AVIATION DIVISION

GROUND OPERATIONS MANUAL
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All Triangle Services operations will be conducted in compliance with all regulations, standards and recommendations applicable to the nature of operation being performed. **Safety, Security and Quality is everyone responsibility in this organization.**

Triangle Services local administration will hold the responsibility of meeting the specific requirements of the local authority. **This is to ensure that the operation is conducted within the applicable legal framework.**

This document has been prepared to harmonize and standardize the management of all operations and procedures performed by all Triangle Services personnel.

In the preparation of this document, compliance with authorities and organizations that have direct or indirect participation in the provision of services is **being considered.**

Authorities and / or entities considered are: ICAO, FAA, TSA, OSHA, IATA, FBI, CBP, ISO, U.S. **Agricultural Department**, Airport Authorities and specific requirements of the airline customer.

Our customers are the main reason for our existence. They are the reason why our operation will be conducted with the standards of safety, quality and security.

All Triangle Services staff, President, Vice President, managers, administrators, supervisors and general personnel have the responsibility to conduct operations within the safely standards described in this manual, and when required, the **Airline Customer manual.**

During the rendering of services, we must protect customer property and equipment from harm or damage by negligence. We must also protect the most valuable asset “our personnel”.

We have the responsibility to protect and prevent environmental contamination during the handling of waste, discarded equipment and related issues.

The president of Triangle Services provides through its managers the needs of facilities, equipment, resources and properly trained personnel to conduct operations safely. They strive to meet the highest levels of service standards.

All staff of Triangle Services has the obligation to review and adapt the resources and ensure that services provided are in accordance with the signed contract.

Continuous improvement and profitable operation is the responsibility of everyone, all employees have the freedom to report any unwanted safety or security condition to the administration directly or anonymous by writing report, email, or blank piece of paper to our safety department without been punished by the administration.

No employee may be on duty or perform a task without having completed the necessary training for assignments that have been assigned.

Triangle Services promotes a Drug Free environment and every employee must arrive to work in fit condition to perform his or her duties.

All employees have the responsibility to know and follow the contents of this manual and must have access to the manual from the facility where he/she performs their functions.
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This sheet is used to keep control of the revisions issued to the manual. When the manual holder receives a revision, the information in the chart must be filled out and the new pages must be inserted in the manual. The Ramp Operations Manager/Airport Manager will keep the original set of superseded pages for a period of six months. No handwritten amendments to the manuals will be allowed, except in those situations when it is necessary, due to safety reasons.
INTENTIONALY LEFT ON BLANK
# GENERAL INDEX

## COVER
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- List of Effective Pages
- Record of Revisions
- General Index
- Manual Change Request
- Highlights of Changes
- Manual Distribution
- Manual Control
- Electronic Manual Control
- Revision of information
- Identification of new / amend information
- Definitions and Abbreviations

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- Organizational Chart
- Psychoactive Substances
- Record Control System

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- Responsibilities to the arrival
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- Hand Signals
- Guide Man Signals to Cabin
- Wing Man Signals
- Cabin Signs to Ground
- Ramp Mark

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  - License Requirements
  - Responsibilities of the Equipment Operator
  - Driving Facts
  - General restrictions
  - Parking of ground Equipment
  - Hand signals for vehicles
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**MANUAL CHANGE REQUEST**

Any person assigned to the organization may submit a request through their supervisor to change or modify information contained in this manual.

The request will be submitted to the Safety Committee using the following format:

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The Safety Committee members are: General Manager, Ramp Operation Manager, Duty managers, GSE Manager, Cabin Cleaning Manager, and is organize and lead by the Safety Manager.

If the request is approved the Safety Manager will coordinate the inclusion on the manual and is training is required will define the method to implement the training to disseminate the information.
## HIGHLIGHTS OF CHANGES

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Operations Manager/Airport Manager will be responsible of monitoring the revision and distribution of this manual to every holder. Also, it will be able to establish and modify the policies of the Manual Distribution process.

Safety Department will be responsible for distributing the manual, keeping a record of the distribution list and its currency,

**Distribution List**

01 Chief Executive Officer  
02 Chief Operation Officer  
03 Chief Finance Officer  
04 Human Resources Director  
05 Operations Vice President  
06 General Manager  
07 Operations Manager  
08 Cargo Operations Manager  
09 Fuel and Interline Manager  
10 Maintenance Technicians  
11 Cabin Crew Duty Manager  
12 Airport Manager  
13 Safety Manager  
14 Passenger Service Manager.

For the users that are unable to access the electronic web, a hard copy by company mailed.

**Distribution of Manual to subcontractors**

Outsourcing companies in locations outside of headquarters will be responsibility of the Ramp Operation Manager/Airport Manager to provide a copy of the corresponding chapter to the outsourcing company.
Availability of Manuals to personnel at locations outside of regular airport operation

Occasional when a Airlines Customer requires to provide support in a non-regular Triangle Airport Operation, a copy of this document can be taken in a PDF file or hard copy if is necessary.
MANUAL CONTROL

When a manual is produce in hard copy a control number and will be placed in the cover sheet and will have a unique number starting with the letters TR-MIA-001. Safety keep a master list with the numbers of the manuals, their location and current status of each revision.

Safety Department will be responsible for controlling the appropriate distribution and keeping track of the current revisions status. Each responsible holder must update it by completing the Record of Revisions Sheet.

A employee who a hard copy is distribute with a control number is responsible to insert any revision or change the corresponding pages, write down the revision information in the record of revisions sheet and return the revision transmittal sheet (see page 3 of this section) to the Technical Publications Department.

The original software will be kept at the Triangle Services server and other software could be kept to the company equipment at the safety department.

The physical revisions of this manual will be performed by every “holder”.

When applicable, a training session can be scheduled if the revision requires it and if there are:

1) Major structural changes

2) Changes that affect operational security or safety

3) Can be distribute by email or local reading and signing sheet.

Manual Holder

The Operations Manager is responsible for the revision of the procedures described in this manual.

Each user is directly and solely responsible of completing the assigned tasks. They are also directly responsible of establishing the necessary mechanisms to accomplish the procedures requested by Triangle Services or Airlines Customer and by certain established standards.
Any proposed procedure modification must first be submitted to the person responsible of the manual for his approval. This person has the prerogative to make, accept or reject modifications that affect the different departments in the execution of the procedures.

Said modifications or rough drafts must be submitted to the approval of the Safety Committee Board before being implemented.

After the approval, the operational departments or training are responsible of the logistics involved in the implementation of the modification.

The users of this manual who are also directly involved in the operations of the company must be acutely aware of its contents.

When applicable and if the revision requires it, a training session will be scheduled.
REVISION TRANSMITTAL SHEET

<table>
<thead>
<tr>
<th>MANUAL No.</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>REVISION:</td>
<td></td>
</tr>
<tr>
<td>DATE</td>
<td></td>
</tr>
<tr>
<td>PAGE /PAGER</td>
<td></td>
</tr>
<tr>
<td>FULL DOCUMENT</td>
<td></td>
</tr>
</tbody>
</table>

GROUND OPERATIONS MANUAL

REFERENCE: REMOVE AND DESTROY PAGE (S) INSERT PAGE (S)

WHEN REVISION IS COMPLETED, PLEASE ENTER DATE AND INITIALS IN SPACES PROVIDED BELOW AND RETURN THESE TRANSMITTAL SHEET (S) TO TECHNICAL PUBLICATIONS DEPARTMENT.

MANUAL: __________ GROUND OPERATION MANUAL __________

DATE INCORPORATED: ________________

INITIALS: _______________________

CHECK THAT REVISION No. _____ IS ENTERED ON RECORD OF REVISIONS IN YOUR MANUAL.

Note: If the revision is send via email, a electronic copy of the email must be retained for a period of last two revision.
INTENTIONALLY LEFT ON BLANK
ELECTRONIC MANUAL CONTROL

The Ground Operations Manual is maintained on line. This allows employees to get immediate access to information directly from their computer without having to ask supervisors or find the information in paper manuals. It also speeds communication by reducing the time to disseminate information and permits the documentation to be easily found, it is cost efficient since it takes fewer resources, time, paper, etc., reduces revision time significantly and allows the manual administrator complete control over the posted documentation. It is the responsibility of the supervisor to ensure that all employees have accessibility and enough resources to this information.

The manual is located in the company network with Internet style specially built to deploy and administer Ground Handling information. This web-based environment known as Triangle’s Intranet accessible through the Internet triangleservices.com and delivers interactive information to employees.

When an username and a password are required by any Triangle services employee, the It department will be contacted to obtain access to this site. The employee name, employee number, position and department are required to acquire such access, once the IT Department verified this information and confirm the approval of access thru the employee direct manager, it will provide the user name and password.

On Line Manuals Update and Control

The same procedure used for the revision of the manual control described in section Manual Control is applicable to the on-line format. Once the revision has been approved/accepted to be published, the document will be up-date on the intranet of the company, Every new revision have to be disseminated in the next seven working days of the approval/acceptance date. The standard format for viewing these manuals on line is “Adobe Portable Document Format” (PDF).

After the new information has been updated into the server, it will be immediately available for viewing throughout the system. An electronic message (email) will then be sent to users by the safety department notifying what manual has been changed, its number of revision and its highlights.

