

GHOST

GROUND HANDLING OPERATIONS SAFETY TEAM



Terms of Reference

“We are committed to support industry’s aspiration to ensure that all personnel involved in ground operations are made aware of, and equipped with, the necessary skills, knowledge and tools to conduct their related duties in a safe and compliant manner”

GHOST Terms of Reference | Revision 1 | January 2024

1. Aim and Objectives

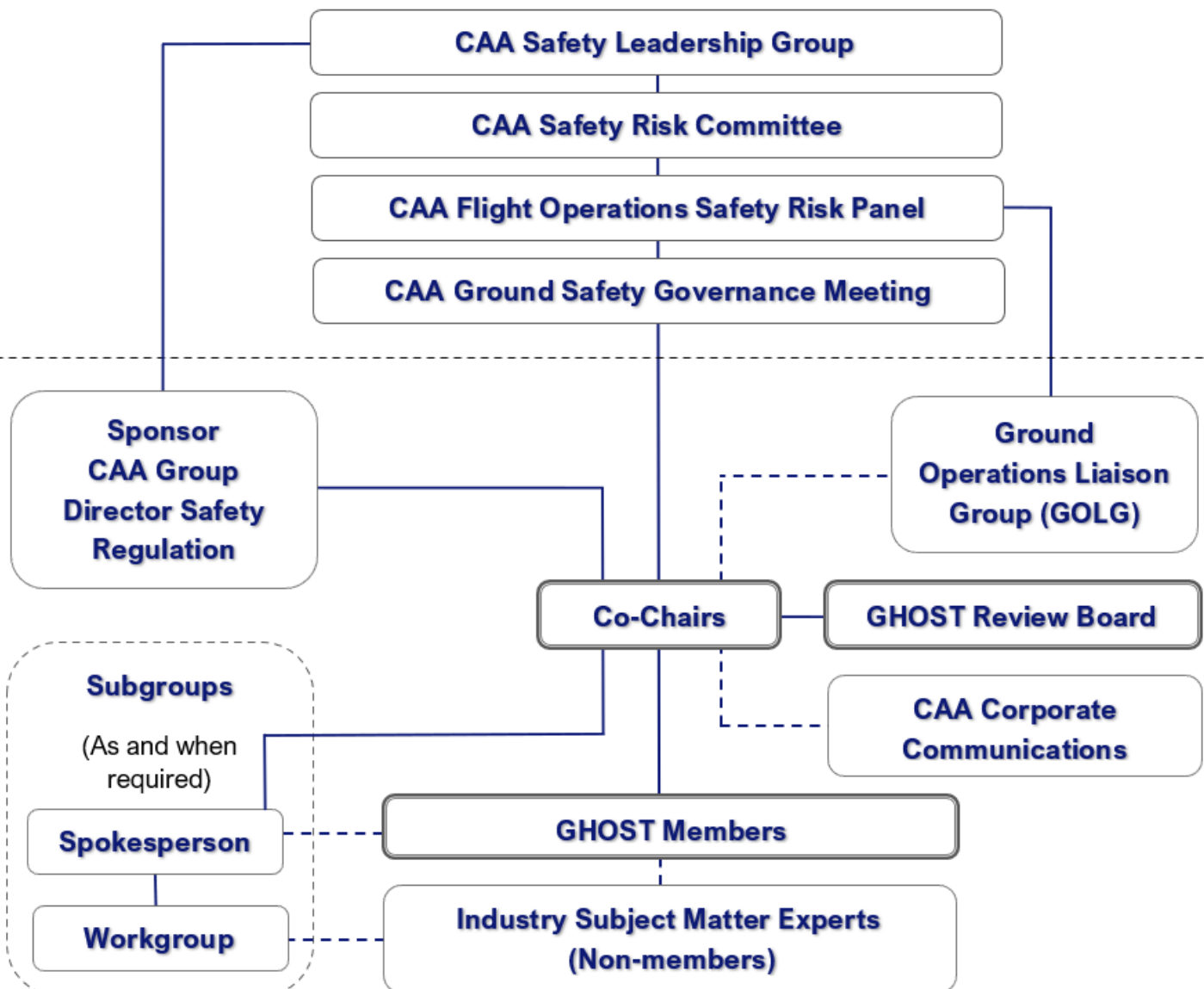
- 1.1. The Ground Handling Operations Safety Team (GHOST) is a voluntary industry working group, established to identify risks which affect ground and flight safety, during ground operational activities. The team aims to develop strategies to mitigate those risks identified.
- 1.2. GHOST will provide a forum to discuss safety related concerns, with a view to arriving at a common understanding of 'best practice' and promote this within the community and the wider industry, to increase awareness with the aim of reducing the risk of related incidents.
- 1.3. Specific topics of focus will be identified using data, intelligence and/or feedback from the participant team members and industry subject matter experts. Where appropriate, the group may agree new and/or revised safety initiatives and promulgate as necessary.
- 1.4. GHOST will achieve the above by way of collaboration with the global aviation industry. Where possible, this will include active engagement with both individual organisations and/or related safety groups. This is to ensure the ground handling community is appropriately represented and developed:
 - International organisations and regulatory bodies, such as the European Aviation Safety Agency (EASA) (Aerodrome and Ground Handling Collaborative Analysis Group), the International Civil Aviation Organization (ICAO), the International Air Transport Association (IATA) and National Civil Aviation Authorities.
 - Ground safety forums, such as the FAA's InfoShare, the DGAC's Civil Aviation Safety Directorate (DSAC), CASA's Ground Operations Safety Awareness Forum (GO-SAFE) and the Irish Aviation Authority's Ground Operations Working Group (GOWG).
- 1.5. Every effort will be made to ensure clarity of purpose without duplication of effort. GHOST will act as a co-ordination point through which organisations/groups can disseminate safety/regulatory information and will strive to influence and support ground safety related initiatives.

