



ناس افغانستان  
**NAS Afghanistan**



# **Integrated Quality, Health & Safety, Environment (IQHSE) Management Manual**



# National Aviation Services

Integrated Quality, Health & Safety, Environment (IQHSE)  
Management Manual

Prepared by: \_\_\_\_\_

Mr. Adel Hassan Farrag  
CQA Manager

Confirmed by: \_\_\_\_\_

Mr. David Henderson  
Chief Operating Officer

Approved by: \_\_\_\_\_

Mr. Hassan El-Houry  
Chief Executive Officer

Date of Approval: \_\_\_\_Jan. 2, 2014\_\_\_\_



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2 / 0	Organization Chart	Appendix A	1 of 5	01.03.2010
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## DISTRIBUTION LIST

Note:

1. The soft copy of the Integrated Quality, Health & Safety, and Environment Management Manual (IQHSEMM) is available on NAS-share point system. The users are advised to refer to NAS-SharePoint system for updated version of the manual.
2. Regulatory authorities / external agencies will be circulated with controlled Copy (CD Format) of this manual. The distribution list for controlled copies of this manual will be maintained by NAS Corporate Quality.

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4.1.3	NQA QSP 01 - Document and Record Control
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## SECTION 1

## GENERAL

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## 1 GENERAL

### 1.1 Index and Revision Status

The numbering of this Integrated Policy Manual directly corresponds to the numbering of ISO 9001:2008 Standard.

Updates to this manual will be made by re-issuing the relevant section of this manual and adapting the revision level in the index.

### 1.2 Purpose and Scope

#### 1.2.1 Purpose

**A** The purpose of this manual is to define and describe the integrated quality assurance, health, safety & environment (IQHSEMM), to ensure:

- i) Policies, systems, programs, processes, procedures and/or plans of NAS are administered and/or implemented throughout the organization;
- ii) Ground operations at all locations are supervised and controlled;
- ii) All operations are conducted in accordance with applicable regulations and requirements of the customer airline(s).

**B.** To defines lines of accountability for operational safety and security throughout the organization, including direct accountability on the part of senior management;

**C.** Assigns responsibilities for ensuring ground operations at all stations are provided with the necessary resources and conducted in accordance with standards of NAS, applicable regulations and requirements of the customer airline(s).

**D.** To define authorities and responsibilities of the management personnel involved in the operation of the system, and to provide a general description of all processes and activities comprising the IMS.

**E.** To present the IMS to customers, suppliers, regulators and other external interested parties, and to inform them of our ability to consistently supply quality services and our commitment to protect public health, safety and the environment in which we operate.

**Ref.:** NAS Policies Manual, Safety Management Manual, Operation Manuals, Security Manual, Organization Charts and Job Descriptions.

#### 1.2.2 Scope

NAS Integrated Management System scope is provision of aviation services to customers and the general public using Airport, including

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- Ground Operations
- Aircraft Line Maintenance services
- Passenger Services
- Security Services
- Cargo Services
- Express Cargo
- Pearl Lounge
- Meet & Assist Service
- Travel Services

NAS aims to provide its services in compliance with all the standards and regulation of safety, environment, occupational health and quality based on continual improvement concept.

This manual applies to all of the National Aviation services activities, processes, products and services at the Airport.

## 1.3 Manual Preparation

This manual is composed of integrated quality, food safety, environmental and occupational health and safety management systems. Prepared and arranged in an effective way according to the main sections and subsections of the following standards: ISO 9001:2008 - ISO 14001:2004 - OHSAS 18001:2007 – ISAGO – ISO 22000:2005.

## 1.4 Exclusion

Where any requirement of ISO 9001:2008 Clause 7 can not be applied due to the nature of our division, its activities and its products/services, they will be considered for exclusion. The identification of non-applicability will be the responsibility of the Management Representative (MR) subject to the acceptance/approval of the CEO.

### a) *Exclusion:* ISO 9001:2008

Section 7.3, Design Development

*Justification:* NAS activities scope does not include design

Section 7.5.2, Process Validation

*Justification:* NAS processes are not required to be validated, they are all standard one

### b) *Exclusion:* ISAGO/ORMH- 3.6 Outsourcing Ground Handling Services

*Justification:* NAS undertakes all Ground Handling Services and activities by itself at Airport

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## SECTION 2

# CORPORATE PROFILE AND POLICY

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## 2. CORPORATE PROFILE AND POLICY

### 2.1 History and Background

National Aviation Services WLL (NAS) is the first and only private ground handling company at Kuwait International Airport. Our operation began in October 2003 with our appointment by KLM Royal Dutch Airlines. Since then our customer base has been built up to 24 international airlines plus most of the charter flights operating in emerging airports regionally and internationally.

NAS is focused on providing high quality standards, safe ground handling and associate services, well- maintained and state- of- the- art equipment and courteous customer service.

Our performance is carefully monitored and continually developed to meet the needs of our airline partners. It is our declared intention to distinguish NAS from our competitors by virtue of our constant attention to detail and determination in forging the ultimate in Customer Relationship Management

**NAS** is a partnership between **Agility (previously known as PWC Logistics)** and **Bahrain Airport Services (BAS)**. NAS won the Tender to provide ground handling services in Kuwait International Airport for a period of 10 years, against 18 international and local competitors.

Bahrain Airport Services (BAS) is the sole ground handling provider in Bahrain International Airport handling traffic of 31, 500 flights and over Five million passengers per year; serving 3.9 million meals in a year; handling 214,000 tons of cargo. BAS Engineering Department provides Technical Certification for A320, A300, A340 and B777 under EASA 145 approval.

NAS has expertise in the following services.

- Ground Handling Services
- Aircraft Line Maintenance Services
- Security Services
- Aviation Training Services
- Logistics (Land to Air and Sea to Air Services)
- Air Freight (inbound and outbound)
- Warehouse Management
- Air port Hospitality Services
- VVIP Handling
- Travel Services
- Customer Services
- Baggage Handling

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NAS holds the following certifications/ accreditations/memberships.

- Part 145 AMO Approvals from EASA, DGCA (Kuwait), DGSAS (Oman), GCAA (UAE) & CAA (Sri Lanka), CA (India, Egypt, Jordan and Sudan).
- ISAGO
- ISO 9001:2008
- ISO 14001:2004
- OHSAS 18001:2007
- ISO 22000:2005
- IATA (International Air Transport Association)
- IAHA (International Aviation Handlers Association)
- IGHC (International Ground Handling Council)
- GASA (Gulf Airports Services Association)
- Cargo 2000
- TIACA (The International Air Cargo Association)
- EBAA (European Business Aviation Association)
- NBAA (National Business Aviation Association)
- AHS 1000 (Airport (Airport Handling Services
- IATA (International Air Transport Association)
- IAHA (International Aviation Handlers Association)
- IGHC (International Ground Handling Council)
- GASA (Gulf Airports Services Association)
- Cargo 2000
- TIACA (The International Air Cargo Association)
- EBAA (European Business Aviation Association)
- NBAA (National Business Aviation Association)
- AHS 1000 (Airport (Airport Handling Services)
- EASA PART- 145/KCASR Part 145 Certification

## **NAS Vision:**

NAS aims to be the service provider of choice to the aviation sector in emerging markets

## **NAS Mission:**

Through our commitment to quality of service and the talent in our team, we will aggressively expand in emerging markets to develop into a comprehensive Air-Management Company.

