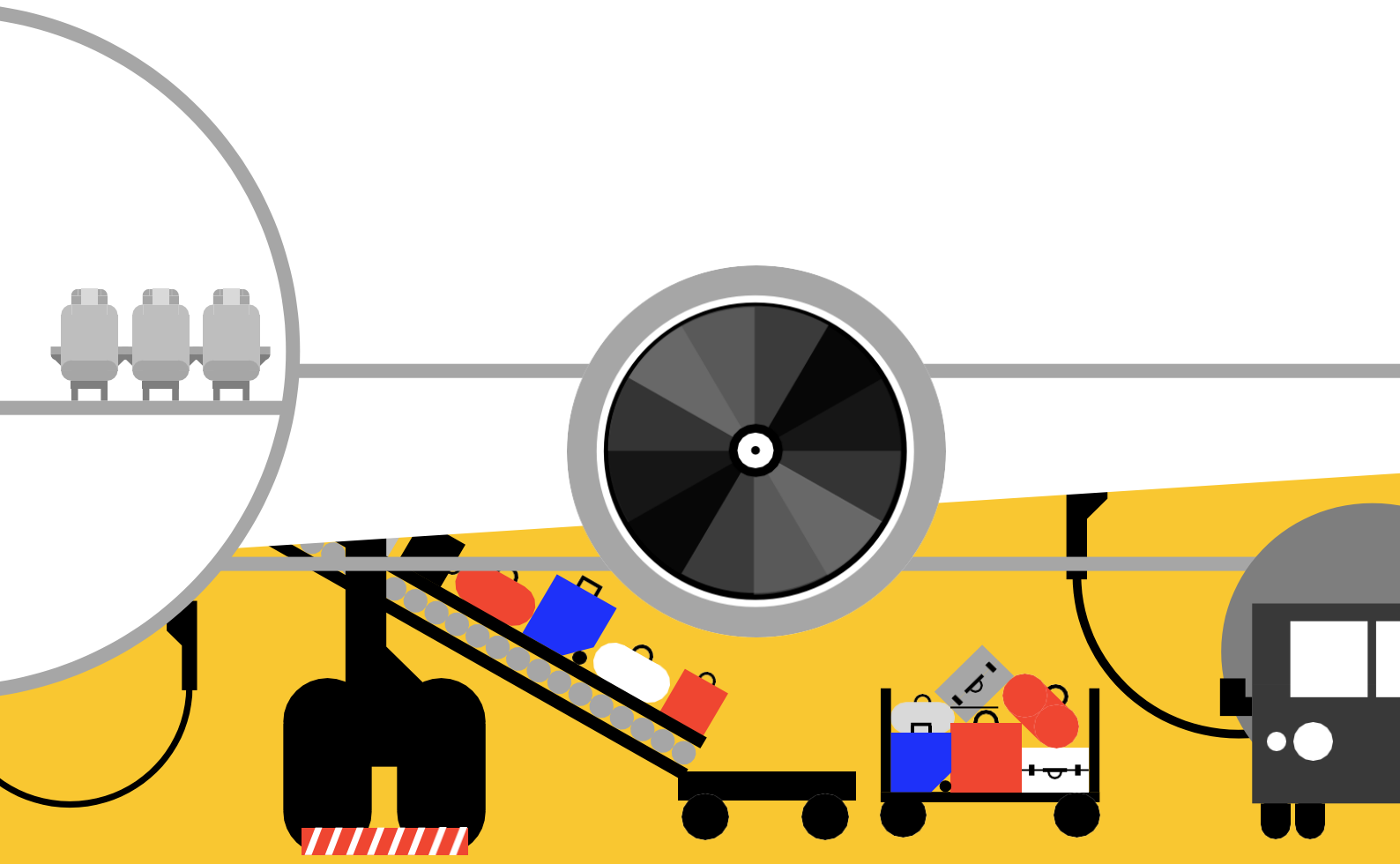
Guidance for Industry Standards Gap Analysis

Edition 2, May 2025



IATA Ground Operations

1 Global adoption of IATA Industry standards

▲ 1.1 Scope

This guidance has been developed to support Airlines and Ground Handling Service Providers (GHSPs) in the adoption of the IATA industry standards for ground operations IATA Ground Operations Manual (IGOM), Airport Handling Manual (AHM) and IATA Cargo Handling Manual (ICHM). It provides an overview of the adoption process; industry standards gap analysis and outlines available tools. The primary focus is on the self-assessment of the company's documentation to ensure alignment with the industry standards.