2. Structure and Composition

- 2.1. The CAA's Group Director of the Safety and Airspace Regulation Group (SARG) will 'Sponsor' the work of the GHOST, ensuring that outcomes are clear and in line with strategic objectives and deliverables are monitored. He/she will also inform the CAA's Safety Risk and Leadership forums of GHOST's activities and seek support where necessary.
- 2.2. The GHOST Review Board is comprised of the co-chairs and key senior stakeholders from each of the main communities represented. The board will meet annually to review any projects completed, the group's priorities, and ensure that work aligns with those risks identified by the industry. Members may be called upon to participate in extraordinary meetings where the need arises.
- 2.3. Following the GRB meeting, the co-chairs will meet with the GHOST Sponsor, to discuss outcomes and actions.
- 2.4. The CAA will nominate one co-chair, with the other elected by the GHOST Review Board. Their role is to lead the group, arbitrate and provide the day-to-day management of GHOST.

- 2.5. Work streams are coordinated through the GHOST membership (hereafter called “main group”) which may, as required, breakout into a specific single task workgroup (hereafter called “subgroup”).
- 2.6. The main group team will comprise, but is not limited to, representatives from the following entities:
- Aircraft Operators.
 - Airport Operators.
 - Aviation Regulators.
 - CAA’s Safety and Airspace Regulation Group.
 - Ground Handling/Service Providers.
 - Human Factors specialists.
 - Health and Safety Executive.
 - Other subject matter experts as required.

2.7. GHOST Structure:



3. Co-chairs

- 3.1. GHOST will be jointly co-chaired by the CAA SARG and industry. This is to ensure a balanced approach to both the management of the team's activities and decisions.
- 3.2. Any member of GHOST, (individual or organisation) can be nominated as a co-chair but must be able to commit to having suitable availability to fulfil the position. There are no defined expectations for availability but a co-chair should be expected to attend the GHOST and GRB meetings, periodically meet with the other co-chair to review/plan the team's activities and be able to support safety initiatives, when required.
- 3.3. When a vacancy becomes available, the existing co-chairs will ask the team for volunteers. The decision-making process will primarily be determined by the number of submissions. A single submission will be reviewed for suitability by both co-chairs, in consultation with the GRB. In the case of multiple submissions, the same review process will be followed but the eventual candidate will be voted in by the other GHOST members.
- 3.4. With regard to tenure, it has been decided not to set any formal timescales. It is recognised that the co-chair role further increases the workload of any individual, so an existing co-chair will remain in position, unless they decide to step down or there is a successful challenge from the team.
- 3.5. Unless there are any extenuating circumstances, a co-chair should provide reasonable notice, if they take the decision to step down from the role.
- 3.6. The co-chairs will be responsible for the following:
 - a. Terms of Reference.
 - b. Membership.
 - c. Selection and prioritisation of work streams.
 - d. Reporting progress of the deliverables to the Sponsor.
 - e. Liaison with other similar industry working groups.
 - f. Support communications between main and subgroups.
 - g. Arranging main group meetings.
 - h. Production of a meeting summary in a timely manner.
 - i. Dissemination of GHOST approved guidance and safety materials to industry, working with CAA Corporate Communications where necessary.
 - j. Facilitating updates for the GHOST website.
- 3.7. If any GHOST members wish to challenge the conduct of either co-chair, they should approach the Sponsor to discuss their concerns. Any complaint will be reviewed and investigated. The conclusions will be fed back to both the co-chairs and the reporting member.

