of safety violations. To truly fix the problem, the culture must be changed.

A "culture of noncompliance" contributes to issues in technical documentation and following procedures. Although a number of efforts should be taken to change such a culture, two interven-

- · First, initiate an industry mandate requiring users to address known documentation issues - at all levels of the organization.
- · Second, expand incident investigations to identify details associated with documentation issues.

Changing a culture requires a collective effort at all levels of the organization and typically begins with senior leadership commitment. Change, however, does not end with senior leadership. As aviation professionals, each of us has a responsibility to lead change through our own actions.

ADDRESS KNOWN ISSUES

Requests from users for manual revisions are often lumped with other com-

tions should be made priorities:

pany requests and not addressed in a timely manner. Even when addressed quickly, the users may not be informed.

When users do not see timely results from manual revision requests, they frequently give up and create "workarounds" to complete tasks, ignoring deficiencies in the manuals until a problem occurs. The operators and

Five Challenges To Getting Things Done Right

A government and industry workshop met earlier this year to untangle the web of technical information and regulations and make it easier to follow procedures. (See "Procedures 101," April 2012, Ground Support Worldwide.") At the end of the two-day summit, the attendees identified five challenges to getting things done right:

- · Consistent technical documentation. (See "How To Play By The Same Rules," June/July 2012, Ground Support Worldwide.)
- · Accurate content for users. (See "Give Me The Right Instructions - Please!" September 2012, Ground Support Worldwide.)
- · Industry culture and professionalism.
- · Business case for documentation improvement.
- · Industry standards.



Changing a culture requires a collective effort at all levels of the organization. As aviation professionals, each of us has a responsibility to lead change through our own actions.

manufacturers must make a renewed commitment to expedite the process to address issues with documentation.

Industry Actions

 Revisit (with airlines, in particular) the process for timeliness of document revision.

Government Actions

 Hold manufacturers, airlines, maintenance organizations and individuals responsible for inferior documents that they knowingly create and/or continue to use.

Individual Actions

 Report bad documentation when you see it. Request that it be addressed. Actively change the culture!

EXPAND INCIDENT INVESTIGATIONS

Guidelines for incident/accident investigations must require a complete root cause analysis (RCA) when it appears a procedure was not followed.

The cause may be an error, where a well-documented procedure was not properly executed. Or the cause may be a document-related issue where the instruction was not clear, complete or correct.

Although sufficient for an investigation, the categories are too broad from the standpoint of actionable change to mitigate future risk. Also, existing reporting systems may contain information relevant to an investigation, but that does not explicitly state what the precursor was to the error.

As an industry, we must focus on improving outcomes of formal and informal investigations of errors and document-related issues by improving the data quality and developing analysis tools. We must determine what the "right" questions are for a reporting system during a formal investigation.

Industry Actions

- Change current event and accident investigation forms to have a section dedicated to the use of technical documentation. If technical documentation is suspect, then ensure sufficient root cause analyses.
- Create internal procedures for immediate correction of technical documentation any time it may be a small (or large) contributing factor to a safety event.

Government Actions

- Create procedures and training to help event investigators recognize the manner in which technical documentation may have been a contributing factor to an event.
- Ensure that all FAA accident investigations that identify procedures or documentation as contributing factors also ensure that a proper root cause analysis is conducted.

Individual Actions

- Report all detailed information about documentation issues that contributed to an error/ event/accident.
- Use voluntary reporting to describe when and why a job card or procedure was not used properly or at all.

To summarize, there are a number of ways to change a culture of noncompliance, and we've mentioned two that should take priority.

Programs and leadership commitment are necessary, but not enough. Change requires personal action and a commitment to safety. Programs and processes are only successful if followed.

Are you ready to change the culture in your organization? It begins with you, the aviation professional.

Dr. Katrina Avers is a Research
Scientist at the Federal Aviation
Administration in the Civil Aerospace
Medical Institute Human Factors
Research Lab. Dr. Avers takes a practical, science-based approach and has
worked to develop applied solutions that
can be used across the industry.



Charlatte Of America Unplugged

The company's newest vehicle will come with a decidedly different feature — a fuel tank.

By Steve Smith

harlatte of America, wellknown for a line of batterypowered baggage tractors, belt loaders, utility vehicles, lav/water trucks, tow tractors and pushbacks, is pulling the plug on its latest vehicle.

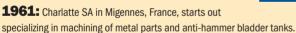
The CT5G Baggage Tractor will get its power from either a tank of gasoline or diesel.