IATA has also developed series of tutorial videos, which are available on the IATA webpage: IATA Tutorial Videos.

The ISAGO audit program may have a different rule than stated in this document. All GHSPs preparing for or undergoing the ISAGO audit, shall review the ISAGO Audit Hand Book for any differences and specific requirements defined under the ISAGO program.

Legend:

▲ *amended text*

■ *new text*

▲ 1.2 Introduction

Industry standards are the foundation for safe and efficient ground operations, driving further standardization in ground personnel training, ensuring the same high level of skills and knowledge is provided to all, reducing training time and costs, and ultimately driving the global adoption of industry best practices.

This the ground operations industry standards such as IGOM, AHM, ICHM are updated annually to incorporate globally recognized best practices utilized by airlines, GHSPs, and airports. Additionally, IGOM and AHM are referenced by the International Civil Aviation Organization (ICAO) in Document 10121, "Manual for Ground Handling," and will be also reference together with ICHM in the European Union Aviation Safety Agency (EASA) in AMC and GM to its basic regulation for ground handling, underscoring their status as industry standards and best practices.

Once the industry standards are adopted and followed, companies should not have any difficulties to comply with the regulatory requirements.

1.3 Variation policy

Variation policy defines rules and requirements related to variations from industry standards as developed by the industry subject matter experts and defined in IGOM, AHM and other IATA associated ground operation publications.

Airlines and GHSPs may need to implement procedures, which are different from the industry benchmark to comply with specific regulatory requirements, airport directives or infrastructure limitation, and/or company operational requirements that aim to address specific safety concern or different business models.

Variations are divided based on the reason:

a) Regulatory variation: A variation driven by regulatory requirement, mainly managed by the civil aviation authority of the respective country of operations
b) Airport variation: A variation driven by airport specific requirement or airport local operational conditions and infrastructure limitations
c) Company variation: A variation driven by company's own requirement, primarily to address specific safety concern or accommodate different business models and scope of operations.

1.3.1 Variations and the ISAGO Audit

GHSPs will identify variations during the completion of the gap analysis. Any variation is assessed in the gap analysis as per the variation definition in this document.

However, to meet the ISAGO registration/accreditation requirements, GHSPs will need to address any variation that will be classified by the auditor as "below" the industry standard and which does not originate from regulatory or airport requirements. In other words:

1.3.2 Exceptions for ORM and CGM variations

Organization and management requirements in AHM chapter 6 (ORM) and the CGM section in GOSM represent framework requirements, high-level processes that are not prescriptive and where more details are expected to be developed by each organization. Therefore, it is anticipated that each requirement would be marked as a variation.

To address the specific nature of the high-level requirements in ORM and CGM, the GHSP is not required to record a variation if their processes, policies, and procedures are more detailed and comprehensive, as long as they meet the intent of the industry requirement for ORM and CGM.

Notes:
1. An organization does not need to have the exact wording as per ORM or CGM.
2. An organization can address additional requirements or use different terminologies as long as the standard is met.
3. GOSM-CGM will be replaced by IATA Cargo Handling Manual as of 2026. The same rules as for the IGOM will apply, CGM rules are considered temporary, valid for 2025 audits only

(a) Variations driven by the State, the Airport Authority will be allowed, regardless of whether they are above or below the industry benchmark and the GHSP will not be requested to address them through a corrective action.
(b) Variations driven by the GHSP's own requirement that are above or simply more comprehensive than the industry standard will be considered as compliance with the industry benchmark.
(c) Variations driven by the GHSP's own requirement that are below the industry benchmark or doesn't meet the intent of the requirement will need to be addressed by the GHSP.

1.4 Adoption policy

An adoption policy has been first introduced for the IGOM, allowing for an organization to vary from the published industry standard. The original IGOM adoption policy has been extended to AHM, ICHM and other IATA's publications related to ground operations.