4. Membership

- 4.1. The GHOST membership will be maintained by the co-chairs. Any new requests for membership must be sent to the co-chairs for consideration.

- 4.2. Whilst new industry members are welcome, the co-chairs have the authority to deny membership to an inappropriate or potentially disruptive individual/group. For example, a member of the public, the press, or a group which is not attending in the interest of safety or whose presence may otherwise not be conducive to GHOST's aims and objectives.
- 4.3. As it is understood that an individual's workload may not allow them to attend every meeting, the organisation is encouraged to seek a suitable substitute representative.
- 4.4. If a member (or organisation) can no longer attend the meetings, they must where possible, inform the co-chairs, in order to update the membership.
- 4.5. If an organisation has not been represented for a significant number of meetings, the co-chairs will initially approach the representative to discuss their continued participation. If they are unable to be contacted, they will contact the organisation to determine if they wish to nominate another representative.
- 4.6. To prevent the repetition of work streams and ensure full support where applicable, members are asked to keep GHOST advised of other industry working groups in which they are active.

5. Conduct/Confidentiality

- 5.1. The effectiveness of GHOST depends upon trust to enable matters relating to safety to be discussed openly and freely. Therefore, the confidentiality and de-identification of information exchanged must be observed by all members, contributors and observers.
- 5.2. GHOST information that has not been authorised for reproduction/dissemination falls under the rule of confidentiality. Therefore, distribution to non-GHOST members is forbidden, either in whole or part. However, in the interest of safety, wider distribution of the de-identified information may be allowed, only with the agreed consent of the originator.
- 5.3. GHOST has adopted the Federal Aviation Administration's 'Rules of the Road', as they accurately describe how all GHOST activities, including meetings, will be conducted:

This is not a public meeting. We:

Consider all information to be the proprietary property of the presenting organisation.

Will not use any information presented by another presenting organisation for commercial, competitive, punitive, or litigation purposes.

Will not share the proprietary information of the participants with external parties without the written consent of the owner.

Endeavour to inform other participants as quickly as possible of any significant safety issue arising from our data sources.

Work to implement rational solutions to safety issues identified through information sharing.

Treat all participants with equality, respecting all viewpoints as worthy of consideration.

Acknowledge, the level and method of information sharing rests with the participant; it is expected that each participant will speak with honesty and candour.

Will not record (audio or video) or take photographs of presentations from other organisations without prior approval from the co-chairs.

Understand that many organisations use social media to share information. We will exercise extreme caution and focus on safety when sharing information within our organisation through these channels. We will not discuss or share information about GHOST using social media outside our organisations.

Only share safety issues/mitigations within our organisations for the purpose of improving aviation safety. We will not share the presenter's identity or organisation. We will ensure anyone we share information with understands and agrees to the Rules of the Road.

Agree not to leverage our networking contacts with GHOST participants to further advance commercial needs of individual organisations.

Anyone not following the Rules of the Road may be asked to leave and may not be allowed to attend future GHOST meetings.

- 5.4. GHOST members, contributors and observers are not to make statements concerning GHOST business to the media or its representatives without the prior permission of the group. Any of the aforementioned persons found to be in breach, will have their membership/attendance reviewed by the co-chairs and may be expelled from the group.
- 5.5. GHOST is a collaborative forum and therefore content and conversations will be restricted to those of a safety nature. Any other industry matters are to be discussed at an appropriate alternative forum.

6. Meetings

- 6.1. The GHOST main group meetings will be held at a frequency of four times a year. Two will be held virtually using Microsoft Teams and two in person, which will be held over two days. As much as possible, timings will be planned with consideration of members' travel arrangements. The location of venues will depend on availability and capacity of the accommodation offered.
- 6.2. The following procedures will apply for the aforementioned meetings:
 - a. Meeting invites will be sent and responses will be required to arrange the appropriate facilities. If a member initially accepts the request but is then unable to attend the meeting, they are expected to update their status.
 - b. Approximately one month before the meeting, members will be reminded of the forthcoming meeting and given the opportunity to suggest additional agenda topics for presentation, or discussion.
 - c. An agenda will be sent out to all.
 - d. Members who are present at main group meetings will be asked to sign the meeting register, for the purposes of recording attendance.
 - e. Following the meeting, a 'Post Meeting Pack' will be produced, incorporating a summary of the meeting, subgroup updates, pertinent safety information and a record of actions agreed/taken.
 - f. Once endorsed by the co-chairs, the PMP will be made available to all members.
 - g. Any feedback and/or suggested amendments should be communicated to the co-chairs and the team co-ordinator.