Any person that exercises supervision works must make sure that the manuals in the work area are totally current, and accessible to the employees in accordance with the master list of manuals revision.
For those obsolete or outdated publications on hard copy paper, at the time to receive a new revision must proceed in the following way:

a) Old copies or formats, should be removed from the manual; and

b) be shredded entirely.

c) New pages must be inserted and revision control record up-dated.

If the revision is electronic, the document will be direct up-date to the intranet system.

If employee have download a document to his laptop, he must delete the file from the file and continue to the Garbage file and delete from there.

This same procedure applies for extracts or partial copies of this manual.
**REVISION OF INFORMATION**

Every time that there is a change in the operation, equipment, facilities, new Airlines Customers, the manual is revised to determine the conformity of the procedures against the operation. If there are no substantial changes made in the operation, the safety manager will review the document and will email the General Manager that no changes are recommended before the end of the year.

Each person responsible will revise the manual and if it requires changes, he will proceed to issue the Manual Change Request and changes will implement if is necessary.

If a procedure have the need to be change due to safety reasons, and email will be generated by the safety department listing the Chapter and page affected, this email is attached to the page of the manual.

**Uncontrolled Copies**

All the copies of the master manual assigned according to the distribution they are considered as controlled copies when they are assigned to a specific user, in the case that they can obtain a copy of its totality or part of one of these, they must specify clearly on the sheet; that it is a reference copy and that it is not valid, so, it should be identified as an uncontrolled copy.

The copies that can circulate in or out of the company must bear an original seal of the department to which the manual belongs, to be valid. Copies or reproductions are not permitted if they don’t comply with the before mentioned procedure.

**Temporary/Emergency Revisions**

The Temporary/Emergency Revisions are used to provide information that can be included in the affected manual through a normal service revision.

The Temporary/Emergency Revisions advise the users on changes and provide previous temporary instructions of the following scheduled revision of the manual.

The Temporary/Emergency Revisions won’t be revised. If the changes are required to an existent temporary revision, the temporary revision will be issued again. Its presentation is on printed yellow sheets. When necessary Temporary/Emergencies Revisions will be made for the safety of the operation.

Temporary revisions should be printed in yellow paper of produce in a yellow color in word, this page will be facing the affected page and temporal revision record is updated.
DEFINITIONS

**Aerodrome:** A defined area on ground or water (including any building, facilities, and equipment) dedicated to either be used total or partially for arrivals, departures or movements in an aircraft surface.

**Aircraft:** All machinery that can be sustained in the atmosphere by air reactions that aren’t their own reactions against the surface of the ground.

**Airport:** It is considered airport all aerodrome in which exists of permanent way, facilities and services with public character, to assist in a regular way on air traffic, to permit the parking and air material repairs and to receive or to dispatch passengers or cargo.

**Authority:** The responsible competent body for the security of the civil aviation.

**Airplane:** Aircraft heavier than the air, propelled mechanically, that has its sustentation in flight mainly to aerodynamic exercised reactions on immobile surfaces in determinate flight conditions.

**Cabin Bag:** Bag that is carried by the passenger in the passenger cabin under passenger custody.

**CBP:** US Customs Boarder Patrol

**C.C.O.D.:** Control Center of Operations and Departures.

**Civil Aircraft:** Any aircraft inscribed in the civil registration of a State, different from others States that treats it like part of the State Service either permanent or temporarily.

**Co-pilot:** Pilot, license titular that lends pilot services without controlling an aircraft, to the pilot's exception that goes on board of the aircraft with the only purpose of receiving flight instruction.

**Dangerous goods:** Articles or substances that are able to represent a risk for the health, security, or properties when are transported by air.

**Dry lease:** It is when the aircraft is operated under the COA of the tenant.

**F.A.A.:** US. Federal Aviation Administration

**Flight Plan:** Specific information providing by the units of Air traffic service related to a type of flight or part of a flight of an aircraft.

**Freighted Flight:** it is the whole total of the usable capacity of the airplane, this is the whole seat and the commercially usable space puts on the disposition of the freighter.

**Flights in Situation:** are considered flights in situation the displacements carried out by the crew to be in charge of an assigned service or the ending of the same one when returns to the base.

**Ferry Flights:** are considered Ferry flights those without passage or paid cargo carry out the commercial aircraft for maintenance purposes only.
**Gosarp:** Ground Operation Standards and Recommended Practices

**Hold Bags:** Check bags from a passenger that will be loaded in the cargo hold.

**Incident:** All events related with the use of an aircraft that doesn't end being an accident that affects or it may affect the security of the operations.

**Inspection Flight:** it is the one that is carried out with object to inspect and to check the ability, training and understanding the crew under normal and/or abnormal conditions.

**Laboral Activity:** The time that you are in disposition to the company to carry out the programmed works that this may assign you. It comprehends the activity time, in air as in ground.

**Main Base:** It’s where the social home of the operator is and from where usually programs the services in flight.

**Maintenance Main Base:** Is the area or areas where maintenance takes place and where facilities exist for the complete revision of the airplanes and components.

**Occurrence:** Refers to a condition that had all elements to become an incident or accident but it not happen.

**Report:** Give a spoken or written account of something that one has occurred, observed, heard, done, or investigated.

**TSA:** US Transportation Security Administration

**TAXI:** Aircraft movements on the surface of an aerodrome on its own power, excluding the take off and landings.

**Test Flight:** The one that is carried out to guarantee the airworthiness of the airplane or the good operation of the systems.

**TUG:** Tractor use at airport to haul baggage cart or ground equipment.

**Radar:** Radio-electric Device for the detection that provides information about distance, azimuth and/or elevation of objects.
ABBREVIATIONS

ADA American with Disabilities Act.
ADM Administrator of Triangle Services
ATA Actual Time of Arrival
ATC Air Traffic Control
ATD Actual Time of Departure
ATS Air Traffic Service
AOC Air Operator Certificate
AOA Airfield Operation Area
BOD Business Operation Development
BOS City of Boston, Massachusetts
CAA Civil Aviation Authority
CBP Custom Border Patrol
CCDM Cabin Cleaning Duty Manager
CCP Cabin Cleaning Personnel
CEO Chief Executive Officer
COO Chief Operations Officer
CR Cargo Runners
DOT Department of Transport
EO Equipment Operator
EEO Equal Employment Opportunity
ETD Estimate time of Departure
ETA Estimated time of Arrival
ERP Emergency Respond Plan
FAA Federal Aviation Administration
FAR Federal Aviation Regulations
FOD Foreign object debris
FWD Forward
GOM Ground Operations Manual
HDQ Headquarters
HR Human Resources
IBA Interline Baggage Agent
IATA International Air Transport Association
ICAO International Civil Aviation Organization
IFR Instrument Flight Rules
IT Information Technology
JFK City of New York, John F. Kennedy Airport.
LIR Loading Instruction Report
MEL Minimum Equipment List
ML Ground Equipment Maintenance Lead
MIA City of Miami, FL.
NOTAM Notice To Airmen
NOTOC Notification to Captain
OVP Operations Vice President
OSHA Occupational Safe and Health Administration
<table>
<thead>
<tr>
<th>Abbr.</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>PAX</td>
<td>Passenger</td>
</tr>
<tr>
<td>PNL</td>
<td>Profit and Loss report</td>
</tr>
<tr>
<td>PSM</td>
<td>Passenger Service Manager</td>
</tr>
<tr>
<td>PSS</td>
<td>Passenger Service Supervisor</td>
</tr>
<tr>
<td>QAA</td>
<td>Quality Assurance Auditors</td>
</tr>
<tr>
<td>QCA</td>
<td>Quality Control Auditor</td>
</tr>
<tr>
<td>RA</td>
<td>Ramp Agent</td>
</tr>
<tr>
<td>RCA</td>
<td>Ramp Control Agent</td>
</tr>
<tr>
<td>RL</td>
<td>Ramp Lead</td>
</tr>
<tr>
<td>RS</td>
<td>Ramp Supervisor</td>
</tr>
<tr>
<td>TUG</td>
<td>Vehicle that carry bag carts or dollies</td>
</tr>
<tr>
<td>TSA</td>
<td>Transportation Security Administration</td>
</tr>
<tr>
<td>TRL</td>
<td>TSM Training and Safety Manager</td>
</tr>
<tr>
<td>UHF</td>
<td>Ultra High Frequency (300-3000MHz)</td>
</tr>
<tr>
<td>ULD</td>
<td>Unit Load Device</td>
</tr>
<tr>
<td>UM</td>
<td>Unaccompanied Minor</td>
</tr>
<tr>
<td>UTC</td>
<td>Coordinated Universal Time</td>
</tr>
<tr>
<td>USDA</td>
<td>United States Department of Agriculture</td>
</tr>
<tr>
<td>SLA</td>
<td>Service Level Agreement</td>
</tr>
<tr>
<td>STN</td>
<td>Station</td>
</tr>
<tr>
<td>TPA</td>
<td>City of Tampa, Florida</td>
</tr>
<tr>
<td>TSA</td>
<td>Transport Security Administration</td>
</tr>
<tr>
<td>VFR</td>
<td>Visual Flight Rules</td>
</tr>
<tr>
<td>VHF</td>
<td>Very High Frequency (30-3000 MHz)</td>
</tr>
<tr>
<td>VP</td>
<td>Vice-President</td>
</tr>
</tbody>
</table>
## Aviation Codes frequently Used