"We've been very successful with selling our electric vehicles," says Rob Lamb, the company's vice president of sales and marketing. "At the same



Corporate Time Line

Charlatte, a member of the Fayat Group, has factory operations in Brienon, France; Bluefield, VA; and Crawley, West Sussex, UK. Total manufacturing area at all three locations exceeds 250,000 square feet and employs over 18,000 worldwide.



1980: Charlatte SA diversifies by creating Charlatte Manutention (France), which adds battery-powered tractors and flatbeds to its product line. Charlatte Manutention quickly becomes the leader in battery-powered vehicles used throughout Europe.

1990: Charlatte Manutention further diversifies by adding even more battery-powered tractor models to its product line.

1991: Charlatte acquires Mathieu-Sofraola located in eastern France, which adds industrial sweepers and equipment to its product line.

1993: Charlatte expands to the U.S. market, and creates Charlatte of America, which quickly becomes the leading U.S. manufacturer of batterypowered vehicles used on airport ramps.

1998: Charlatte Manutention (France) relocates to a new manufacturing facility in Brienon, France to accommodate growing European customer demands.



1999: The Fayat Group acquires Charlatte. Fayat employs 18,000 around the world in construction, civil engineering, public works and handling equipment.

2000: Charlatte of America relocates to a larger manufacturing facility located in Bluefield, VA, to accommodate growing U.S. and European customer demand.

2009: Charlatte of America launches a new Charlatte America Web site that includes, among other benefits, MyCharlatte.com, which allows customers to order parts and access manuals and service bulletins.

2010-present: Charlatte of America continues to add to its American-made product line with the CPB35E, an 80V AC electricpowered pushback tractor, the CT5E Cargo Tractor with 5,000 pounds of drawbar pull and the CT5G, a gas/diesel-powered Baggage Tractor.

The company first introduced a gas model a decade ago, but electric orders took priority.

time the pie for electric vehicles in the Americas is just not big enough."

When Lamb says "the Americas," he's referring to a market that goes from Canada to Latin America. And when he says the company's been

successful, he means it. Lamb figures Charlatte of America has 80 percent of the electric baggage tractor market within that expanse of space.

"But that drives about 300 vehicles a year," he adds.

To diversify, Charlatte of America's newest vehicle will initially come with a choice of two gas engines.

"It's in the paint booth right now," Lamb told us when we talked with him in late September. The CT5G can come with a Ford four-cylinder, 2.5-liter engine or a four-cylinder, 2.8-liter engine from Zenith Power Products LLC.

Zenith's Bristol, VA. location isn't far from Lamb's facility in Bluefield, VA. The industrial engine maker has recently done business with logistic companies to repower their GSE with the same engine going in the CT5G. All Zenith engines also currently meet California Air Resources Board and EPA requirements.



The CT5G can come with either this Ford four-cylinder, 2.5-liter engine or a fourcylinder, 2.8-liter engine from Zenith Power Products LLC.

Speaking of requirements, the new tractor will also come with a Deutz diesel engine.

"We're still waiting to hear more about Tier 4, and specifically, the cost of going from Tier 3 to Tier 4," Lamb adds.

The new vehicle will have a Paillard axle up front and an AxleTech in back.

The new vehicle resembles the company's CT5E, an electric cargo tractor introduced in 2011.

"It has the same body style so it does have some lines to it." Lamb





The CT5G has the same rear seating configuration as the CT5E. This seating position allows an unequaled visibility of the rear hitch that can now be easily actuated from the driver's seat.

adds. "It doesn't look like an antique or generic-looking version of a baggage tractor."

The company's hardly throwing in the towel on the electric market.

"It's not that customers don't want to go with electric equipment," he says.

Many times, however, his customers have to match the same pace as the airport does in making the necessary infrastructure improvements to allow for electric GSE.

"The beauty of a gas or diesel vehicle is that when the flat truck comes with a delivery, the new vehicles can immediately be put into service," Lamb says.

This isn't the first time, Charlatte of America has unplugged itself. Lamb, who joined the company in 2005, says the earlier attempt was about a decade ago.

"But it wasn't marketed right or built to the right spec," Lamb says. "And around that time, plenty of electric orders were coming in so the product was shelved."

Meanwhile, Charlatte's French manufacturing plant has also long sold the diesel-powered TD 225 tractor. Lamb says the company has had tremendous success selling the TD 225 — overseas, that is. He adds the price would be an issue on this side of the Atlantic and, besides, the vehicle does not have the drawing power U.S. airlines require.