1.4.1 Adoption process

Industry standards adoption is the process by which a company aligns and implements industry standards into its operations. The process includes the following steps:

a) Conducting a Gap Analysis
   1. Compare the company's GOM and other relevant documentation with industry standards like AHM, IGOM or ICHM.
   2. Identify all variations as per the Variation Policy defined in this document,
   3. Assess, which variations are necessary to maintain and eliminate those unnecessary to ensure compliance and alignment with industry standards.

      Note that additional variation rules apply for the ISAGO audit, see section 2 of ISAGO Audit Handbook

b) Adoption of Standards to its own documentation
   1. Adopt the Industry Standard "As Is": Means that the company can copy the industry standard wording as a manual baseline.
      - The copy-pasting is more meaningful for the operational standards such as IGOM or ICHM, which include detailed procedures on what as well as how the activity shall be performed in safe manner.
      - Opposite, AHM ch.6, AHM1110 Section 1-9 Training management include policies and high-level requirements only (WHAT) and as such the company shall document own processes and procedures on how the industry requirements are met. Copy-pasting in majority cases will not bring any value to your employees on how to perform their tasks and customized wording is more suitable.
   2. Use Customized Wording: Develop the company's procedures or use its own wording, ensuring the intent of the industry standard is met.
   3. **IMPORTANT:** In both cases above it is necessary to:
      - Adjust and tailor the wording to reflect the specific operational profile, equipment, aircraft types serviced, and locations, excluding any irrelevant parts (e.g., winter operations procedures if not applicable)
      - Clearly define the roles of personnel involved in implementing the procedures and specify responsibilities, functions, and relevant locations to ensure the procedures are practical and usable for operational personnel.
   4. In case that a company uses one single GOM within its entire network, include all local specifics including responsibilities. All stations and/or companies using the same manual shall provide their input to this manual.

Example

Industry Standard	**Company procedures**
4,2 The training program shall be reviewed annually to ensure that: a) It continues to meet current and specified internal and regulatory requirements. b) All training materials are up-to-date and meet market needs, airline-specific needs, passenger, ground handling service provider (GHSP), and regulatory requirements, as applicable.	7.1.2 The training manager is responsible to review the training program and material annually. 7.1.3 Review will take place in Q3 each year and has to be recorded in the training log OP-TR-12 with information it there has been change. 7.1.4 The manger is responsible to obtain and include input from

c) Reviews shall update the training content to reflect current industry standards at a minimum, taking into consideration outcomes of management reviews (See AHM 601 section 13), regulations, resolutions, customer airline requirements, and recommended practices. d) he outcome of the review may result in no change to the training program or changes made are updated. The review process shall be documented.	- Station managers for any local regulatory, operational, infrastructure changes and new equipment - Procurement team for the customer airlines requirements - Safety manager and security manager for any safety, security issues arising from the monitoring program and monthly management reviews as well as for any changes in SMS and Security manuals. - Documentation manager for any changes in the internal manuals and instructions - instructors and evaluators for the most common Q&A and failed topics - results of tests and assessments - changes in the AHM, ICHM, IGOM, DGR, ULDR, LAR and PSCM 7.1.5 In case that training manual and training material is updated, it has to be published by end of each year with 3 months implementation period before the end of each year.

c) Adoption of industry standards' numbering and format
   1. Before you decide if you also adopt the format and numbering into your documentation, keep in mind that the industry standards are updated annually, and the numbering and structure can change.
   2. A possible additional workload for your company shall be taken in account.

d) Adoption of operational and training standards (IGOM, ICHM, AHM1110) within the GHPSs network or airline group
   1. Each station as well as individual airline is expected to publish their own gap addressing their operational profile and type of services provided
   2. To manage the workload, GHSPs headquarters or one airline may perform the gap analysis on behalf of stations or other airlines.
   3. Stations or airlines can reuse this gap and amend and align with their specifics, job functions, responsibilities, equipment, regulations etc. at that station or with the airline to maintain relevance.