<table>
<thead>
<tr>
<th>Code</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>A/C</td>
<td>Aircraft</td>
</tr>
<tr>
<td>ACFT</td>
<td>Address</td>
</tr>
<tr>
<td>AFT</td>
<td>After Compartment</td>
</tr>
<tr>
<td>Baggage</td>
<td>Baggage</td>
</tr>
<tr>
<td>BIN</td>
<td>Aircraft cargo Compartment</td>
</tr>
<tr>
<td>BSI</td>
<td>Basic sing in</td>
</tr>
<tr>
<td>BSO</td>
<td>Sign Out</td>
</tr>
<tr>
<td>COM</td>
<td>Commodity</td>
</tr>
<tr>
<td>DATE</td>
<td>Date</td>
</tr>
<tr>
<td>DEP</td>
<td>Departure</td>
</tr>
<tr>
<td>DES</td>
<td>Destination</td>
</tr>
<tr>
<td>DLAY</td>
<td>Delay</td>
</tr>
<tr>
<td>DPTR</td>
<td>Departure</td>
</tr>
<tr>
<td>FI</td>
<td>Flight Information</td>
</tr>
<tr>
<td>FID</td>
<td>Flight Information Display</td>
</tr>
<tr>
<td>Freight</td>
<td>Cargo shipment</td>
</tr>
<tr>
<td>FUEL</td>
<td>Fuel</td>
</tr>
<tr>
<td>FWD</td>
<td>Forward Compartment</td>
</tr>
<tr>
<td>Gate</td>
<td>The accessible door where the aircraft is park</td>
</tr>
<tr>
<td>LCL</td>
<td>Local</td>
</tr>
<tr>
<td>Load agent</td>
<td>Load agent</td>
</tr>
<tr>
<td>Loading instruction</td>
<td>Loading Instructions</td>
</tr>
<tr>
<td>LOC</td>
<td>Location</td>
</tr>
<tr>
<td>LEGS</td>
<td>Flight segment</td>
</tr>
<tr>
<td>Mail</td>
<td>Mail</td>
</tr>
<tr>
<td>MSG</td>
<td>Message</td>
</tr>
<tr>
<td>Other</td>
<td>Other</td>
</tr>
<tr>
<td>PCS</td>
<td>Pieces</td>
</tr>
<tr>
<td>PSGRS</td>
<td>Passengers</td>
</tr>
<tr>
<td>SEND</td>
<td>Sent</td>
</tr>
<tr>
<td>SKED</td>
<td>Schedule</td>
</tr>
<tr>
<td>STN</td>
<td>Station</td>
</tr>
<tr>
<td>TIME</td>
<td>Time</td>
</tr>
<tr>
<td>THRU</td>
<td>In Transit</td>
</tr>
<tr>
<td>WT</td>
<td>Weight</td>
</tr>
</tbody>
</table>
This procedure describes the use of the instructions of temporary revision:

a) The responsible for the manual will be in charge of the distribution according to their list of users.

b) The procedure of acceptance is the same as a normal revision.

c) The electronic format is added to the net through the IT department.

d) The temporal/emergency revisions should be eliminated or transformed into permanent revisions 90 days after their emission.
IDENTIFICATION OF NEW/AMENDED INFORMATION

When a new revision is issued, a line along the left margin will identify all amended material.

Every revision is updated in the header (column three) of each page with the date and number of revision without affecting the rest of the manual.

The following examples explain the revision procedure.

The paragraph will be written in blue ink and a line is added in the left column side of the manual.

The revision date and revision number will be also colored in blue to easy identification on electronic documents.

Company Name | Chapter Name | Revision Date | Chapter No
--- | --- | --- | ---

| Line to identify change | Revise paragraph blue | Revision No 01 | Page No. |
INTENTIONALLY LEFT ON BLANK
Chief Executive Officer (CEO)  

Reports to the board of directors.
- Is responsible to the board of directors of well manage the assets, investment, properties, facilities, equipments of Triangle services aviation division. He provides the resources as equipment, facilities, personnel, bonds, insurances and grants the daily funds for the continuity of the operation.
- Review and provide resources when as results of a non conformity requires his approval or intervention.
- In conjunction with the CFO, manage the finances for the operation.
- Any other assignment given by the board of directors.
- Commits the organization to a safety culture through the entire organization as follow: Safety, Security, Environmental, Regulatory, encourage following the company procedures, process and plans.
- In his absence delegates on the COO or a board of director member.
Chief Finance Officer (CFO) Reports to the CEO.

- Proactively manage cash flows in a leveraged environment
- Manage financial capital; communicate capital requirements/implications of business decisions to CEO, merchandisers and BOD Conduct meaningful proactive analysis to improve key business decisions focusing on management of working capital
- Grow equity value – increase gross profit and reduce debt.
- Ensures efficient capital expenditures and minimizes taxes
- Define the financial strategy
- Provide useful financial insights to help make better decisions about formulating and executing business strategy
- Establish internal control processes required to manage and grow the business carriage replacement
- Anticipate and correct problems in advance
- Drive the annual budget process and the monthly reporting (PNL)
- Effectively manage sponsor, bank, board of director and financial advisor relationships
- Lead the financial evaluation of mergers and acquisition candidates
- Any other assignment given by a superior
- Structure, negotiate, and finalize purchase agreements
- Lead systems integration efforts
- Any other task or function required by the CEO or as part of the company needs.
Human Resources Director (HRD)

- Reports to the CEO
- The Human Resources Director originates and leads Human Resources practices and objectives that will provide an employee-oriented, high performance & safety culture that emphasizes empowerment, quality, productivity and standards, goal attainment, and the recruitment and ongoing development of a superior workforce.
- The Human Resources Director coordinates implementation of services, policies, and programs through Human Resources staff; reports to the CEO and serves on the executive management team; and assists and advises company managers about Human Resources issues.
- Leads company compliance with all existing governmental and labor legal and government reporting requirements including any related to the Equal Employment Opportunity (EEO), the Americans With Disabilities Act (ADA), the Family and Medical Leave Act (FMLA), Employee Retirement Income Security Act (ERISA), the Department of Labor, worker compensation, the Occupational Safety and Health Administration (OSHA), and so forth. Maintains minimal company exposure to lawsuits.
- Directs the preparation of information requested or required for compliance with laws. Approves all information submitted. Serves as the primary contact with the company employment law attorney and outside government agencies.
- Protects the interests of employees and the company in accordance with company Human Resources policies and governmental laws and regulations.
- Any other assignment given by a superior
- In he/she absences delegates on a senior Human resource officer or the CEO.
Information & Technology Director (ITD) Reports to the CEO.

- Provide leadership, vision, and management to the IT department
- Work with all departments, and staff to assess and respond to IT needs
- Manage an IT staff.
- Hold departmental meetings to review strategic goals and initiatives, promote team building and work to provide growth paths for staff
- Provide day-to-day supervision, conduct performance appraisals, and delegate work assignments for all IT personnel
- Assist in recruiting, hiring, and providing appropriate training for IT support staff
- Serve on planning and policy-making committees.
- Oversee the development, design, and implementation of new applications and changes to existing computer systems and software packages.
- Responsible for the ordering, acquisition, inventorying, and disposition of hardware and software
- Serve as primary contact with outside vendors in the generation of RFPs, bids, contracts, agreements, and other major vendor interactions, Systems Operations and Maintenance
- Maintain the integrity and continual operation of the IT network including the wireless networks
- Ensure the continual functioning of mission critical operations
- Maintain security and privacy of the information systems, communication lines, and equipment.
- Develop, review, and certify all back-up and disaster recovery procedures and plans.
- Any other assignment given by the superior.
- Other duties, not listed, may be assigned by the CEO or as part of the company continuous improvement.
- In absences delegates on a Senior IT Technician.
Chief Operation Officer (COO)

Reports to the CEO.
- Is responsible for planning the future of the organization, directing and control the management activities, searching for new business, provide the operations with the resources to conduct a safe operation.
- Ensure the optimization of the contracts focus to profitable margin for the organization.
- Focus the organization in safety, security, quality and regulatory compliance with the best airline customer service.
- Reports directly to the CEO.
- Ensures resources and equipment is optimize in accordance with the size of the operation, ensure continuity in the operation.
- Any other assignment given by a superior
- Support company new projects or new operations.
- Results from the audit program and observations of safety will discuss with the CEO.
- In his absence delegates to the COO or OVP
Reports to the COO

- Provide support of equipments, facilities, resources and stations personnel.
- Control the expenses and productivity of the operation and support the continuous improvement of the organization.
- Resolve or provide guidance to solve problems that may cause the lost of contracts.
- Coordinates the needs of personnel, equipment, facilities and others with the COO.
- Promotes the Quality, Safety Programs, security and environmental protection programs.
- Control the excess of overtime and proper initiatives to reduce it.
- Conducts the monthly safety meeting and conferences.
- Leads the open of new airport services.
- Ensures every station complies with local rules, regulations and requirements.
- Ensures all personnel respond and take proper corrective action from any audits result or customer complaint.
- Support and raise to COO, the results and corrective actions from the Quality Program.
- Any other assignment given by a superior.
- In his absence he/she delegates his duties to the C.O.O or the General Manager.
Sales & Business Development VP. (SBDVP)  

Reports to the COO.
- Mentor, develop, and maximize company revenue growth and performance.
- Build new partner and alliance.
- Lead, direct and coordinate company sales functions.
- Train, supervise, mentor and lead the sales staff.
- Develop and coordinate sales selling cycle and methodology.
- Direct and oversee the company marketing function to identify and develop new customers for products and services.
- Gain a competitive understanding of company services and capacity of products and services.
- Oversee management of major and critical developing client accounts, and collective management of all other accounts.
- Participate in the development of new project and product proposals.
- Represent the company at various community and/or business meetings to promote the company.
- Promote positive relations with partners, vendors, and distributors.
- Any other assignment given by a superior
- In absences delegates on the COO or a senior sales representative.
General Manager (GM) Reports to the Operation Vice President.