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### 2.2 NAS Policies:

National Aviation Services (NAS) W.L.L as a service provider for Ground Handling, Aircraft Maintenance and other value added Services is committed to achieve full customer satisfaction in each and every service that it provided through meeting customer requirements and by addressing its environmental, health and safety related issues in compliance with the applicable legislations. Accordingly, NAS has laid down the following policies in conformance with Regulations & Requirements of the Regulatory Authorities and International standards & Recommended Practices.

- Quality Policy
- Safety Policy
- Health, Safety & Environment Policy
- Training Policy
- Security Policy
- Non-Punitive hazard Reporting Policy

NAS is also committed to consistently obtain the satisfaction of its personnel and contractors by providing them with a healthy and safe working environment, thus, preventing adverse environmental impacts, work accidents/incidents and work-related illnesses

It is the NAS Management responsibility to lay down the policies, objectives, goals and provide all necessary Resources and training to all it's employees for implementation in true spirit. The Line Managers are required to promote the company's policies and ensure full implementation by all staff.

The policies of the company will be regularly reviewed by the Management based on changes to the Regulatory Requirements, International Standards & Recommended Practices and also on the feed back from it's employees, internal/external audit reports.

Hassan B. El Houry  
CEO / Accountable Manager  
Date: 01<sup>st</sup> March 2010

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## SECTION 3

# DEFINITIONS AND ACRONYMS



# National Aviation Services

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## 3. DEFINITIONS AND ACRONYMS

### 3.1 Definitions

Definitions from ISO 9000:2008 “Quality Management Systems-Fundamental and Vocabulary,” ISO 14050:2002 “Environmental Management-Vocabulary,” and OHSAS 18001:2007 “Clause 3 Terms and Definitions” are relevant.

*Process* – set of interrelated or interacting activities which transforms inputs into outputs

*Quality* – degree to which a set of inherent characteristics fulfills requirements

*Customer Satisfaction* – customer’s perception of the degree to which the customer’s requirements have been fulfilled

*Management System* – system to establish policy and objectives and to achieve those objectives

*Audit* – systematic, independent and documented process for obtaining audit evidence and evaluating it objectively to determine the extent to which audit criteria are fulfilled

*Auditor* – person with the competence to conduct an audit

*Continual Improvement* – recurring activity to increase the ability to fulfill requirements and to enhance the system in order to achieve improvements in overall environmental performance consistent with NAS’s quality, environmental and occupational health and safety policy

*Nonconformity* – non-fulfillment of a requirement

*Corrective Action* – action to eliminate the cause of a detected nonconformity

*Preventive Action* – action to eliminate the cause of a potential nonconformity

*Objective* – overall goal, arising from the quality, environmental and occupational health and safety policy, that National Aviation Services sets itself to achieve, and which is quantified where practicable

*Target* – detailed performance requirement, quantified where applicable, applicable to NAS or parts thereof, that arises from the objectives and that needs to be set and met in order to achieve those objectives

*Environment* – surroundings in which NAS operates, including air, water, land, natural resources, flora, fauna, humans, and their interrelation.

*Environmental Aspect* – element of National Aviation Services’s activities or products or services that can interact with the environment

*Environmental Impact* – any change to the environment, whether adverse or beneficial, wholly or partially resulting from National Aviation Services’s environmental aspects

*Environmental Performance* – measurable results of National Aviation Services’s management of its environmental aspects

*Prevention of Pollution* – use of processes, practices, techniques, materials, products,

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services or energy to avoid, reduce or control (separately or in combination) the creation, emission or discharge of any type of pollutant or waste, in order to reduce adverse environmental impacts

*Occupational Health & Safety* – conditions and factors that affect the well-being of employees, temporary workers, contractor personnel, visitors and any other person in the workplace

*Accident* - An accident is an unplanned or uncontrolled event or sequence of events that result in damage to aircraft Equipment property/ plant or personal injury or both.

*Hazard* – source or situation with a potential for harm in terms of injury or ill health, damage to property, damage to the workplace environment, or a combination of these

*Incident* – An incident is an unplanned / unexpected or uncontrolled event or sequence of events that has the potential of causing injury, ill-health or damage.

*Risk* – combination of the likelihood and consequence(s) of a specified hazardous event occurring

*Safety* – freedom from unacceptable risk of harm

### 3.2 Term and Acronyms

The following term is used in this Manual:

National Aviation Services – NAS

The following acronyms are used in this Manual:

IQHSEMM	-	Integrated Quality, Health & Safety, Environment (QHSE) Management Manual
POL	-	Policies Manual
QM	-	Quality Manual
ERPM	-	Emergency Response Procedures Manual
SOP	-	Standard Operating Procedures
SMM	-	Safety Management Manual
PIM	-	Procedure & Instruction Manual
EOSM	-	Engineering Operations & Safety Manual
GOM	-	Ground Operation Manual
PSM	-	Passenger Service Manual
CSM	-	Cargo Service Manual
IMS	-	Integrated Management System
MR	-	Management Representative
NSEC	-	Corporate Security Manual

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## SECTION 4

# MANAGEMENT SYSTEM

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## 4. MANAGEMENT SYSTEM

### 4.1 System Documentation

4.1.1 National Aviation Services is committed to establish, document, implement and maintain an integrated management system (IMS) for quality, environment and occupational health and safety, and continually improve its effectiveness, in conformance with requirements of International Standards ISO 9001:2008, ISO 14001:2004, ISO 22000:2005 and OHSAS 18001:2007, ICAO Doc.9859. The IMS is documented in the present manual, Policies' Manual, Operations Manuals, Standard Operating Procedures, work instructions, and other related documentation such as forms, records, reports, etc.

4.1.2 The documentation defines the IMS processes and their sequence and interaction, and instructs on how to implement and apply them throughout National Aviation Services. It also defines criteria and methods needed to ensure the effective operation and control of IMS processes, the related significant environmental aspects, and occupational health and safety risks.

4.1.3 Referenced document: **NQA QSP 01 - Document and Record Control – NAS Process Flow chart**

### 4.2 Control of Documents

4.2.1 National Aviation Services controls all documents related to the IMS to ensure that they are reviewed and approved by authorized personnel; that current versions of documents are available where they are required; that obsolete documents are promptly removed from work places and clearly identified; and to otherwise ensure integrity of documents.