While the American-made CT5G is an entirely new vehicle designed with Lamb's territory in mind, he did add that he would also consider exporting this to Europe as long as it didn't cannibalize sales of TD 225.

Until then, he'll be glad to see how "the Americas" shake out.

"Plenty of gas and diesel GSE manufacturers have introduced electric models to come after our market," Lamb says. "Now I have the opportunity to go after theirs."

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- Product/Service Award: This award celebrates the products, services and manufacturers making a difference in the industry.

Flying Food Delivers With Hybrid Truck

Regenerative brake system provides power to truck and scissor lift.

By Steve Smith

here's one catering truck out of some 200 high-lift vehicles that drivers from the Flying Food Group operate with a bit more care.

"We tell them that they should drive it like their grandmother would - if, of course, she drove a catering truck with a scissors lift out on the ramp," says Greg Brown, vice president of procurement for the Chicago-based airline caterer.

That's because every time a driver steps on the brake in the company's newest vehicle a regenerative braking system provides the power to raise the lift and drive the truck.

There's much more to the driver's training than advice to act like Grandma, but slow and steady is what wins this race.

"You don't just hop in the driver's seat, turn the key and take off," Brown says. "We had plenty of training to operate the vehicle since there are specific procedures to follow to make this truck work its best."

Such a braking system sounds counter-intuitive at first. Brakes stop power; they don't create power. Or



Global Ground Support supplied the rear body and scissor lift for the hybrid truck.

do they? We think the best advice to think about this is to keep an eye on the "re" in "regeneration." When those two letters are fixed before a word, it means both "backward" and "again."

Typically, we all slam on the brakes in our car and that energy of slowing and stopping a 2,000-pound vehicle is wasted as friction turns that energy into heat, which does a number on your brake pads before dissipating in the air.

REUSING ENERGY

With a regenerative braking system, we're going backward and using the energy again. And, of course, considering a catering truck weighs many times more than a car, we're starting out with that much more energy.

To create the system, the truck's engine is about the only thing under the hood that isn't a part of Eaton's patented electric hybrid system. The engine is coupled with Eaton's UltraShift® automated manual transmission and clutch.



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Conventional Brakes

It's friction that stops a moving vehicle. Whether it's between the brakes and tires or the tires and the road. Friction means heat and heat in this case mean lost energy — a lot of lost energy. Over time, this cycle of friction and wasted heat reduces a vehicle's fuel efficiency. More energy from the engine is required to replace the energy lost by braking.



Regenerative Brakes

Hybrids and all-electric vehicles all use some variation of regenerative brakes. It's one way, for example, to keep the batteries charged. Because a hybrid without charged batteries is just another fossil fuel car. (An all-electric car without charged batteries is another car stopped on the road.) Energy recouped during braking is saved in batteries and used later to power the motor or, in our case, lift the rear body of a catering truck.

Between the output side of the clutch and the transmission, an integrated electric motor/generator is connected to a power inverter and lithium ion batteries, all controlled by an electronic control module.

This parallel hybrid maintains the truck's traditional drivetrain layout, but uses controls to blend engine torque with electric torque to move the vehicle. The energy normally lost in braking can also be stored in batteries and provide the power to lift the rear body.

Ideally, Brown says the drivers may be able to operate the truck during delivery service on the ramp with nothing but electrical power.

"It's perfect for us," Brown says.
"We don't put a lot of miles on these trucks, but we do put a lot of hours on them."

In particular, it's the stop-and-go nature of Flying Food Group's business that makes this system work best. A long-haul truck going down the Interstate at 55 mph? Not so much. Ironically, driving like a Grandma, slow, steady and maybe with a lot of stops, is exactly the kind of "power" needed for this hybrid.

NO IDLING

Without the regenerative system, the company's other catering trucks use the truck's diesel engine for the power to raise the rear body. While it may not seem like much for each delivery, Brown says a catering truck can idle up to two hours a day.

As a result, the system cuts costs in two ways:

- Diesel use for driving can be cut by 30 percent.
- Diesel use can be cut another 20 percent since the rear body will ideally be powered only by electricity.

Brown says as far as he knows this is the only such vehicle of its kind being used for aircraft catering in the United States. It's definitely the only one at his company. Flying Food plans to test the new vehicle for six months to better judge reductions in diesel consumption.