- Support the day by day operations, leads the local safety committee, ensure continues improvement of the operation, and respond to the customer claims; provide the supporting resources for new business operation.
- Ensure all managers meet the company policies, standards and regulations.
- Run routine inspections and feedback from all employees of how are we conducting the organization.
- Maintain the business relationship with the customer attending business meetings and feedback from our customers.
- Ensure a free drug environment is maintain in all the operations and services render.
- Ensures all managers will respond and take corrective action from the outcome of the quality program or customer complains.
- Promote the safety, quality, security and environmental protection with the established procedures in the company manuals and airline customer procedures.
- Coordinate with departments the control and adjust of assigned budget and justify the adjustment of budget in accordance with schedule changes or additional equipment or requisitions.
- Participates in airport meeting and industry meetings.
- Conducts and follow up the safety committee meetings.
- Ensures all departments provide the information in a timely manner to prepare the billing for each one of the airline customers.
- Lead the support to set up new services or station.
- Pre-approves provider’s invoices prior to be sent for payment.
- Follow and confirm the results of PNL every month.
- Should be the liaison between the airport local authorities in conjunction with the operations manager.
- Any other assignment given by a superior
- Control the authority monthly reports of Airports ID.
- Represent the organization on the Interline Baggage Committee
- In his/her absence operation vice president assume the task or the Ramp Operation Manager.
Ramp Operations Manager/Airport Manager (ROM)/(AM) Reports to the General Manager.

- Responsible for the planning, organization, directing and control of the ramp operations, searching for the cross utilization of the personnel, application of human factors and material resources, to provide an operation of load and unload of the aircraft in a safe and efficient way.
- Guide and direct the establishment of procedures rules in Ramp Operations, to obtain the highest levels of safety and best customer satisfaction.
- Maintain the control of the budget and request adjustment on changing schedules.
- Manage, train and guarantee that all ramp personnel of the company and subcontracted personnel are properly qualified and trained to carry out their duties with responsibility applying all customer airline procedures.
- To verify that qualified instructors in ramp procedures, give training and evaluations to the personnel of the different stations in their arranged schedule, and to maintain the records of the initial and recurrent training.
- Ensure service tickets have accurate information and expedite the handling of the tickets to bill the customer airlines as soon as possible.
- Service tickets (TRL) should not be delayed more than 24 hours.
- Promote the safety, quality, security and environmental protection with the established procedures in the company manuals and airline customer procedures.
- Ensures all personal is properly trained before is assigned on duty
- Ensure employees satisfactions getting paid for the hours that they have worked or resolver short payment with headquarter.
- Respond on timely manner the outcome from and audit result or customer complaint.
- Ensure SLA is meeting in every operation for the specific airlines customer.
- Actively participate on the ERP.
- Ensures Ramp Control maintains the hours control log, extension, sick’s days, no show –no call, personal day off, others.
- Active members of the local safety committee and airport committees.
- Continuo’s communication with maintenance manager or maintenance provider to follow up conditions and return to services of the equipment or acquisition of new equipment.
- His local liaison with the airport authorities and other service provider.
- Ensures all fire extinguisher equipment is serviceable and charge.
- When General Manager is absence approved the providers’ invoices.
- Any other assignment given by a superior
- Ensures safety equipment are available for the operation
- During he/she absence he delegate to the duty manager or Passenger supervisor.
Operations Duty Manager (ODT) Reports to the Operations Manager.

- They assume the task of the ramp operation manager when he/she is not present.
- Plan the shift operation and provide the proper coordination of resources for the best customer service satisfactions.
- Ensures all areas received the proper assistance to conduct the operation within the SLA of the airlines customers.
- Made shifts reports, or any accident and incident report during the operation.
- Take proper corrective action from the results of the Quality Assurance Program
- In arriving flights he/she ensures Bags, Cargo, Comat and mail is delivery in accordance with the SLA of the contracted airlines customer.
- Coordinates in with the ramp supervisors the fueling of the equipment.
- Ensure professional communication is conducts in all areas during the operation.
- When operation requires, coordinates backup of equipment when needed.
- Approves extension hours or deviation of the planning schedule hours when is a need because delays flights or short or staff.
- Conducts employee’s performance evaluation.
- Any other assignment given by a superior.
- Conduct random checks of the operations to ensure procedures resources and equipment is best optimize for the operation,
- Personnel working schedule hours are up-dated by ramp control personnel.
- Coordinates with ground maintenance the operational needs of the equipment out of service.
- Have the authority to remove an equipment out of the line is represent a hazard to the operational use.
- Promote the quality, safety, security and environmental protection policies and practices.
- Encourages al personnel for harmonious working environment.
- During he/she absence he delegates to another duty manager personnel.
## Cabin Cleaning Duty Manager (CCM)

Reports to the Operations Manager/Duty Manager
- Coordinates all cabin cleaning activities, staff, materials, schedules and procedures.
- Ensures cleaning supplies are available to perform the task and the personal protective equipment is available to all cabin cleaning personnel.
- Controls the supplies inventory and orders them in a timely manner.
- Pre-approves material specifications.
- Provides OJT to new employees and makes routine visits to the operation to measure the level of customer satisfaction.
- Ensures all cabin cleaning personnel is properly trained before being assigned to duties.
- Conducts the cabin cleaning operation within the approved budget and controls.
- Ensures all handled materials related to environmental protection are handled in accordance with company agreements with the authorities and well known by the personnel.
- Any other task assigned by superiors.
- During their absence, the cabin supervisor assumes.

## Passenger Service Manager (PSM)

Reports to the Operations VP.
- Coordinates manpower and schedule for the coverage of the Airline customer schedule and ensures it is in accordance with the contracted hours.
- Controls day off, sick’s, vacation and permits.
- Ensures all TSA, FAA, and Company bulletins are disseminated in accordance with the information.
- Maintains the training records of all passenger service employees.
- Any other task assigned by superiors.
- Disseminates any Airlines customer changes or triangle’s procedures.
- Resolves any internal personnel conflicts.
- Keeps the best relation with the local authorities.
- Takes disciplinary actions when required.
- Ensures all passenger employees maintain the grooming.
- Represents the company in all airport committees.
- During their absence, Passenger service supervisors assume.
Fuel and Interline Manager (FIM)

Reports to the Operations Vice President
- Follows all company safety, quality, security and environmental procedures.
- Ensures the safety handling of fuel.
- Maintain all fuel agents current with the information on regards of changes of handling procedures.
- Coordinates the fuel equipment maintenance program.
- Ensures all fuel agents/ Interline agents are properly trained.
- Manage the schedule for fueling and interline agents as well the A+ program auditors in accordance with airline customer.
- Take disciplinary action with the personnel under his/she control
- Secures the fuel control at all times
- Control and manage the fuel service tickets and interline charges for the customer in timely manner.
- Ensures facilities and equipment meets the regulatory requirements for fuel storage and handling.
- Coordinates the budget and replace of equipment with the OVP.
- Ensures regulatory posters, manuals and documentation is current.
- With airport interline baggage consoutium coordinates the operation in accordance with contract.
- Handling all customer in accordance with the contract.
- Control fuel price and services slips.
- Coordinates the Quality Auditors and approves permits, sick’s or other issues regarding the A+ Program
- Represent the company in meetings with Airline Customers and fuel customer.
- Ensures proper protective equipment is available to the employees.
- Coordinates fuel delivery schedule with customer.
- In he/she absence, Sr. Fueling Agent assumes/Sr. Interlines Agent/ Sr. Quality Auditor assume.

Fuel Agent (FA)

Reports to Fueling Manager.
- Follows the company safety procedures.
- Handle fuel delivery, storage and receiving in accordance with the national and local regulations
- Provide the fuel to our customer in accordance with the service contract.
- Inspect and report any mal function of the vehicle or vehicle fueling system.
- Ensures service slips and accurate in every delivery.
- Follow the company fuel conservation policy.
- Complete all required reports before ends the shift.
- In he/she absence another fuel agent assume.
Ramp Supervisor (RS) Reports to the Operations Manager / Duty Manager

- Qualify personnel that have the responsibility to supervise the safety and control of ground operation, and check that all personnel complies with the established loading and offloading procedures
- Ensure safety procedures are in place at all times and offload and load the aircraft in accordance with Triangles services and Airlines Customer instructions
- Ensures the operation is handled in compliance with the safety, quality, security, environmental and procedures established by company and the airlines customers.
- Ensures loading instructions are followed without deviations and if a deviation is needed have to be authorized and informed to customer airlines representative or dispatch office.
- Will not load any freight if is leaking or damage without proper Airline Customer representative approval.
- Reports any irregularity during the operation.
- Ensures FOD, and aircraft inspections procedures are follow before arrival, after arrival and before departure.
- Any other assignment given by a superior.
- Provide assistance to connect cargo dollies to cargo runners.
- Reports and assist the Ramp Manager in the training and instructing of the personnel
- 

Ramp Lead (RL) Reports to the Operations Manager /Duty Manager

- Is an assignment to coordinate the activities in the bag room and the ramp, prepare the equipment, assign activates to all ramp crew, ensure good conditions of the equipment before is use in the operation.
- Ensures loading of the aircraft is loaded and off loaded in accordance with the instructions of the airline customer.
- Keep the stock of the supplies required for the operation and ensures equipment is refueled prior to the operation.
- Any other assignment given by a superior.
- Provide assistance to connect cargo dollies to cargo runners.
- Septic and potables water tanks are clean and maintained in accordance with the cleaning procedures.