4.2.2 NAS has a system for the management and control of the internal and external documentation and/or data used directly in the conduct or support of operations. The system comprises all standards, Airlines and authorities documentation requirement for both internal and external sources as applicable.

4.2.3 As applicable, documents are identified by their title, code/number, date of issue, revision level, and the issuing and approval authority. Prior to issue and release, documents are reviewed for adequacy, correctness, and conformity with the quality, environmental and occupational health and safety policy. NAS Document Control system is used directly in the conduct or support of ground operations, to include processes for:

- i. Identifying the version of operational documents;
- ii. Distribution that ensures on-time availability of the current version of applicable operations and security manuals in appropriate areas of the organization;
- iii. Review and revision as necessary to maintain the currency of information contained in documents;
- iv. Retention of documents that permits easy reference and accessibility;

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- v. Identification and control of obsolete and/or reproduced documents;
- vi. Retention and dissemination of documentation received from external sources, to include manuals and documents from regulatory authorities and customer airlines.

4.2.4 NAS Documents Distribution is handled through the Sharepoint Electronic system and backed up regularly by IT.

Document and data control system is applied on all NAS documentation including those documents directly affecting ground operation activities, safety, security and airline requirements.

Referenced document: **NQA QSP 01 Document and Record Control**

### 4.2.5 Manual Control:

NAS documentation system ensures the establishment, maintenance and implementation of ground operation manuals that contains the operational policies, procedures, instructions and other guidance or information necessary for ground handling personnel to perform their duties and be in compliance with applicable regulations, laws, rules, requirements and standards, all manual are accessible to all operational personnel in a usable format at all stations throughout the SharePoint system. NAS GOP manuals are guided generally as applicable by the IGOM.

NAS Documentation system ensures the required operational documentation is accessible in a usable format in all station locations where operations are conducted. Such required documentation shall include:

- The current version of applicable operational manual(s) of all customer airline(s);
- The current IATA Dangerous Goods Regulations (DGR) and Addenda, if applicable, or equivalent documentation;
- The current emergency response plan (ERP) of local airport authority and of the customer airline(s), as applicable
- The current Live Animal Regulations (LAR), Perishable Cargo Regulations (PCR) .and ULD Regulations (ULDR), as applicable.

## 4.3 Control of Records

4.3.1 National Aviation Services maintains and manages records on quality, environment, and occupational health and safety to demonstrate conformance with requirements of ISO 9001, ISO 14001 and OHSAS 18001, ISAGO as well as with legal, regulatory, customer requirements and other requirements to which it subscribes.

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4.3.2 Records are established by personnel performing the task, operation, or activity the results of which need to be recorded. Records are dated, and identify the product/service, person, or event to which they pertain. Records of all IMS-related activities are maintained and are stored on any type of media such as hard copy or electronic media.

Control of operational records ensures the content and retention of such records is in accordance with applicable regulations and requirements of the customer airline(s), and to ensure operational records are subjected to standardized processes for:

- i) Identification;
- ii) Legibility;
- iii) Maintenance;
- iv) Retrieval;
- v) Protection and security;
- vi) Disposal, deletion (electronic records) and archiving.

NAS Record Control System ensures that records are retained in accordance with the requirements of the customer airline(s) and are furnished to the individual airline(s) upon request, even when such airline(s) may no longer be a customer.

4.3.3 Referenced document: **NQA QSP 01 Document and Record Control**

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## SECTION 5

# MANAGEMENT RESPONSIBILITY



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## 5. MANAGEMENT RESPONSIBILITY

### 5.1 Management Commitment

5.1.1 The top management is ultimately responsible for establishing, implementing, maintaining, and improving the IMS. Management commitment is demonstrated by communicating to the organization the importance of meeting requirements; establishing the quality, environmental, and occupational health and safety policy, objectives and targets; conducting management reviews of the IMS, and ensuring the availability of necessary resources.

5.1.2 For the purpose of the IMS, the top management is defined to comprise of the, CEO, & COO, Station Managers, Corporate QA Manager, Corporate Safety Manager and all Departmental Heads.

5.1.3 Referenced document: **NQA QSP.002 - Management Review**

### 5.2 Customer Focus

5.2.1 It is the principal objective of National Aviation Services to focus on customer satisfaction, while taking into consideration the related environmental issues, health hazards and safety risks that come with the product/service. The key to achieving high customer satisfaction is a good understanding of customer requirements and expectations and a capability to consistently fulfill and exceed these requirements, as well as the ability to identify environmental aspects of National Aviation Service's operations, activities, and services in the fulfillment of these requirements.

5.2.2 The whole IMS is designed and implemented to ensure that customer requirements can be consistently fulfilled. IMS processes that most directly contribute to achieving this objective are those related to the control of product/service realization processes and to monitoring and measuring of product/service.

5.2.3 Referenced documents:

- **NQA QSP 02 - Management Review**
- **NQA QSP 04 - Customer Satisfaction**
- **Environmental Aspects & Hazard Identification**
- **NQA QSP 03 - Communication**
- **Significant Environmental Aspects, Risk Assessment & Risk Control**

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### 5.3 NAS Policies:

5.3.1 National Aviation Service's Policies are laid down in NAS Policies Manual. Refer to section 2.2 of this Manual.

5.3.2 The main role of the policy Manual is to communicate National Aviation Service's commitments and aspirations with regard to quality, environment and occupational health and safety to which it operates, and to define principal objectives for the IMS. The policies provide a framework for establishing specific objectives and targets, and provide direction for the continual improvement effort. The policies are periodically reviewed within the framework of management reviews of the IMS. The policies are communicated to all of its personnel and subcontractors.

5.3.3 The main objective of National Aviation Services is to satisfy its customers and exceed their expectations through quality products/services and with a responsible environmental, health and safety management.

5.3.4 National Aviation Services general goals:

- Maximize customer satisfaction parameters.
- Minimize impacts of significant environmental aspects.
- Continually reduce the risk of personal injuries, accidents and incidents in the workplace.
- Comply with the legal and regulatory requirements.

5.3.5 Referenced document:

- **NAS Policies Manual**
- **SMM**
- **NQA QSP 02 - Management Review**

### 5.4 Planning

5.4.1 QES objectives and targets are established to support and implement the IMS policy and improve performance in areas related to National Aviation Services's significant environmental aspects, occupational health and safety hazards and risks, legal and other requirements, technological options, and views of interested parties.

5.4.2 Management programs are established and maintained in order to achieve the established objectives and targets. Environmental objectives are always maintained in areas pertaining to prevention of pollution, while occupational health and safety objectives are to reduce and prevent accidents, incidents and accident-related loss of lives, time and resources.