- 6.3. If the number of attendees is expected to exceed the capacity of the meeting venue, the following steps will be followed:
- a. All members will be asked to accurately confirm their attendance.
 - b. The co-chairs will liaise with the meeting host to see if additional capacity can be achieved.
 - c. Any organisation that intended to be represented by multiple attendees will be contacted to discuss a reduction in numbers.
 - d. If all of the above fails to resolve the problem, a 'first come, first serve' process will be implemented, with cognisance of industry stakeholders, to ensure that an appropriate balance is maintained.
- 6.4. Subject to approval by the co-chairs, other appropriate organisations from the aviation industry, or indeed other industries, are welcome to present concerns or share information at the GHOST main group or subgroup meetings.
- 6.5. Subject to approval by the co-chairs, a commercially available product can be presented to the GHOST main group but must be done so in a manner that promotes the perceived safety benefits. Members can offer their supportive feedback for a certain product but GHOST will not provide any formal endorsements.

7. Subgroups

- 7.1. The use of subgroups will enable greater topic research and analysis, by optimising the strengths and expertise of technical experts to achieve the objectives. The subgroups will exist for a pre-determined period and deliver the tasks defined by the GHOST main group.
- 7.2. A spokesperson will be selected within each subgroup. The spokesperson is required to be a member of the GHOST main group. They will be expected to keep the co-chairs and main group informed of progress and developments.
- 7.3. Personnel selected for inclusion to, or in support of these subgroups may include subject matter experts from the wider industry, i.e. those not currently in the GHOST membership. Participants of any subgroup must be made aware of and understand the terms of conduct/confidentiality. (Paragraph 5)
- 7.4. Where subgroup meetings take place, they should be planned and conducted in accordance with the same basic principles used for the main GHOST meetings. (Paragraph 6)

8. We Are Safety

- 8.1. GHOST has established the 'We Are Safety' logo that will adorn all materials produced by the group.
- 8.2. This safety branding intends to provide a collaborative and consistent approach to sharing safety information. Materials will include alerts, good practices, learnings, notable news and other safety related publications relevant to the industry.

- 8.3. All content and material is free for use and is not subject to copyright or trademark protection. It has been created by a collaboration of industry safety professionals and is not directly linked to any trade or registered organisation.
- 8.4. The We Are Safety branding must only be used in the interest of promoting and/or improving industry safety standards. All users have a responsibility to contribute to and support the success of the brand but should not credit individual or group authors, unless specifically required to do so.
- 8.5. GHOST is not liable for any direct, indirect or consequential loss.

9. Dispute

- 9.1. In the event that the co-chairs, members of the main group or subgroups cannot come to agreement over a particular issue and/or proposal, the outcome will be determined by majority vote of the specific group.
- 9.2. The details and context of the vote will be formally raised on the agenda at the following meeting, to allow all directly affected and interested parties to arrange attendance and if necessary, highlight the implications of the results. If attendance is not possible, an alternative solution will be established.
- 9.3. Each represented company will be allocated one vote per issue, regardless of how many representatives have attended on their behalf. However, to ensure a fair vote, we will need to consider companies with multiple businesses.
- 9.4. If no resolution can be found after this process, the issue will be submitted to the GRB by the co-chairs, for adjudication.
- 9.5. Note: GHOST and its subgroups are safety forums, attended on a voluntary basis, seeking best practice. It is highly unlikely, that a formal dispute process will ever be required.

10. Measures of Success

- 10.1. As with any project work, it is important to continually monitor the topic, to determine whether any safety initiatives/actions have been effective, or not. In some cases, a review of the data may identify further required areas of focus.
- 10.2. It is possible that there may be an increase in incident reports due to increased awareness of the issue. This must be considered when completing any subsequent trend analysis. Any reporting increase should be initially welcomed.
- 10.3. When analysing any significant changes to the numbers of reported occurrences, the assessment must consider the nature of the increase or decrease and the number of high severity occurrences within the database.
- 10.4. The GHOST Review Board will be tasked with an annual review of available data, surrounding any safety initiative/action, to establish its effectiveness.

11. GHOST Priorities

- 11.1. The current top ground handling safety concerns, deemed as GHOST's priorities, can be identified as either subgroup topics or action items, both contained within the 'Post Meeting Packs'.
- 11.2. It is the remit of the co-chairs, the GRB and GHOST members, to review and challenge any actions or initiatives that are deemed to be either low priority, or currently unnecessary. That is not to say they will be disregarded, they may simply be postponed, depending on their necessity in the interest of progressing other actions or initiatives.
- 11.3. In addition to the above, other Ground Handling related topics will also be brought to the group for review/discussion as and when necessary. Some may become formal subgroups, others may be limited to group discussion.