Cabin Cleaning Personnel (CCP) Reports to the Cabin Cleaning Duty Manager / Duty Manager

- Personnel that conducts the cabin cleaning of the aircraft, ensures safety procedures, personal protective equipment and airlines customer procedures are followed.
- Ensures all applicable areas out the cabin are cleaned in accordance with the contracted services.
- Follow company procedures and processes.
- Maximize the use of supplies and equipment use with the best practices.
- Any other assignment given by a superior.
- Is he/she absence another cabin cleaner takes over.
Cargo Runners (CR)  

Reports to Operations Manager / Duty Manager.

- Personnel with the responsibility to carry the cargo from the cargo terminal to the passenger aircraft and from the aircraft to the cargo terminal in coordination with the ramp and flight priorities.
- Inspect the vehicle prior to initiate the hauling operations.
- He is responsible to check locks and restrains device before a trip initiation.
- He must confirm the content of the container is before initiates the delivery trip to avoid delivery of baggage’s or other elements to the wrong destination.
- Retuned cargo must be delivery in a timely matter to ensure airline customer can plan the next flight for this cargo.
- Team works with all others cargo runners is vital.
- Drive and operate the vehicle with the best practices under the fuel preservation policy.
- He has to inspect the conditions of the pallets and containers before pickup and after delivery to the terminal to ensure is safe to be transported in the aircraft.
- Ensures locks and safety devices are proper set before every departure.
- He collaborates with the ramp operation when is waiting for the off load of cargo.
- He must provide the empty containers to the bag room for the departing flights.
- Must coordinate with ramp supervisor or lead the total hauling of arriving cargo to complete a flight before another starts.
- The control of ULD numbers carried and drop place is his responsibility.
- Fill required report of forms to control the cargo and cargo trips.
- Any other assignment given by a superior
- During no cargo hauling operation he must make himself available to the duty manager.
- He has to continuously report his position by radio to duty manager.
- The priority of equipment for use is the Bobtails or trucks, last option is a TUG.
- He must follow the fuel conservation policy at all times.
- Use the safety belts and best when driving between terminals.
- Priority perishables and live animal before the dry cargo.
- In his/she absence another cargo runner will assume or a ramp agent.
**Maintenance Lead (ML)**

Reports to the maintenance technician.
- Maintain the preventive maintenance program, and coordinate with the maintenance manager the requirement of parts, fluids or service.
- Up-date vehicle maintenance control records.
- Make the corrective maintenance actions, ensure fluid and supplies are available for the operation.
- Coordinate with ramp control the out of service or return to service equipment.
- Handled all environmental related material in accordance with the regulations and company policies.
- Any other assignment given by a superior.
- Update the daily equipment control record.
- Have the authority to remove equipment out of the service line due to safety reason or in coordination with the operation manager.
- In the absence must delegate to the senior mechanic on duty.
Quality Assurance Supervisor (QAS)  Reports to the Operations VP.
- The Quality Assurance Supervisor ensures outstanding service to our customers, safety, security, environment, regulatory compliance, and company policies via quality program audits.
- Provides full evaluation results and feedback to the responsible manager of the area.
- Evaluates the call experience from the customers’ point of view and process analysis. Conducts Customer Service surveys, correspondence audits to ensure a timely and accurate response was provided to our customers. Identifies and tracks performance trends of the department. Identifies Process Improvements that will improve customer satisfaction, enhance current workflows/systems.
- Ensure non conformities or finding arise as a result of the quality audits program, will be provide to the auditee within 3 working days of the observation.
- Follow up open items and verify corrective actions, implementation and closing.
- Made analysis and trends and prepare report for the Operations VP.
- Manage the audit program and schedule the audits.
- Informs the results of the audit to the operations VP and the audited.
- Maintain records and results as part of the quality program.
- Conduct observation to ensure the customer SLA meets the service render.
- Any other assignment given by a superior.
- Reports to the Operations V.P. in his absence he can delegate on the Senior Quality Auditor.

Quality Assurance Auditors (QAA)  Reports to the General Manager (MIA) / Interline & Fuel Manager (JFK)
- Is a trained independent of the daily operation auditor or services audit.
- Conducts announced and announces audits and observations.
- Conduct the audit program and reports non-conformities and observations.
- Keep the audited inform of the findings and observations and follow up evaluates the corrective action, implementation and closing of the non conformity.
- Any other assignment given by a superior.
- He bases all the observation in accordance with the GOM or Customer Airline procedures or customers complain.
- Ensures the service provide meet the SLA of the airline.
- In he/she absence another QAA assumes.
Ground Operations Manual

Duties and Responsibilities

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Maintenance Technician (MT)

Reports to the General Manager.

- Plans and coordinates with the Operations manager the maintenance program of the equipment.
- Maintains all the equipment operational, provides immediate assistance to the equipment failure, manages the maintenance budget and maintains the above administration of the maintenance problems and replacement of equipment.
- Schedules the technician to proper coverage of the ramp operation.
- He executes the maintenance program in accordance with the manufacture requirements and Triangle’s maintenance.
- Promotes the quality and safety standards of Triangles’ policies and procedures to all maintenance personnel.
- Ensure the best price on parts and maintenance services for the organization.
- Coordinates the maintenance subcontractor services.
- Ensures maintenance records are current and up-date for all equipments.
- Keep a continuo’s inspection program of the equipment and ensures any demote equipment is properly recorder in the company inventory and remove out of the line.
- Responsible for the implementation of the maintenance program, preventive and corrective..
- Optimize resources and prices to maintain the operation on budget.
- Provide to the operation personnel the out service tags and reports forms of the maintenance program.
- Active member of the safety committee.
- Daily report to the General Manager of the equipment status.
- If the manufactures recommendation allows the downgrade of certain components of a vehicle during the replacement of parts, he has the authority to do it via written email to the Operation Manager copyong the General Manager.
- He have the responsibility to ensure all items manage by the maintenance department as new and use chemicals, disposal of materials, are handled in accordance of the environmental protection program.
- Any other assignment given by a superior
- Ensure all maintenance purchased part equipment or material or product meets the specifications for the operation or repaired or new equipment.
- During his absence he can delegate on the maintenance lead.
Passenger Service Supervisor (PSS)

Reports to the Passenger Service Manager / Airport Manager

- Person responsible for the scheduling of personal in accordance with the Airlines Customer contract, ensure personnel is current and properly trained.
- Ensure all function required from the airline customer are meet.
- Maintain the control of the budget and request adjustment on changing schedules.
- Manage, train and guarantee that all ground personnel of the company and subcontracted personnel are properly qualified and trained to carry out their duties with responsibility applying all passenger handling procedures.
- Maintain the records of the initial and recurrent training.
- Follow the FAA/CBP/TSA/Airport/USDA and Health department procedures as well the airline customer.
- To be assigned to the position, this person requires at least (3) three years in airline operations, procedures, rules, and applicable regulations; and that is accredited as an instructor of operational ramp procedures.
- Maintain the currency in the required training to perform the duties.
- Any other assignment given by a superior
- Ensure cash and balance of the daily sales report is close.
- Report to the Airport Manager, in his/her absence the passenger service lead assumes the tasks.
Administrator (ADM)  

Reports to the General Manager  
- Develops the process and procedures to follow provider's invoices.  
- Coordinates with headquarters the billing for all services rendered.  
- Controls all administrative areas and provide support for the continuity of the organization.  
- Support any request from headquarters.  
- Participates on the authority meeting relate to Badges, employee problems, others.  
- Represent the General Manager when is needed.  
- Participates with airlines customers on billing requirements.  
- During the General Manager absence he controls the continuity of the administrative matters.  
- Review the information of the amounts describes in the PNL.  
- Control administrative areas to ensure all reports are made in a timely manner.  
- Any other assignment given by a superior  
- Prepare billing batch by airlines customer.  
- Coordinates the hiring process and employee that leave the company.  
- Kept records of the billing and a back-up program when is in software.  
- In he/she absence he delegates his duties to a payroll agent.

Customer Comat Agents (CCA)  

Reports to the Operation Manager/ Duty Manager  
- Control the company material in accordance with the Airline customer procedures.  
- Follow the driving safety procedures conducting the forklift.  
- He must daily inspect the equipment to ensure is in conditions or report any failure to the airline.  
- Handle all comat and aircraft part with diligence.  
- Ensure shipments match the manifest.  
- Any other assignment given by a superior or Airline Customer.  
- Report any incident and accident or damage.  
- Follow company procedures and manuals.  
- In he/she absence he delegates on a ramp agent.
### Interline Baggage Agent (IBA)

- Reports to the Operation Manager / Duty Manager
- Ensure the interline equipment is available for service
- Reports any equipment damage
- When Baggage is handled with containers, ensures locks and safety devices are properly set before every trip.
- Have to recompile the information of the arrivals flights and connecting baggage.
- Must challenge any person not holding ID.
- Ensures to follow the ID control procedures when delivery of baggage.
- Ensures connecting baggage and delivery with the required diligence to make the connection.
- Any other assignment given by a superior.
- In his/she absence he delegates on a ramp agent.