Referenced documents: **NQA QSP 02 - Management Review**

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## 5.5 Responsibility, Authority and Communication

5.5.1 Functions and their interrelation within National Aviation Services are defined, documented and communicated to facilitate effective integrated management. The top management appoints one of the Station/Line/Departmental Head as the MR(s) responsible for the establishment and maintenance of the IMS, and for reporting to the top management on the performance of the system for review.

System is to:

- i) Defines lines of accountability for operational safety and security throughout all NAS Departments, including direct accountability on the part of senior management;
- ii) Assigns responsibilities for ensuring ground operations at all stations are provided with the necessary resources and conducted in accordance with standards of the Provider, applicable regulations and requirements of the customer airline(s).

5.5.2 Interrelation of personnel who manage, perform, and verify activities comprising the IMS is defined in the organization chart. The following specific responsibilities are assigned. The detailed responsibilities are reflected in Job descriptions.

### **CEO**

- Formulates the policies.
- Ensures the availability of resources necessary to maintain the IMS.
- Ensure Safety and Security in all NAS Stations and Operation areas are in compliance with the requirements of Standards, Airline Customers and Local Authorities.
- Reviews and approves significant environmental aspects, objectives and targets.
- Conducts management reviews of the IMS.
- Act as the Accountable Manager of NAS

### **Station Manager (COO):**

- Ensure overall implementation of IMS
- Ensure safety and security in all operation of NAS Stations.
- Ensures the availability of resources necessary to maintain the IMS
- Monitors day to day operations
- Reviews and approves significant environmental aspects, objectives and targets.
- Conducts periodical Ops meetings / management reviews of the IMS in the absence of CEO
- Liaison with Regulatory Agencies/other external agencies
- Selects qualified suppliers and subcontractors who can meet the IMS requirements

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- Decides and controls the cost within the acceptance of IMS.
- Selects the suitable manpower for IMS.
- Act as Accountable Manager in the absence of CEO within his station.
- Act on behave of department managers in case of absence of any of them

### **Chief Finance Officer**

- Keeps records of all financial events.
- Makes available and control financial resources to be used for IMS-related issues.
- Evaluates cost-effectiveness of IMS elements.

### **Human Resources Manager**

- Arranges for qualified personnel required for IMS and keeps their updated records.
- Implements measures to motivate personnel.
- Conducts division-wide training in association with Training Department

### **Training Manager**

- Conducts Training Needs Analysis in consultation with Line Managers & MR
- Drawing out Training programme & implementation of the same
- Maintenance of Training Records
- Coordinate with external Training Agencies for special trainings

### **Line/Department Head**

- Plans facilities, equipment and processes.
- Ensures the availability of resources necessary to maintain the IMS
- Develops processes.
- Implementation of IMS
- Monitors and evaluates the supplier performance.(Procurement Manager)

### **Management Representative**

- Ensures that the IMS is implemented, maintained and continually improved.
- Identifies opportunities for improvement of the IMS.
- Reports to the top management on the performance and effectiveness of the IMS.
- Ensures the identification and updates of legal, regulatory, and other requirements.
- Facilitates internal communication regarding environmental issues.
- Communicates with external interested parties on matters relating to the IMS.

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- Coordinates identification of environmental aspects, evaluation of significance of environmental aspects, and establishment of environmental objectives and targets.
- Coordinates establishment and implementation of management programs to achieve objectives and targets.
- Ensure implementation of emergency preparedness and response plans.
- Monitors environmental performance with respect to significant environmental aspects and regulatory requirements.
- Ensures that all locations and spheres of operation within National Aviation Services is safe.
- He has the authority and independence (from operational management) to manage and be responsible for the development, implementation and maintenance of the quality assurance program as specified in Audit plan.
- Initiates corrective and preventive actions.
- Conducts division-wide QES awareness training.
- Audits implementation and effectiveness of the IMS.
- Prepares for and attends the management review meeting, and follows-up and evaluates the implementation of the review meeting outputs.

### 5.5.3 Referenced documents:

- **NQA QSP 02 - Management Review**
- **NQA QSP 03 - Internal Communication**
- **Training Manual**

## 5.6 Management Review

5.6.1 Top management conducts periodical reviews of the IMS to ensure its continuing suitability, adequacy and effectiveness in the management and control of ground operations. The review includes assessing opportunities for improvement and the need for changes to the system, including, but not limited to, organizational structure, reporting lines, authorities, responsibilities, policies, processes, procedures and the allocation of resources.

5.6.2 Management reviews are conducted at least once a year. More frequent reviews (twice a year or more depends on the necessity of the situation) are scheduled in the initial maturation phase of the IMS. Input into the management reviews consists of information and data related to IMS performance of National Aviation Services. Reviews output includes any actions related to improvement of the IMS and its processes, products and services to better meet customer requirements. The review also identifies resource needs to implement these actions.

5.6.3 Referenced document: **NQA QSP 02 - Management Review**

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## SECTION 6

# RESOURCE MANAGEMENT



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## 6. RESOURCE MANAGEMENT

### 6.1 Provision and Management of Resources

- 6.1.1 Top management is committed to ensure the availability and management of resources (Material, Personnel, Equipment, Consumables, Training, Facilities, Supporting Services, Support Equipment and Infrastructure) for the best implementation and improvement of the IMS, and by meeting the requirements of; customer airlines, regulatory /Airport Authorities.
- 6.1.2 Allocation of resources for particular activities is integrated with the process of defining and initiating the activity. It may take the form of personnel assignments, allocation of space or equipment, training, procurement decisions, budgets, etc. Management review of the IMS is the principal forum for allocation of resources for the operation and improvement of the system.
- 6.1.3 IMS ensures positions throughout the organization that affect operational safety and security are filled by personnel that possess the knowledge, skills, training, and experience appropriate for the position.

Referenced documents:

- **NQA QSP 02 - Management Review**
- **NHR SOP 01 - Human Resources Overview Procedure**
- **NPR SOP 01 - Procurement Overview Procedure**

### 6.2 Competence, Awareness and Training

- 6.2.1 It is the policy of National Aviation Services to identify training needs and provide required training to its personnel, and to evaluate the effectiveness of the training provided. Training needs associated with National Aviation Service's environmental aspects and occupational health and safety/security risks will also be identified. Training needs are often identified in response to corrective or preventive action requests, as nonconformities may be caused by inadequate training. System ensures personnel who perform operationally critical functions are required to maintain competence on the basis of continued education and training.
- 6.2.2 NAS Management ensures that positions within the organization that affect operational safety and security are filled by personnel that possess the knowledge, skills, training, and experience appropriate for the position.

NAS training process ensures personnel who perform operationally critical functions are required to maintain competence on the basis of continued education and training.