e) Adoption of the industry training standards (AHM1110)
   1) AHM Ch 1110 Ground Operations Training Program, form the training discipline (TRN) and is applicable at the headquarters (MHQ) and the station/s(STN). Therefore, prior performing AHM1110 gap analysis a company needs to establish how training responsibilities are managed to determine which sections of the gap analysis will be initiated at the headquarter and/or station/s as applicable. For further guidance see ISAGO Audit Handbook appendix A
   2) AHM 1110 section 1-9 addresses training management of a company and may typically be addressed at headquarter unless delegated at a station
   3) AHM 1110 section 10 outlines generic functions which a company needs to map company own specific corresponding job role as applicable; AHM section 11 contains the various training modules that each function needs to undertake

f) Applicable industry training modules will be cross referenced against a company own training syllabus Implementation of Industry Standards

1. Manuals and procedures need to be made available to personnel.
2. Personnel must be trained as necessary to implement the standards once revised.
3. Procedures shall be implemented in the operations and performance monitored regularly via operational supervision (see IGOM Ch.6), as well as via company monitoring program (see AHM 615).

This approach ensures that the company's procedures are both compliant with industry standards and tailored to its unique operational needs. If you need further assistance or have specific questions on industry standards adoption, write to opsportal@iata.org.

1.5 Operational portal

IATA operational portal (Ops portal), previously known as IGOM portal, was launched in Feb 2025 with enhanced features. The ops portal is an online platform designed for airlines and ground handling service providers to:

a) conduct self-assessment gap analysis to benchmark their procedure against the industry standards such as IGOM, AHM Ch.6, AHM1110, GOSM-CGM and ICHM.
b) Network overview company hierarchy allowing companies to view local gaps and variations at all stations.
c) Global adoption: providing visibility on the global and regional adoption of the industry standards
d) Compliance declaration: airlines and GHSPs can declare compliance of their operational documentation with industry standards
e) Variation and gap sharing: It allows for the identification and sharing of gaps and variations helping companies to manage and communicate their operational needs.
f) Audit module: this year IATA will also include the ISAGO audit module, which will allow verification of documentation directly in the Portal.

See OPS Portal – Company Guide

1.6 Performing the gap analysis in the OPS portal

While there can be a various method on how to conduct the gap analysis, the easiest way to perform the gap analysis is to use the OPS portal. For the ISAGO audit purposes, use of the Portal is mandatory – see the ISAGO audit handbook.

As a summary, the following steps are required:

a) Assess the level of compliance with industry standards and determine if the company's policies and procedures are either:
   - "conformity", if the company manual is fully aligned with industry standards – see Section 2
   - "out of scope", if a company does not perform, provide, offer an operation/service/function within the industry standards scope. See section 3
   - "variation", if the company manual has any gaps or differs in some way from industry standards – see Section 4
b) For each policy or procedure assessed as a conformity, record a document reference of the equivalent procedure as documented in the company manual. The document reference needs to be very detailed and specifics, reference to the entire chapter and sections are not sufficient as it will not bring any value. I
c) If a requirement is covered in different parts or in different company manuals, provide all documentary references as detailed as possible.
d) Portal offers function "adopt IGOM" for companies who use IGOM as their own GOM. It will automatically change all assessment to conformity and repeat IGOM numbering as a document

reference - this feature can be used. However, the companies still need to reflect the references to employees responsibilities, equipment and operational specification to ensure the adoption of IGOM.

e) For each procedure assessed as a variation, provide a detailed description of the variation – how procedures variates and why. AHM Chapter 6 provides high level framework which means more detailed procedures are expected from the companies. Hence as an exception, companies are not required to record a variation, as long as it meets the intent of the industry requirement for ORM

f) For each IGOM safety critical procedure assessed as a variation, perform and document a risk assessment, which will be maintained, ensuring the same level of safety is provided.

g) Two additional assessment options are available in the Ops Portal, for the IGOM:
   - "**Not Completed" -** The assessment "Not Completed" is specifically for airlines allowing then adopt and perform the gap analysis only for some IGOM chapters. But this option is not applicable if any airline aiming for ISAGO audit.
   - **"Not Required"**- was designed for the ISAGO audit purposes and is applicable only for IGOM chapter 6, as the content is already covered in chapters 3 and 4

h) Once gap analysis completed, publish it and ensure the gap analysis are updated.at least once a year, when new industry standards are updated. Companies have an opportunity to update their gaps as frequently as feasible for them. It is recommended to update the gap also when any significant operational changes or new variations arise.