Representatives from Eaton Corporation offered training to Flying Food Group's drivers and mechanics on how to properly operate and maintain the hybrid truck.



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"We have excellent records throughout the company to see how the truck does," he says.

While cutting fuel use is the primary reason the company decided to try the Eaton system, cutting all that idling time may also show a benefit in maintenance costs, too.

"Every business that is out every day conducting business in a large public space like an airport is also interested in ways to reduce carbon emissions," Brown adds.

At the end of the day, Global's scissor lift and the rear body supplied on the Navistar engine and chassis doesn't care how it's lifted.

Global originally entered the catering and cabin service truck business in 1998. Global manufactures a wide range of scissor-lift trucks to service every type of aircraft from small regional airplanes to large wide-body aircraft. With varying height and width ranges from 89 inches to 228



The hybrid truck made its first delivery run to O'Hare International Airport just last summer.

inches, the body styles include stainless steel, aluminum and fiberglass reinforced plywood. Global's line of aviation catering and cabin service lift trucks is designed with an exclusive scissor lift along with two single-stage hydraulic lift cylinders.

Since 1998, the company has sold more than 200 units to major airlines and in-flight catering companies across the country and internationally.



The Flying Food Group produces more than 300,000 meals and snacks daily for 70 airlines.

Global's scissor lift and rear body are on many of the Flying Food Group trucks that operate from 18 production kitchens throughout the United States and one in Shanghai, China, delivering \$369 million in annual food service to 70 airlines and other retail customers, such as Starbucks.

The company counts some of the best-known international airlines, such as Air France, British Airways, JAL and Lufthansa, as customers and produces more than 300,000 meals and snacks daily.

Owner Sue Gin founded the business in Chicago in 1983 to provide passenger meals for a single domestic carrier out of Midway Airport. She later expanded to ORD. Under a decadeslong partnership, her company and Air France's catering arm Servair jointly operate kitchens at five gateway cities in Chicago, Miami, New York, Seattle and San Francisco.



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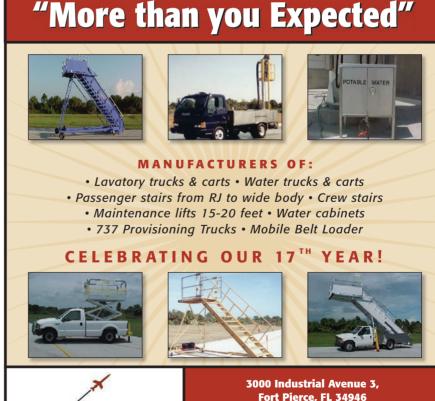
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AIRCRAFT MOVING EOUIPMENT - TUGS Priceless Aviation Products

Priceless Aviation Products introduces a "Transaxle" to its 701 model tugs. The 701 battery-operated tug will now come standard with a transaxle. The introduction of the transaxle will allow the tug to turn freely and eliminates the need to pick up and reposition the tug to make tight turns. Another advantage of the transaxle is that it will also reduce the amount of wear on tires during usage.



ALTERNATIVE DRIVE TECHNOLOGY

MULAG Fahrzeugwerk GmbH u. Co. KG

The MULAG GSE product range offers the customer a good choice of innovative concepts, such as hybrid drives. LPG- or CNG-drives and fuel cell drives that are all suitable for reliable application on the apron and provide just the edge of technology advantage that is needed for a futureoriented ground handling concept.

AviationPros.com/company/10017611

ELECTRIC TOWBARLESS TUGS

Tronair Inc.

Tronair offers environmentally friendly electric towbarless tugs. Models include the JP30, JP75 and JP100 with towing capacities of 30,000 pounds, 75,000 pounds and 100,000



pounds, respectively. Move your units safely and efficiently with these rugged, compact and maneuverable units.

AviationPros.com/company/10017892

LED WORK LIGHT

DMK USA Inc.

DMK. Inc. recently released a new series of LED work lights to be used as a primary or auxiliary light source. The low-profile design offers more mounting location options than conventional work lights. The VL Series was designed to handle severe environmental conditions common to off-road applications.



AviationPros.com/company/10018492



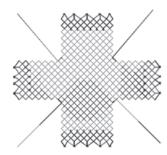




TMX-350 AIRCRAFT TRACTOR TLD

TLD introduces the TMX-350 medium size aircraft tractor with GVW 53,000-61,600 pounds and DBP of 43,000-47,200 pounds. For aircraft up to 660,000-pound GATW, including the new B-787 and A350. Coordinated 4-wheel steering is standard for very tight turning and a compact size. Powertrain includes a Cummins diesel engine with a Dana-Spicer transmission and axles. A large ergonomic cab, suspended seats and a spring suspension provide unprecedented operator comfort.