6.2.3 Referenced documents:

- **Training Manual**
- **NQA QSP 02 - Management Review**

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## 6.3 Infrastructure

6.3.1 Suitable infrastructure and facilities are provided as required to achieve Operational conformity and to meet environmental, health , safety, Security, legal and other regulatory requirements. This includes planning, provision, and maintenance of personnel facilities, workspaces, equipment, software, and associated services.

6.3.2 Maintenance requirements are identified for all operational equipment as necessary. Maintenance of buildings and facilities is performed by Engineering Department /external contractors.

## 6.4 Work Environment

6.4.1 COO, Line/Departmental Head/Managers and MR of the National Aviation Services are responsible for ensuring suitable working environment for personnel. This is to include both human and physical factors.

6.4.2 The MR is responsible for identifying those operations where extreme environmental conditions could impact quality performance of personnel and result in product/service nonconformities. Where appropriate, limits of exposure and/or mitigating measures shall be defined and implemented for these operations.

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## SECTION 7

# PRODUCT / SERVICE REALIZATION



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## 7. PRODUCT / SERVICE REALIZATION

### 7.1 Planning of Product/Service Realization

7.1.1 It is National Aviation Service's policy to identify and plan the needed processes for product/service realization and those operations that are associated with identified significant environmental aspects and occupational health and safety risks of goods, services, and equipment used by National Aviation Services consistent with its policy, objectives and targets.

7.1.2 Product/service realization planning includes, as applicable: definition and evaluation of operations and processes; development of adequate and capable processes; identification of special processes and consideration of associated risks and consequences; establishment and implementation of appropriate process control measures; development of instructions and training for process operators; and requirements for records necessary to demonstrate process conformity. Also, special control measures are implemented to control operations and activities associated with significant environmental aspects and occupational health and safety risks.

The management system includes planning processes for ground operations that:

- define desired operational safety and security outcomes;
- address operational resource allocation requirements;
- take into account requirements originating from applicable external sources including, but not limited to, the customer airline(s), regulatory authorities and airport authorities.

7.1.3 Referenced documents:

- **Legal & Other Requirements Procedure**
- **Significant Environmental Aspects Procedure**
- **Risk Assessment & Risk Control Procedure**
- **Monitoring of Significant Aspects Procedure**

### 7.2 Customer-Related Processes

7.2.1 Product/service requirements are determined to include customer requirements and legal, regulatory, and other necessary requirements that may not be specified by customers. Aspects that have or can have significant impacts on the environment are also determined and documented.

7.2.2 Requirements are reviewed to ensure that National Aviation Services has the capability to deliver as required. Arrangements for communication with customers/external interested parties relating to product/service information, order handling, customer feedback and complaints, and environmental and safety issues

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are defined and implemented. Product/service information and significant environmental aspects are communicated only by the designated personnel.

### 7.2.3 Referenced documents:

- **Legal & Other Requirements Procedure**
- **NEG SOP 003 - Customer Satisfaction Procedure**
- **Significant Environmental Aspects Procedure**
- **Risk Assessment & Risk Control Procedure**
- **Monitoring of Significant Aspects Procedure**

### 7.3 Design and Development: Not applicable (Refer to section 1.4 exclusion clauses)

### 7.4 Purchasing

7.4.1 National Aviation Services evaluates its suppliers and purchases only from those that can satisfy quality, environmental and safety requirements. Suppliers performance is monitored and evaluated.

7.4.2 Purchasing documents clearly and completely describe ordered products, including quality requirements. Purchasing documents are reviewed and approved prior to release. Subcontractors performing services at National Aviation Services's facility or in its work sites are also monitored and controlled to ensure commitment to QHES.

7.4.3 Referenced document: **Procurement Procedure**

### 7.5 Operations

7.5.1 Operational controls are methods, systems, processes, and equipment used to achieve planned results, to safeguard the environment and to have a safe workplace. This also includes operational criteria and procedures, work instructions, and inspection and preventive maintenance programs. Special control measures are implemented to control operations and activities associated with significant environmental aspects and occupational health and safety risks (refer to: **Significant Environmental Aspects, Risk Assessment & Risk Control**).

7.5.2 Key process equipment, machines, hardware, and software are regularly maintained in accordance with maintenance plans specified by equipment manufacturers or personnel responsible for the equipment, and those associated with significant environmental aspects and emergency response programs.

7.5.3 Products are purchased from approved sources and subject to incoming inspection procedures which includes physical checks for quality, quantity, obvious damages and correctness of documentation etc. Purchased products are identified by marking, labeling, or tagging the products or their packaging, or by identification

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of the area where the products are held. When required by contracts, laws and regulations, or voluntary standards traceability is implemented to the extent specified. Traceability is implemented also for internal reasons, to facilitate corrective action (refer to Operational Manuals).

7.5.4 National Aviation Services stores, maintains and controls its customers' property in accordance with customer's requirements and International standards.

(Refer To Operational Manuals)

7.5.5 While in our care, customers' property such as ULDs, accessories, tags, and stores are well maintained in accordance with the procedures laid down in Operational Manuals/PIM. Loss, damage and pilferage baggage is dealt in accordance with industry regulations and as stipulated in the corresponding procedure.

(Refer to **Operation Manual**)

7.5.6 Referenced documents:

- **NQA QSP 08 - Measuring and Monitoring (Non Conforming Work)**
- **Materials & Waste Management**
- **Measuring & Monitoring Equipment**
- **Audit Procedure**
- **PIM**
- **Significant Environmental Aspects, Risk Assessment & Risk Control**

## 7.6 Control of Monitoring and Measuring Equipment

7.6.1 Appropriate measuring and monitoring instruments are maintained and selected to ensure that measurement capability is consistent with the measurement requirements. Equipment used for assuring product/service conformity, verifying environmental performance, and assessing occupational health and safety conditions are calibrated using calibration standards.

7.6.2 Devices, instruments, and other measuring and monitoring equipment are selected on the basis of their capability to provide the necessary accuracy of the measurement.

7.6.3 Referenced document:

- **NEG SOP 005 - GSE Maintenance Procedure**
- **Procedure & Instruction Manual(PIM)**

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## SECTION 8

# MEASUREMENT, ANALYSIS AND IMPROVEMENT





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## 8. MEASUREMENT, ANALYSIS AND IMPROVEMENT

### 8.1 Planning of Monitoring and Measurement

8.1.1 Measurement and monitoring activities required to assure product/service conformity, environmental conformance, occupational health and safety/security acceptable performance, and improvement achievement are planned and defined. When applicable, statistical techniques are used for analyzing measurement data.