The IATA Ops Portal User Guide.pdf is available to assist you with the technical aspects of using the OPS portal.

1.7 Industry Standards and company manuals in various languages

The industry standards are always published in English. The IGOM is also available in French and Spanish languages.

The IGOM section and sub-section titles in the OPS portal can be also viewed in all three languages. The gap analysis itself is available only in English, meaning the gap analysis navigations, drop-down menus etc. are in English.

When conducting the gap analysis in the OPS portal, companies shall provide any required entries in English as the portal is a tool to exchange information between airlines and GHSPs, as well as being used to track industry adoption status and variation levels.

The company's procedures can be published in different languages than English. When aligning the company's procedures with industry standards, it is important to ensure that company's procedures have the same meaning as the standard when it is translated.

2 Conformity

2.1 Definition

Conformity means a company is in alignment with the industry standard procedures and does not vary from the industry standard requirement.

2.2 Conformity scenarios

2.2.1 The wording in the company manual is identical to the industry standard wording.

Identical wording means the company has adopted the industry standard content "as is", including the numbering structure.

Example – Conformity – Identical to IGOM Procedure

IGOM procedures	Company procedures
4.1.1 Actions Prior to Aircraft Arrival (a) Ensure all persons involved with the aircraft arrival and post-arrival handling/servicing are briefed on safety and operational requirements relevant to their functions, e.g., aircraft defects that may affect ground handling operations, specific unloading, equipment positioning and operating requirements. (b) Conduct a foreign object debris (FOD) check of the entire stand, removing all debris just prior to aircraft arrival. (c) Make sure the stand surface condition is sufficiently free of ice, snow, etc. to ensure safe aircraft movement.	**4.1.1 Actions Prior to Aircraft Arrival** ABC handling company Turnaround coordinator ensures following action performed prior to aircraft arrival: (a) Ensure all persons involved with the aircraft arrival and post-arrival handling/servicing are briefed onsafety and operational requirements relevant to their functions, e.g., aircraft defects that may affect ground handling operations, specific unloading, equipment positioning and operating requirements. (b) Conduct a foreign object debris (FOD) check of the entire stand, removing all debris just prior to aircraft arrival. (c) Make sure the stand surface condition is sufficiently free of ice, snow, etc. to ensure safe aircraft movement.
	Explanation - The company procedure is in conformity with IGOM. Company procedures met all the requirements of IGOM procedure without any variation.

Example – Conformity – Identical to ICHM Procedure

ICHM procedures	User procedures

9.4.2.1 Transport of ULD **(a)** All retractable horizontal and vertical stops shall be engaged such that the ULD cannot move horizontally or vertically. **(b)** ULD having an overhanging contour shall be positioned such that it may not contact another ULD on an adjacent dolly during transport. **(c)** Where parts of the ULD protrude sideways beyond the dolly, all driving operations shall be carried out to prevent impact with any object. **(d)** Container doors shall be secured such that the door cannot come loose during transport. Open doors shall not exceed the outer dimensions of the dolly. **(e)** The applicable maximum towing speed for the dolly shall not be exceeded.	**9.4.2.1 Transport of ULD** a) All retractable horizontal and vertical stops shall be engaged such that the ULD cannot move horizontally or vertically. b) ULD having an overhanging contour shall be positioned such that it may not contact another ULD on an adjacent dolly during transport. c) Where parts of the ULD protrude sideways beyond the dolly, all driving operations shall be carried out to prevent impact with any object. d) Container doors shall be secured such that the door cannot come loose during transport. Open doors shall not exceed the outer dimensions of the dolly. e) The applicable maximum towing speed for the dolly shall not be exceeded **Note: ULDs with overhangs** ULDs with overhanging contours are positioned on the first dolly, or if several ULDs have overhanging contours, place the ULDs with the largest overhangs on the first dolly to avoid touching the door frames when passing through them.
	Explanation - The user manual procedure is in conformity with IGOM. The procedures are identical to the IGOM procedures in their entirety.