### Quality Control Auditor (QCA)

- Reports to the General Manager
- Provide the quality control service to the Airline Customers measuring the level of cleanliness of the passenger cabin of the aircraft.
- Conduct his observation in accordance to the airline customers' requirements.
- Submit reports in accordance to the Airlines Customer.
- Be on schedule at all times
- Reports all observations and non conformity.
- Follow company safety procedures and comply with all security requirements.
- In his absence, the function will be cease until returns.
Ramp Control Agent (RCA)  
Reports to the Operations Manager / Duty Manager  
- Coordinates and notify to all man power any schedule change.  
- Build the preliminary planned working schedule for the Operation manager’s approval.  
- Ensure of safety alerts, Safety Bulletins or regulatory changes are disseminated to all employees.  
- Coordinates all schedule swaps.  
- Proper coordination for payroll logs is in time to the administration office for weekly payment.  
- Makes calls, emails, text message to either call early or delay personnel to a shift in accordance with the flight arrival or departing times.  
- Up-date the hours control form, manual and electronic and substitution of personnel.  
- Prior to schedule a change, he must ensure human factors are considered and cumulative working hours for agent are calculated before assigned.  
- Control the radios and coordinates the service when required.  
- Any other assignment given by a superior.  
- Keep the information board up date for day flights.  
- In he/she absence delegates in another ramp control agent.

Equipment Operator (EO)  
Reports to the Ramp Supervisor.  
- This person drives and conducts the ground equipment, with qualification and authorization to operate the equipment after concluding Triangle Services training.  
- Is responsible for the conditions and operation of the equipment.  
- Current Driver Licenses and airport permit (where requires) must be carry at all times while conducting a company equipment.  
- Operates the equipment following safety procedures, airport rules and regulations, recommendation and cautions.  
- Responsible for the safety approach to the aircraft making the required brake test.  
- He also is responsible to report damages found or occurred while is operating the equipment  
- Is part of the team to load and off load the aircraft.  
- Any other assignment given by a superior  
- He must follow instructions of the ramp supervisors or lead.  
- In he/she absence another operator takes over.
<table>
<thead>
<tr>
<th>Ramp Agents (RA)</th>
<th>Reports to the Ramp Supervisor/ Ramp Lead</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Personnel in charge of the load and unload of an aircraft by physical efforts, in charge of cargo, baggage and mail handling complying with all the established quality and safety procedures using the proper protective equipment and following Triangles' and airline customer procedures.</td>
</tr>
<tr>
<td></td>
<td>Follow loading instruction and notify any deviation to the superior.</td>
</tr>
<tr>
<td></td>
<td>Lav, pushback, electrical cart, potable water, baggage delivery, stair truck, air start others.</td>
</tr>
<tr>
<td></td>
<td>Must follows airline customer procedures when is assign to a bag room duties.</td>
</tr>
<tr>
<td></td>
<td>Reports any accident/incident occurrence or mal function of equipment.</td>
</tr>
<tr>
<td></td>
<td>Manipulates equipment in accordance with company procedures.</td>
</tr>
<tr>
<td></td>
<td>Follow all safety, security, quality and environment procedures.</td>
</tr>
<tr>
<td></td>
<td>Any other assignment given by a superior</td>
</tr>
<tr>
<td></td>
<td>Is responsible to follow security procedures during the handling of airlines customer properties as baggage, cargo or equipments.</td>
</tr>
<tr>
<td></td>
<td>Assist the cargo runners with the engaging the arriving cargo.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Training &amp; Safety Manager (TSM)</th>
<th>Reports to the General Manager</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Develops and conducts all the safety training in accordance with the applicable regulations or airlines customers’ needs.</td>
</tr>
<tr>
<td></td>
<td>Conducts evaluations of the operation and promotes the safety of the operations when is not on training duties.</td>
</tr>
<tr>
<td></td>
<td>Revise the company operational documents to ensure are current and in accordance with the operations.</td>
</tr>
<tr>
<td></td>
<td>Investigates all occurrence, accidents and incidents and keep statistics and report to the high management.</td>
</tr>
<tr>
<td></td>
<td>Conduct the safety reports, accident report and issue the safety alerts.</td>
</tr>
<tr>
<td></td>
<td>Member of the safety committee.</td>
</tr>
<tr>
<td></td>
<td>Training records control.</td>
</tr>
<tr>
<td></td>
<td>Evaluate areas of potential risk and human factor</td>
</tr>
<tr>
<td></td>
<td>Any other assignment given by a superior.</td>
</tr>
<tr>
<td></td>
<td>During his absence he can assign the duties to a duty manager or any qualify senior supervisor.</td>
</tr>
</tbody>
</table>
1.0-ORGANIZATIONAL CHART AVIATION DIVISION

- C.E.O
  - IT. Director
  - Chief Financial Officer
  - Chief Operation Officer
  - Human Resources Director
    - Sales & Business Development VP
    - Operations V.P.
      - Quality Assurance
        - JFK-HDQ
        - MIA-STN
        - BOS-STN
        - TPA-STN
1.1-ORGANIZATIONAL CHART JOHN F. KENNEDY (JFK) HEADQUARTERS
1.2-ORGANIZATIONAL CHART MIAMI, FLORIDA STATION

MIA-STN

General Manager

Operations Manager

Maintenance Technician

Safety & Training Manager

Administrator

A+ Program
Lead & QC

Duty Manager

Ramp Control

Maintenance Lead

Cabin Cleaning
Duty Manager

Mechanics

Cabin Leads

Cabin Cleaners

Ramp Supervisor

Ramp Agents

Cargo Runners

Interline Baggage

Customer Contact

A+ Auditor

QC Auditor
1.3-ORGANIZATIONAL CHART BOSTON, MASSACHUSETTS STATION
1.4-ORGANIZATIONAL CHART TAMPA, FLORIDA STATION

TPA STATION

Airport Manager

- Passenger Service Supervisor
- Ramp & Cabin Cleaning
- Maintenance Sub-Contracted
  - Passenger Service Agents
INTENTIONALLY LEFT BLANK
| Narcotics or enervate alcohol and another liquor produce drunkenness | The use of any alcoholic beverage or intoxicant is forbidden for all ground crew, while wear the uniform, on duty, within a period of 8 hours before schedule to work.,

Any employee who knowingly allows another employee perform their duties, while under the influence of intoxicating or alcoholic be considered equally responsible,

No operations personnel use or be under the influence of intoxicants while in service.

The ground crew during service time, will not use drugs suppose alleviate sickness, promote or prevent sleep, cure colds common, etc., and / or alter the powers of the person, with risks of a safety operation. Self-medication, or take any medicine prescribed while in duty it can be extremely dangerous. Home remedies and drugs counter, such as antihistamines, pills against cold, cough syrups, laxatives, decongestants, tranquilizers and appetite suppressants may cause loss of judgment and coordination.

Drug use should be avoided until you have determined your general effects.

No ground personnel use or be under the influence of intoxicants and / or illegal drugs at any time. All personnel testing will be conducted randomly doping operations at any time and without notice, according to drug program of the company policy.

Slipping Pills

They should be eaten within 12 hours prior to the working shift.

Prepared Pharmaceutical

Any medication, even the simplest home remedies should be regarded as suspect (painkillers, tablets or syrups against cold, laxatives, etc.), due to the unpredictable effects they can produce in a given individual. Bear in mind that the need to take medicine implies the presence of a disease in these cases; it is best not to take medicine without asking a doctor and notify the Company. There obviously drugs produce side effects which may jeopardize safety of driving vehicles on the ramp.
Any operations personnel that is subjected to a continued medical treatment, should notify the company with a medical information of the effects of the treatment.

**Fatigue**

If you have any doubt that they can fulfill the functions assigned, if they know or suspect they are mentally fatigued or physically, or feel unfit to the extent of making jeopardizing safety of the ramp operation.

**Surgical Operations**

A licensed physician notified how long you need to return to your duties after any surgery

**Pregnancies**

Any staff that is under control prenatal physician should not provide services without proper medical authorization.

**Policy**

Triangle Services, for the nature of our business we conduct a drugs free environment.

After of any incident or accident where the employee has been conduction a vehicle, he is subject to a drugs and alcohol test.

A person found with use of drugs or alcohol is subject a separation of contract.

All new employees are subject to do a drug and alcohol test.

If an employee denies or refuses to take a drug and alcohol test, this will be consider a positive test and will be a company decision if the person continue on the company.
Objective: Ensure all records are properly handled, electronically, scanned and paper records

This is applicable for the following departments:

Scope: Administration, Cabin Cleaning, Maintenance and Operations

- Billing records
- Training Records
- Employee hiring records
- Contracts
- Maintenance Records
- Leasing agreements
- Importance relevant information
- Occurrences, Incidents and Accident records.

Retention Requirements

The retention time for any document have to meet the following requirements knowing that the most restrictive prevails over the less restrictive.