8.1.2 The effectiveness of the IMS is monitored by internal audits and by measuring QES performance and customer and interested party's satisfaction. Results of these activities are reported to the top management and are used to identify

8.1.3 NAS is committed to the prevention of pollution in all locations where ground operations are conducted through implementation of an environmental management system (EMS). Such system ensures:

- i) All activities, products and services that have the potential to significantly impact the environment are identified;
- ii) Performance targets and objectives for pollution prevention, environmental compliance and continual improvement to the EMS are set;
- iii) Performance targets and objectives are achieved through training and the implementation of work instructions and practices;
- iv) Metrics are established for measuring the effectiveness of the EMS in meeting targets and objectives;
- v) The EMS is periodically reviewed by senior management to ensure ongoing effectiveness. Opportunities for improvement.

8.1.4 Referenced documents:

- **NQA QSP 11 - Internal Audits,**
- **NEG SOP 003 - Customer Satisfaction**
- **NHSE 001,2,3 & 4**
- **Operational Manuals**

### 8.2 Monitoring and Measurement

8.2.1 Customer satisfaction is the principal objective of the IMS, and the level of customer satisfaction is the most important measure of the effectiveness of the system. Customer satisfaction data is used by the top management to identify opportunities and priorities for improvement. The MR is responsible for developing suitable indicators of customer satisfaction, and for defining methods for collecting and analyzing the pertinent information (refer to **NEG SOP 003 Customer Satisfaction**).

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8.2.2 All activities and areas relevant to the IMS are audited at least once a year. Internal auditors are independent of those having direct responsibility for the audited activity. Results of internal audits are reported to the top management and are discussed within the framework of management reviews (refer to **NQA QSP 011 Auditing Procedure**).

8.2.3 IMS processes and activities are monitored and measured to ensure that they achieve planned results and their performance neither cause a significant environmental impact (refer to **EP/51-01 Monitoring of Significant Aspects**) nor can cause any accident, incident or injury to its people (refer to **Significant Environmental Aspects, Risk Assessment & Risk Control**).

8.2.4 National Aviation Services periodically evaluates its compliance with applicable legal and regulatory requirements, and with other requirements to which National Aviation Services subscribes. The MR is responsible for establishing the compliance monitoring program (refer to **Evaluation of Compliance**).

8.2.5 Referenced documents:

- **NEG SOP 003 - Customer Satisfaction**
- **Operational Manuals**
- **NQA QSP 011 - Internal Audits**
- **Monitoring of Significant Aspects**
- **Evaluation of Compliance**

## 8.3 Control of Nonconforming Product/Service

8.3.1 National Aviation Services identifies and documents all product/service nonconformities, regardless of how insignificant they seem to be or how easily they can be repaired. Product/service nonconformity records are invaluable for tracking performance and trends, and for identifying areas where corrective or preventive actions should be implemented (refer to - NQA/QSP.008 Measuring and Monitoring (Non Conforming Work)

8.3.2 The MR/concerned Department identify potential hazards that can cause accidents, incidents and/or emergency situations. Each potential hazard is evaluated to determine whether emergency response plans are warranted and, where relevant, appropriate emergency plans and procedures are developed (refer to **Emergency Response Procedures Manual**).

8.3.3 Referenced documents:

- **NQA QSP 08 - Measuring and Monitoring (Non Conforming Work)**
- **Emergency Procedures Manual**

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## 8.4 Analysis of Data

8.4.1 National Aviation Services collects, compiles and analyzes information and data required for evaluating the suitability and effectiveness of the IMS and for identifying opportunities for improvement.

8.4.2 Data and information recorded in quality, environmental and/or occupational health and safety records are compiled and analyzed periodically to determine trends in the performance and effectiveness of the IMS and to identify opportunities for improvement. The MR is responsible for coordinating these activities, and for reporting conclusions and trends to the top management.

8.4.3 Referenced documents: **NQA QSP 02 - Management Review**

## 8.5 Improvement

8.5.1 National Aviation Services Management is committed to continual improvement philosophy throughout the entire Management System. The improvement effort is driven by goals defined in the Q Policy, HSE policies, objectives and targets. Performances of quality, environment, and occupational health and Safety/Security are evaluated by management reviews of the IMS.

8.5.2 The need for corrective action is determined on the basis of identified actual nonconformities. Corrective action requests are typically triggered by such events as a failed inspection, customer complaint, nonconforming delivery from a supplier, accidents or incidents, or a system audit finding (refer to **NQA QSP 012 Corrective & Preventive**).

8.5.3 The need for preventive action is determined on the basis of information and data regarding capability and performance of processes, product nonconformity rates, service records, customer complaints, trends in “no loss” incidents, updating of risk analyses, and system audit findings. Corrective and preventive action requests (CARs) are initiated and implemented to address the nonconformities.

8.5.4 Referenced documents:

- **NQA QSP 02 - Management Review**
- **NQA QSP 12 - Corrective & Preventive**

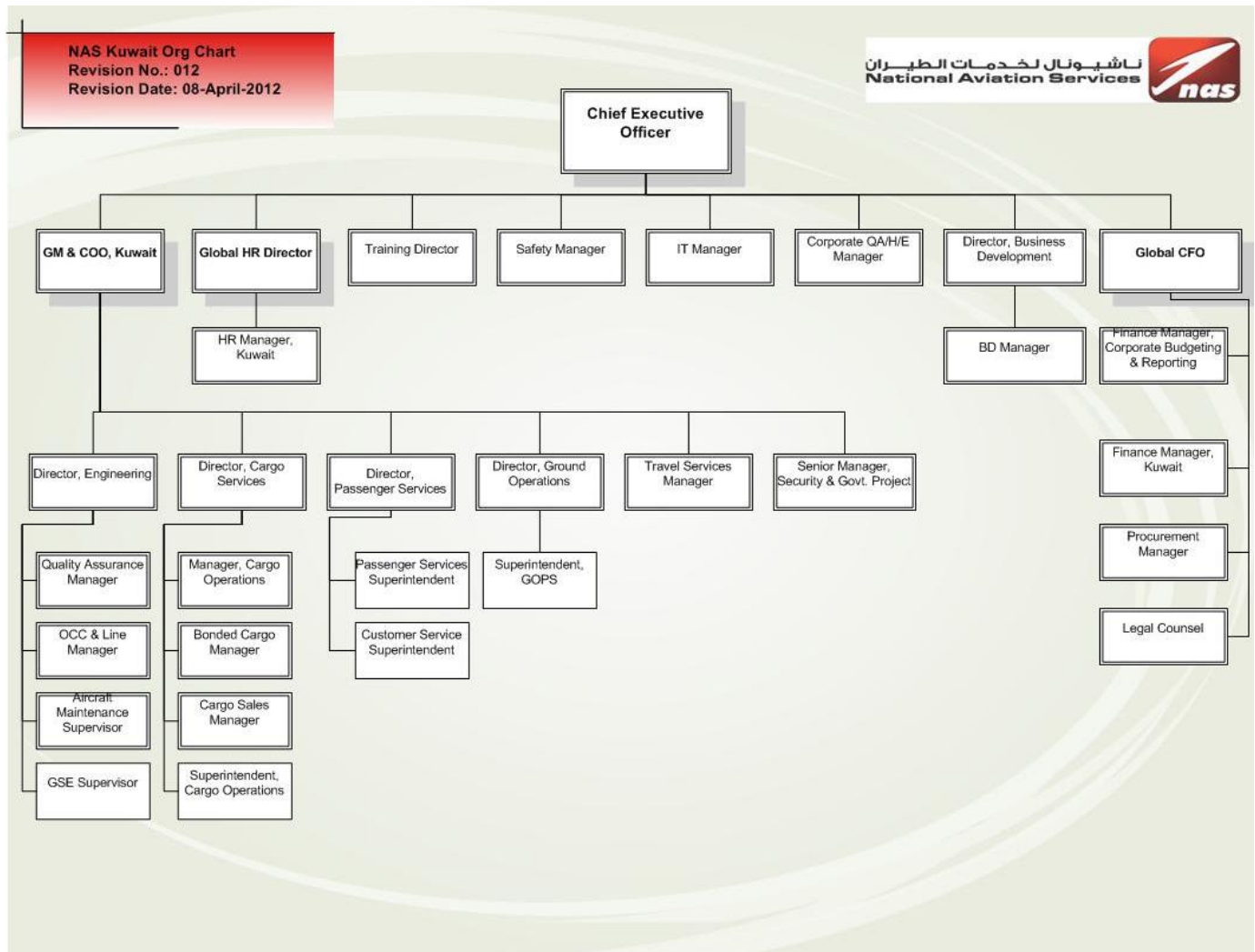
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## APPENDIX A – ORGANIZATION CHARTS