2.2.2 The wording of the company manual is identical, but with a different layout or numbering or structure.

Example – Conformity – Identical to IGOM Procedure

IGOM procedures	Company procedures
4.1.1 Actions Prior to Aircraft Arrival (a) Ensure all persons involved with the aircraft arrival and post-arrival handling/servicing are briefed on safety and operational requirements relevant to their functions, e.g., aircraft defects that may affect ground handling operations, specific unloading, equipment positioning and operating requirements. (b) Conduct a foreign object debris (FOD) check of the entire stand, removing all debris just prior to aircraft arrival. (c) Make sure the stand surface condition is sufficiently free of ice, snow, etc. to ensure safe aircraft movement.	**12.4.2 Actions Prior to Aircraft Arrival** ABC PIs Turnaround coordinator shall: 1. Ensure all persons involved with the aircraft arrival and post-arrival handling/servicing are briefed on safety and operational requirements relevant to their functions, e.g., aircraft defects that may affect ground handling operations, specific unloading, equipment positioning and operating requirements. 2. Conduct a foreign object debris (FOD) check of the entire stand, removing all debris just prior to aircraft arrival. 3. Inspect that the stand surface condition is sufficiently free of ice, snow, etc. to ensure safe aircraft movement.

	Explanation - The company procedure conforms to IGOM standards. Although the structure of the company procedure differs from IGOM, it meets IGOM requirements. Therefore, it is considered in conformity and not a variation.

Example – Conformity – Identical to IGOM Procedure

ICHM procedures	User procedures

8.1.1 Documentation Received from a Regulated Agent or from a Known Consignor If you accept a secured shipment from a Regulated Agent/Known Consignor: **(a)** Verify that the person delivering the shipment represents a Regulated Agent/Known Consignor. **(b)** Verify the identity of the person delivering the shipment by means of a passport, national ID Card or, where applicable, driver's license issued by or on behalf of the national authorities; **(c)** Verify the RA/KC agreement number according to local registrations (such as EU-database). If you accept an unsecured shipment from a Regulated Agent/Known Consignor, it must be screened before loading on board an aircraft. The screening party has to establish the security status and issue the security documentation.	**12.3.4 Documentation received from a Regulated Agent or from a Known Consignor** If you accept a secured shipment from a Regulated Agent/Known Consignor the following needs to be done: - Verify that the person delivering the shipment represents a Regulated Agent/Known Consignor. - Verify the identity of the person delivering the shipment by means of a passport, national ID Card or, where applicable, driver's license issued by or on behalf of the national authorities; - Verify the RA/KC agreement number according to local registrations (such as EU-database). If you accept an unsecured shipment from a Regulated Agent/Known Consignor, it must be screened before loading on board an aircraft. The screening party has to establish the security status and issue the security documentation.
	Explanation - The user manual procedure is in conformity with IGOM. The procedures are identical to IGOM procedures in its entirety, but the structure/format is not same as IGOM.

2.2.3 The wording in the company manual is not identical to the IGOM wording, the overall meaning of the company procedure is similar to the IGOM.

It includes all relevant IGOM requirements, and all the steps are followed in required order.

Example 1 – Conformity – Different wording but all relevant IGOM requirements are met