- Local regulation requirements.
- Customer airlines requirements.
- Triangles administration requirements
- Specific Investigation requirements.

Retention Period.

<table>
<thead>
<tr>
<th>Minimum Month(s)</th>
<th>Accidents</th>
<th>Billing</th>
<th>Contracts</th>
<th>Drug &amp; Alcohol</th>
<th>Hiring</th>
<th>Incident</th>
<th>Leasing</th>
<th>Maintenance</th>
<th>Operational</th>
<th>Occurrence</th>
<th>Payroll</th>
<th>Reject/Hiring</th>
<th>Training</th>
<th>Others</th>
</tr>
</thead>
<tbody>
<tr>
<td>24</td>
<td>18</td>
<td>12</td>
<td>*12</td>
<td>12</td>
<td>*12</td>
<td>24</td>
<td>*12</td>
<td>3</td>
<td>24</td>
<td>*12</td>
<td>*6</td>
<td>#</td>
<td>12</td>
<td></td>
</tr>
</tbody>
</table>

* From expiration time plus 12 month.

# Initial and last two recurrences

Record Identification

Operational Records:/Billing

The operational records can be identifying by one of the following guidance, same recommendation must followed in an electronic record file.

<table>
<thead>
<tr>
<th>Airline Customer</th>
<th>Date/Month/Year</th>
<th>Flight Number or</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date/Month/Year</td>
<td>Airline Customer</td>
<td>Flight Number or</td>
</tr>
<tr>
<td>Date/Month/Year</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Accident / Incident/ Occurrence

<table>
<thead>
<tr>
<th>Airline Customer</th>
<th>Date/Month/Year</th>
<th>Department or</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date/Month/Year</td>
<td>Airline Customer</td>
<td>Flight Number or</td>
</tr>
<tr>
<td>Date/Month/Year</td>
<td>Department</td>
<td>Flight Number or</td>
</tr>
</tbody>
</table>
**Record Identification**

<table>
<thead>
<tr>
<th>Billing and Contracts</th>
<th>Drug &amp; Alcohol/Training/Hiring/Reject Hiring</th>
<th>Others</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alphabetical by Airlines/ Customer</td>
<td>Date/Month/Year</td>
<td>or Weekly Sequence</td>
</tr>
<tr>
<td>Alphabetical by Provider</td>
<td>Date/Month/Year</td>
<td>or Weekly Sequence</td>
</tr>
</tbody>
</table>

**Drug & Alcohol/Training/Hiring/Reject Hiring**

<table>
<thead>
<tr>
<th>Alphabetical by Last Name and First</th>
<th>Alphabetical by Department</th>
<th>Or Alphabetical by First and Last name</th>
<th>Alphabetical by Department</th>
</tr>
</thead>
</table>

**Legibility**

The before filling or reproduction of records must be made with the best legible conditions.

**Maintenance**

Expired records in accordance with the period of time described in paragraph retention period have to be removed and shattered. Electronically records must be deleted from hard drive and from the “Electronic Garbage File”

**Retrieval**

Records retrieval is allowed only to those employees who have the access of the information in accordance with their assignments and duties. Personnel and sensitive records can only be retrieved by authorized personnel or with the approval of the highest authority on the specific department. Customer files, contracts and other sensitive company information have to be controlled by the management only, unless it is assigned for a specific task to a co-worker.

**Protection and Security**

All records are kept and maintained under a controlled access, paper records can be scanned and retained under organized electronic file record. When a record is kept in electronic file, the file must be retained in two different sources of back-up records. Sensitive information must be handled under a secure password. The protection and integrity of the records from damage elements is the priority of all authorized personnel that have the need to handle records as well as sensitive information that belong to Triangle and the airline customer.
Introduction

1. The Marshaling Plan defines the procedures for the approach, position, attachment and movement around each type of aircraft when these are being assisted in the different stations where the airline operates.

2. The equipment restriction lines provide a guide to make sure that all Ramp equipment is properly located. If the ramp area in a station doesn't have these restriction lines or these are not visible, the equipment will be located according to the facilities of the Airport.

Objective

To define the rules and procedures directly related with the movement of the aircraft on ramp, which includes the procedures previous to the arrival, hand signals, ramp marks.
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Procedures Before the arrival

1. The personnel and equipment should be at the safety area at least 05 minutes before the aircraft arrives and ready to provide the service.

2. The person in charge of the flight / Lead Agent, carries out a brief meeting with the ramp personnel before the arrival of the aircraft assigning specific responsibilities (Guide Man, Wing Man, etc.). And coordinates the aircraft unload guided by the computerized loading instructions (current weight and balance of the aircraft) where the computerized system applies (Available System for Business and Environmental Records).

3. Each position on ramp should be inspected and remove the FOD (Foreign Objects and Debris) placing it in the designated recipient 05 minutes before the arrival of the aircraft.

4. All ground support equipment including the boarding bridge / passengers stairway must be positioned outside of the aircraft safety area, established in each airport,

5. Verify that all required equipment according to the aircraft type for the assistance of the load / unload operation is available, such as:
   - Baggage Carts
   - Mail and Cargo Carts
   - Tugs to tow baggage and cargo.
   - Belt loaders.
   - Passengers stairways.
   - Pallet loader.
   - Push back tractors.
   - Attachment bars.
   - Dollies.
   - Any other required equipment.

6. The Electrical Power of the Jetbridge and the Air Condition must be ready to be attached to the aircraft.

7. The auxiliary units and emergency GPU’s (General Electric Unit), ASU’s (Turbine Start Unit), ACU’s (Air Conditioning Unit), must have their cables and hoses in order and secured out of the reach of the aircraft engines absorption.
8. Ground equipment must be inspected before each load/unload operation, this verification also includes brakes revision and tests of:
   - Horn
   - Lights
   - Brakes
   - Mirrors (if the equipment has it)
   - Wipers (if the equipment has it)
   - Anti-collision light (beacon)
   - FOD (Foreign Objects and Debris) in the vehicle

9. Guide Man and Wing Man in their positions for the arrival of the aircraft to the bridge, with the recommended equipment such as:
   - Ear Protection.
   - Safety fluorescent vests.
   - Reflective wands during the day or flashlights during the night.
Guide Man

1. The Jetbridge can be used for different types of aircraft, it is necessary to determine in advance which of the guidelines the aircraft will use.

2. If the position is provided by a mobile bridge it is necessary to verify that is attached in the appropriate location and adequate height to accommodate the aircraft that is arriving.

PRECAUTION: IF THE EQUIPMENT OR THE BOARDING JETBRIDGE ARE OUTSIDE OF THE SECURITY CIRCLE DO NOT ALLOW THE AIRCRAFT TO GET CLOSER TO THE POSITION.

3. The Guide will guide the captain to align the aircraft with the arrival position and it will continue in movement centered in the marked line towards the bridge.

4. To guide the aircraft.

CAUTION: VISUAL CONTACT OF THE CAPTAIN – GUIDE MAN SHOULD NEVER BE INTERRUPTED AT ANY TIME BY THE PERSONNEL AND TEAM APPROACHING THE AIRCRAFT.

5. The captain will continue with the taxing the aircraft whenever:
   a. The Main Guide man executes the arrival and stop signs.
   b. Makes alignment with light wands or indicator rods in the airport.
   c. Visual contact with the Guide man.

6. After de stop signal, verify that the anti-collision light is off, if this one continues on, establish ramp-cabin communication to coordinate a necessity

7. The chocks will be placed ahead and behind of all tires of the main gear and nose, in the aircraft in accordance to Airlines Customer requirements

8. Note: The chocks to be used can be small (that covers a tire) or long (that covers two tires) they must be of wood or rubber, metal chocks cannot be used.
Wing Walker

1. It requires two-wing guide man for the arrival and departure of the aircraft from the bridge.

2. They should be positioned outside of the limits marked by the tips of the wings and slightly ahead of where these wings will be positioned, until the aircraft is completely parked.

3. The wing guide man will carry the orange color wands or flashlights and the safety vest and will only execute the authorized hand signals, refer to Chapter 01.04.02.

4. Once the anti collision light of the aircraft is off, begin with the cone placement and the positioning of the support equipment as it's specified by the procedures of the Airline Customer.
Aircraft

1. The minimum horizontal distance among the wingtip between aircraft is 24.8 feet/7.5 meters; this distance may change according to the facilities of the airport.

2. The minimum distance between the aircraft nose and the terminal building is 24.8 feet/7.5 meters.

Note: In airports where applies.

Ground Equipment

1. The pre positioned equipment should be outside the limitation lines and/or reach areas of suction/expulsion of gases, only the following exceptions are considered:

   a. Mobile stairways:
   Mobile stairways will be provided for the aircraft service when the boarding bridge is inoperative.

2. To the arrival of the aircraft, if required support equipment GPU (Electric Generator) should be positioned inside the permitted limits of the aircraft

Note: In airports where applies.

3. To the departure of the aircraft, if required support equipment (GPU, ASU, ACU,) should be positioned inside the permitted limits of the aircraft.

4. Restrictions: No equipment will be able to park inside the limitation lines for the ground equipment, unless the aircraft is parked with the anti-collision light off and the equipment is providing service directly to that aircraft.
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Generalities

1. The aircraft has two (2) intermittent red anti-collision lights.

2. Anti-collision lights ON:
   When the anti-collision lights are On, indicate that the engines/turbines are On or in start process, No personnel and/or equipment should pass behind or in front of the aircraft engines.