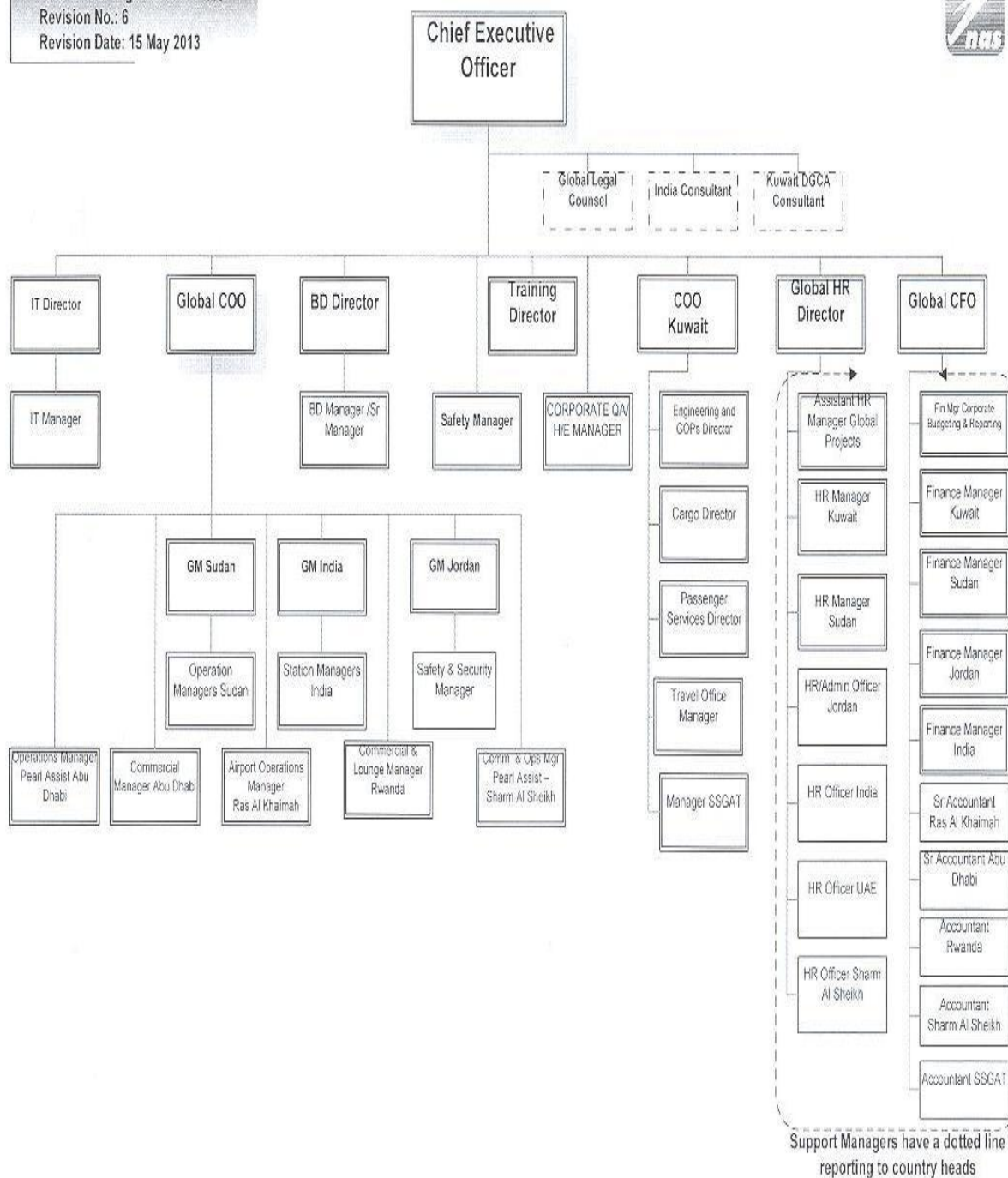




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NAS Global Organization Chart  
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Revision Date: 15 May 2013