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RECHARGEABLE LED HANDS-FREE LIGHT

KH Industries

The HazLoc Lantern is a portable, hands-free spotlight with a 10-hour run time and is certified for Class I Division 1, Groups A, B, C and D Hazardous Locations. The Lantern features a 340-degree rotating head with 70-degree pivoting angle allowing the operator to position the light either horizontally or vertically and angle the medium spotlight beam directly at the worksite.

AviationPros.com/company/10753376



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CONTIRV20 Continental Tire

Continental's ContiRV20 industrial tire, designed specifically for ground support vehicles, has an expanded size range. The ContiRV20 is now available in the new 8.75R16.5 size, and by late 2012 will include

225/75R16. The ContiRV20 features rugged construction for maximum service life and is used in airport ground support operations worldwide.

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Ensure Safety And Service With A GSE **Inspection Program**

A well-managed daily GSE checklist program puts safety first, but customer service right behind.

By Brett Barrett, Station Manager, Matheson Flight Extenders



daily GSE-user checklist inspection program is a must for all operational

organizations.

Our Matheson program, for example, is designed to capture potential issues prior to any actual breakdowns that could cause unsafe conditions, disrupt the quality of our service to our customers and cost several times the amount to repair.

We assign equipment for user checks as a part of our daily shift assignment roster. We have one person conduct a pre-use inspection and note any issues. We also have the operator of the equipment make additional post-use remarks.

Let's say that during a pre-use check on a tug, our assigned inspector drives the vehicle, applies the brakes and thinks they are holding just fine. The inspector will assume the brakes are fine in all conditions.

But during operation, the tug driver with a heavy load might notice that the brakes are slowly fading under pressure. If so, that would be an indicator that the master cylinder is starting to

These notes would require the GSE mechanic to inspect the situation more critically.

We keep our user check sheets very simple. Recommended standard procedures would include equipment numbers preprinted on respective forms with space to include names, notes and space to have the GSE mechanic sign off on any repairs.

In order to ensure accountability, we assign each piece of equipment to an employee and the employee's name is listed on the GSE-user checklist sheet. To ensure a properly completed and thorough system is in place, some simple items must be preprinted as handy check-off boxes in order to make this an easy-to-use checklist:

- · Check all fluid levels.
- · Visually inspect belts, hoses, tires and lug nuts.
- Record any puddles where the unit was parked that might indicate a leak of critical fluids.
- · Check that all lights and indicators are properly operating.
- Conduct brake checks, including the emergency brake.

These are just basic examples and your list could include others.

The single most important element of a successful GSE-user checklist program is accountability. A critical element of a successful program is instilling confidence in the hearts and minds of our employees by repairing noted items in a timely fashion. This lets them know the program is a corporate priority.

One of the biggest problems you might encounter without a checklist in place is "pencil whipping" or incorrect reporting. And this is the primary reason for our simple form.

Case in point: Several years ago, I was a load master riding in aircraft between Las Vegas and Salt Lake City every night. We were on our approach back into Salt Lake City, when we

noticed some flashing lights between the taxiway and runway.

As we landed, we tried to figure out what was going on. Mowing the lawns at 4 a.m.?

As it turned out the flashing lights belonged to a tractor that one of the cargo companies was using as a tug. Push on the pedal and it would engage the transmission. If the transmission was left in forward, the tractor would take off on its own. Which it had that particular morning.

Later, we found out the pedal is held up with a tension spring that had worn out and no one had reported it. But this spring takes time to get this bad!

This is a good example of why we need the pre-trip and post-trip inspections and forms and to be followed up by the lead of the shift to ensure the correct information gets posted and repairs, if necessary, get made.

In summary, a well-managed GSE-user checklist program is essential to operating a safety-oriented, customer-focused business. This is achieved with a defined team effort at all levels of the operating unit. A steady approach focused on the simple items pays huge dividends that transfer to the bottom line.

BRETT BARRETT has 28 years of experience in aviation starting with Evergreen Eagle where he ultimately oversaw 21 mechanics and a rebuild program for more than 200 pieces of GSE. As a station agent for Matheson Flight Extenders, he also oversees GSE purchases and the operations of a GSE rebuild facility.



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