3. Anti-collision lights OFF:
   Indicate that the engines/turbines are Off, personnel and equipment may come closer to the aircraft following the Guide Man instructions.

4. Location of the Anti-collision lights:
   Are located at the superior and inferior part of the aircraft fuselage.

Turbines

1. Suction.
   At 3 Meters (9.feet) of distance the suction of the turbine is sufficiently strong to lift objects as papers, stones, nuts, screws, suitcases, bags or even a person.

2. Gases Expulsion.
   The engine gas exits, is as dangerous as the absorption: the high temperatures may cause serious burns and their force is able to expel.

3. The Thrust Reverses invert the way of the gases and it serves as brakes, this is laterally activated from the turbines avoiding the pass of the air flow.
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Generalities

1. The aircraft movement on ground is the most delicate task that the ramp equipment operator performs. This chapter is designed to review the appropriate use of the hand signals, besides the appropriate procedures for the aircraft parking.

2. The main guide should be aware of the enormous responsibility that bears the handling of the wands or flashlights; the main guide becomes the captain's eyes during the exit and the arrival of the aircraft.

3. The safety of the passengers, flight crew, ground personnel and the aircraft depends on the indications that the main guide executes.

Hand Signals with Wands

1. The hand signals without wands are not permitted for the aircraft movements.

2. Only the main guide or the wingmen guide will be able to make the hand signals using wands.

3. It is required that all men guides use two wands of the appropriate type:
   a) Fluorescent wands will be used during the day
   b) At night or in days of little visibility luminous flashlights will be used.

4. To protect ground personnel during the aircraft movements, the approved auditory protectors and the safety vests must be used.

5. The forward signal must be made with the wands over the chest. Otherwise, the captain won't be able to distinguish the orange color of the wands from the color of the vest.

6. The hand signals with wands of this program are universal.

7. Make sure to have visual contact

8. The minimum personal to do a pushback or to guide an aircraft to a gate is 3 people, guide man, left and right wing man. Note some airports because of the complexity of a gate requires a tail man.
Intentionally left in blank
To attract the Attention

Extends the right arm above the head and move it side to side. The left arm will remain in the side and down.

To use this Gate

To use this gate.
Extends both arms up in vertical position, leaving approximately a foot of distance among them.
To advance (forward)

Maintains both wands to the height of the head. Move them slowly forward and back. Make sure that the wands are above the orange vest reflector rest so they can be seen.

Reduce the Velocity

Extends both arms down and separate them of the body. Move them several times up and down with sway.
Turn to your Right

Extend the left arm down and separate it of the body. Continue giving the sign of advancing with the right arm. When the wheel of the landing gear of the front gear is aligned again, make the advanced sign using both wands.

Turn to your Left

Extend the right arm down and separate it of the body. Continue giving the sign of advancing with the left arm. When the wheel of the landing gear of the front gear is aligned again, make the advanced sign using both wands.
Close of stop

When the aircraft is from 15 to 20 feet of distance of the stop lines, extend both wands toward out, to the height of the shoulders and lift them slowly until the point in that end up crossing above the head. This movement will coincide with that of the front landing gear from the aircraft when arriving to the stop line. The wands will cross at the moment in which the wheel of the landing gear touches the border of the stop line.

Set Parking Brake

Maintain the wands parallel to the floor, one over the other and leaving a separation among them of approximately six inches. The operator of the aircraft will respond moving his fist down.

Note: The ignition signal of the engine won't be given until receiving recognition. Except in case of needing to start an engine during the exit push.
To Stop the Engines

Maintain the right wand on the left shoulder, parallel to the floor and passing it by the neck. The left wand will stay at the side and extended down. The aircraft operator will respond with the same sign.

Extends both arms down and separated from the sides with the wands pointing toward inside. Move the two arms toward inside with sway.

Removal of the Chocks

Extends both arm with the wands pointing toward out. Move the two arms toward inside with sway.
Removal of the Parking Brake

Hold the wands to the height of the waist below the vest parallel to the legs and pointed with them to the floor. Move them up. The aircraft operator will respond lifting the thumb of the left hand on the shoulder, to indicate that everything is alright.

To Ignition of Engines

Hold the right wand to the height of the head and move it forming a circle. The left wand should point to each engine, as they begin to work. When the engines start during the exit push maintain the left arm at the side and extended.
Engine on Fire

Hold the left wand down in the side and move the right bellow the waist with sway. The left wand is still. If the fire begins in the engines when they start, give the signal of fire in the engines The aircraft operator will carry out the procedures of Fire on the engine on ground.

The aircraft operator will lift his right fist and will touch the palm of his left hand at the height of the chest. To disconnect the electrical supply, will make the same sign and will cross quickly both hands several times.

Affirmative all clear

Raise arm with the head level with wan position pointed up.
To Stop

![Illustration of a person extending both arms down and outward at a 45-degree angle.]

Extend both arms down and toward out, separating them of the body in an angle of 45 degrees.

To Advance (Forward)

![Illustration of a person maintaining both wands at the height of the head and moving them slowly forward and back.]

Maintain both wands to the height of the head. Move them slowly forward and back. Make sure that the wands are above the orange reflector vest so they can be seen.
Left Wing Guide of the Authorized Main Guide to proceed

Point the aircraft with the left arm and lift the right up above the head, in vertical position.

Right Wing Guide of the Authorized Main Guide to proceed

Point the aircraft with the right arm and lift the left up above the head, in vertical position.
Automatic Reverse Signal

After giving the advance signal hold the wands to the height of chest parallel to the floor and with distance of six inches among them. Move one over the other forming a circle and taking them away from the body.

To Stop/To Stay In Position

The cross wand signal will be used to indicate the aircraft operator to stop. Also will indicate to stay in position, in case that the aircraft already stopped. Example at the end of the exit pushes.

Note: This sign will never be given when the aircraft is reversing, since it could cause that the nose of the aircraft might rise so the tail will hit on the floor.
To Turn the aircraft tail to the Left of the Main Guide

Extend the left arm down and out to the direction on which the tail of the aircraft will be rotated. Cross the right hand on the chest to increase the speed of the turn, the main guide will move the wand that points toward the floor.

To Turn the aircraft tail to the Right of the Main Guide

Extend the right arm down and out to the direction on which the tail of the aircraft will be rotated. Cross the left hand on the chest to increase the speed of the turn, the main guide will move the wand that points toward the floor.
Departure Salute
(Authorized to leave)

The aircraft operator will indicate that everything is ready for departure, turning the landing gear light once. The designated main guide will give a kind of military salute with the right hand and will maintain the left one in the side. This indicates to the pilot’s cabin that the area is clear to go to the runway.

Note: It will show the steering by-pass pin to the aircraft operator at the end of the exit pushes, although the torque links have been disconnected. The only exception is the F100 aircraft, which uses a toggle switch instead of a steering by pass pin.
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Ramp Marks

The marks are normally coordinated with the airport authorities, the following lineaments are for information that represents the standards, airport local regulations can change the application of some standard marks; however, each effort should make to obtain the approval of the airport to carry out safety operations.

Guide Lines to the Jet Bridge

1. These lines should be yellow aviation color, to a specification used by the airport operator, 12 inches wide and a minimum longitude 33 meters for narrow cabin aircraft’s and 50 meters for wide cabin aircraft.

2. It has established a parking limit line; guide’s lines toward the bridge will be extended for maximum guide of the flight crew and alphanumeric designation of the bridge.

3. If it necessary one or more guidelines in a bridge should be applied alphanumeric bridge’s. The lines for narrow cabin aircraft will be solid and 8 inches wide. For wide body they should be discontinuous a maximum of 3 meters and 12 inches wide.

Stop Marks

1. The nose gear marks are usually placed to indicate the position where the aircraft should be parked and the passengers’ door coincides with the boarding bridge.

2. The stop marks on the nose gear should be 12 inches wide with a minimum longitude of 75 centimeters to each side of the aircraft guide of narrow cabin and a 1-meter for wide cabin. And the aircraft appropriate designation (aircraft type) with a minimum of 12 inches, should be placed to each stop mark for reference to the guide man.

Limitation Lines for Ground Equipment

1. The limitation lines will be placed according to the size of the aircraft authorized to use the bridge.

2. The recommended configuration for these limits is a 4 inches white line side to side.
Special Marks for Engine Push back

1. The point where the Push back maneuver ends (backward) and the forward sign is given should be marked with a white octagon of 1.2 meters by side.

2. If during the Push back with ignited engines require a turn, the point where begin the turn begins should be marked with a white equilateral triangle of 1.2 meters by side.
**Introduction**

1. The purpose of this Chapter provides us the information of the Aircraft dimensions of that are assisted by the ramp personnel.

2. Not all aircraft model are consider, if a airlines customer aircraft is not in this manual, refers to the airline customer manual.

**Objective**

To have the knowledge in an illustrative way the dimensions of some aircrafts that we served.
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A319
A320
## Dimensions

**Date:** 05-JUN-13  
**Chapter:** 02.00.01  
**Rev:** 00  
**Page:** 3

### On Ground Aircraft Service

#### A330

![A/C A330-300 Diagram](image)

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* NOTE: THESE FIGURES WILL GIVE AN AIRCRAFT FUSELAGE DATUM (FD) AT 6500 MM.