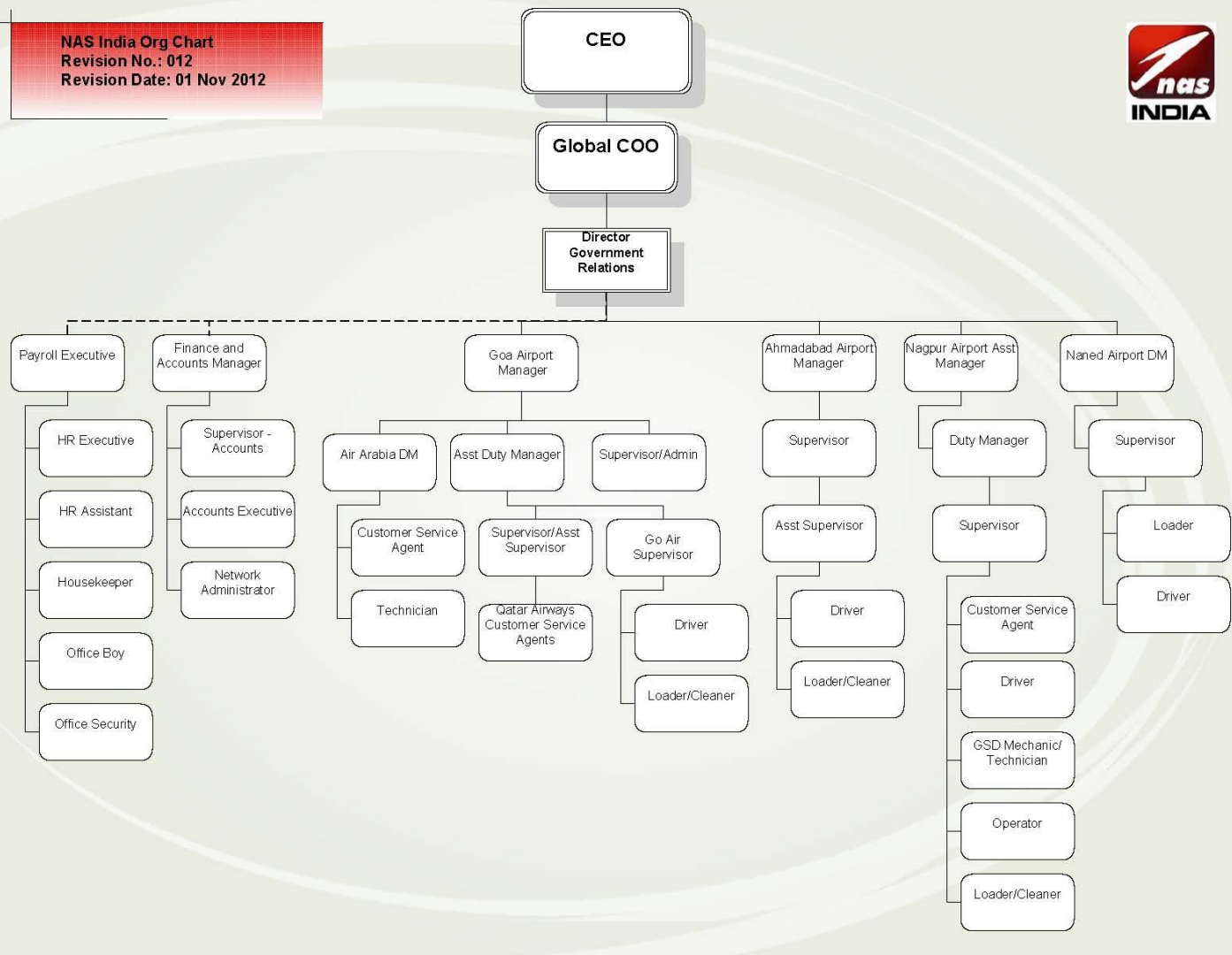




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NAS India Org Chart  
Revision No.: 012  
Revision Date: 01 Nov 2012





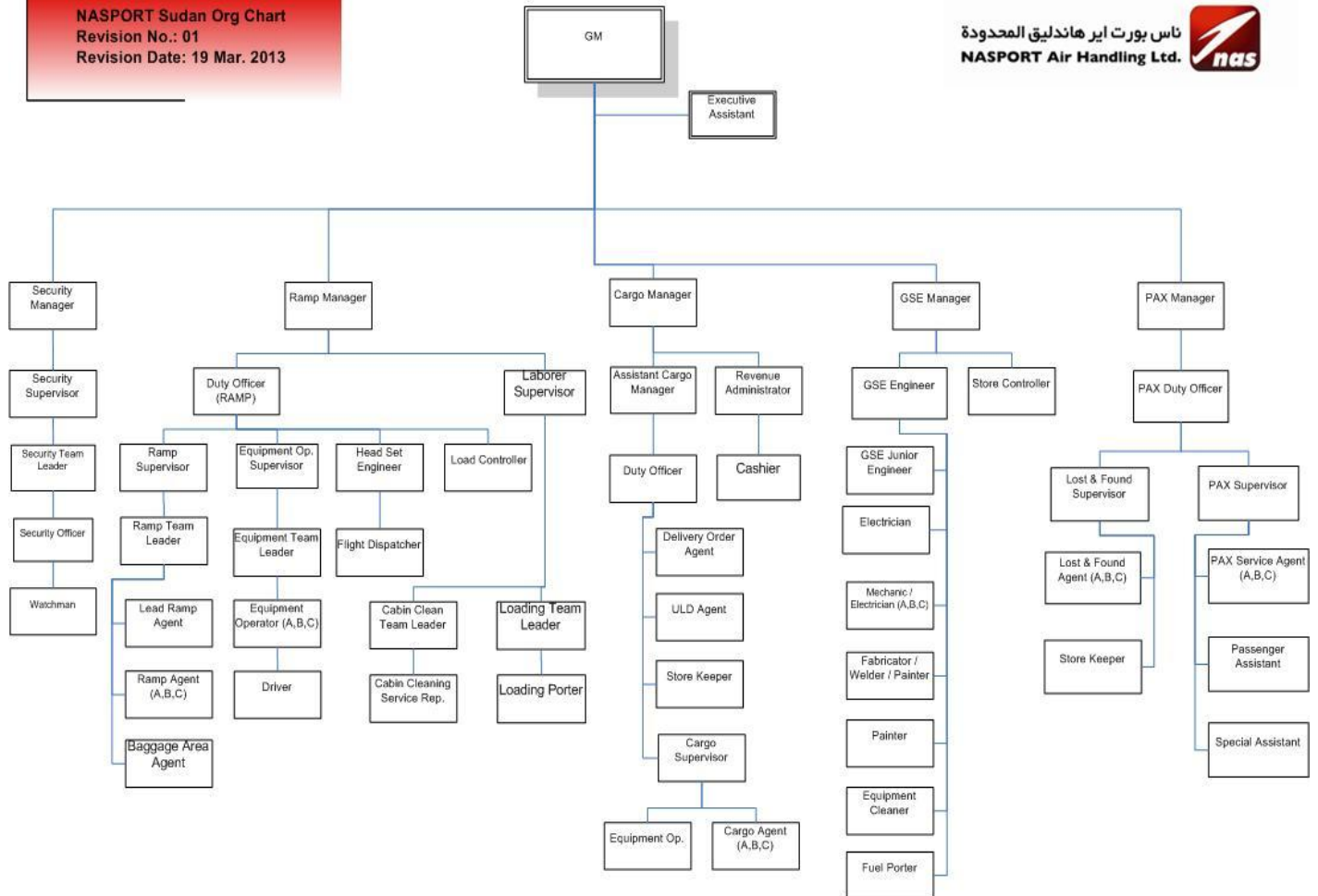


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NASPORT Sudan Org Chart  
Revision No.: 01  
Revision Date: 19 Mar. 2013

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NASPORT Air Handling Ltd.





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## APPENDIX B – NAS Process Flow Chart

### Process Flow chart