IGOM procedures	Company procedures

4.1.1 Actions Prior to Aircraft Arrival **(a)** Ensure all persons involved with the aircraft arrival and post-arrival handling/servicing are briefed on safety and operational requirements relevant to their functions, e.g., aircraft defects that may affect ground handling operations, specific unloading, equipment positioning and operating requirements. **(b)** Conduct a foreign object debris (FOD) check of the entire stand, removing all debris just prior to aircraft arrival. **(c)** Make sure the stand surface condition is sufficiently free of ice, snow, etc. to ensure safe aircraft movement. **(d)** Make sure all required ground support equipment (GSE), chocks and safety cones are available and serviceable, and are positioned well clear of the aircraft path, outside the equipment restraint area (ERA). **(e)** Make sure the aircraft guidance docking system is activated, where applicable, or a marshaller is in position. Where an aircraft docking guidance system is in use, ensure it is operative and only activated when it is confirmed that conditions are safe to accept the aircraft. *See 4.1.2(b)* for Wing Walker positioning for Aircraft Arrival. **(f)** Make sure required ground personnel are present including any additional personnel (i.e., wing walker), if applicable. *See 4.1.2 (b)* for wing walker positioning during aircraft arrival.	**5.0 Aircraft Turn-round** **5.1-Pre-Arrival** The team leader must: As the VDGS is not available at the airport, always ensure to coordinate with the airport for the marshaller and the requirements of wing walkers' prior to arrival, if required. Perform briefing with all personnel involved with the handling based on the roster and advise on all issues expected for the messages received for the incoming aircraft. Conduct a check to ensure all required GSEs along with chocks and safety cones are stagged in the correct location and there is no impediment of FOD or any condition that may affect the handling. Be aware of weather impediments e.g., heavy rain and strong winds at the station. No unserviceable equipment or GSE should be staged at the equipment area or in the equipment restraint area. **Explanation** - The company manual procedure is in conformity with the IGOM. All IGOM specifications are met despite: 1. Different format e.g., title, numbering 2. Different wording but same meaning and all key elements captured. 3. The company manual defines the procedure for marshalling person but does not cover the docking system. If the airport does not provide a docking system, the company can adjust the procedure to their operations. This is a conformity as IGOM 4.1.1 (e) procedure includes the words "where applicable" which means the Company can use either procedure or both, depending on the type of their operations.

Example 2 - Conformity- Different wording but all relevant IGOM requirements are met

IGOM procedures	Company procedure
4.4.2 Cabin Access Doors **4.4.2.1 General**	**4.4.2 Cabin Access Doors** **4.4.2.1 General** Cabin access doors, i.e., passenger entrance and service doors, shall be opened:

(a) There may be differences between Airlines regarding responsibility for operating cabin access doors. The operating Airline determines whether ground personnel or cabin crew are authorized to operate cabin access doors. All ground personnel shall follow procedures as set by the operating Airline's GOM	a) By flight crew only, when on board. b) By trained and authorized ground staff, if no flight crew is on board. Before opening the cabin door, all staff not involved must retreat to a safe position.t **Explanation –** The IGOM defines that the Airline can determine, who will be authorized to operate the cabin access doors, and the company manual also defines the same requirement with different wording that meets the IGOM requirement. Based on the Airline requirements, the company manual may be more specific, as to which role or function is authorized to perform this function. This is not a variation, it is conformity. The company in this case is an airline

3 Out of scope

3.1 Definition

"Out of scope" means a company does not perform, provide, offer an operation/service/function within the IGOM scope of documented procedures. It might be due to a company business decision, unavailability of equipment, systems, technology or other reasons such as regulatory requirements and permissions, airport requirements and/or infrastructure issues.

Company to provide comments in the "comment" field about the out-of-scope function to ensure it clearly reflects that the function or service is not performed or not needed.

3.2 Out of scope scenarios

3.2.1 Chapter level: If a company does not perform an entire operation, the entire relevant IGOM chapter will be marked "out of scope".

Example 1 – Chapter level

IGOM procedures	Company procedure
Chapter 1 Passenger Handling Procedures Chapter 2 Baggage Handling Procedures Chapter 3 Aircraft General Safety and Servicing Operations Chapter 4 Aircraft Turnaround Chapter 5 Load Control	Company marked IGOM chapter 1 and 2 as "out of scope". **Explanation:** Company is a Cargo Airline performing freighter operations only. The Airline does not transport passengers and baggage. Therefore, the entire IGOM chapter1 and 2 are assessed as out of scope. This will not be marked as variation.

3.2.2 Section level: if a company does not perform a certain activity corresponding to an entire section within a chapter, the relevant IGOM section will be marked "out of scope".

Example 1 – Section level

IGOM procedure	Company procedure

IGOM Chapter 3 Aircraft General Safety and Servicing Operations 3.1 Ramp Safety in Aircraft Handling 3.2 Safety During Fueling and Defueling .. 3.3 Adverse Weather Conditions 3.4 Hand Signals 3.5 Toilet Servicing 3.6 Potable Water Servicing 3.7 Aircraft Cleaning and Disinfection 3.8 Safety During Aircraft De-icing/Anti-icing Operations	Company marked "Aircraft cleaning and disinfection" as out of scope **Explanation:** Company provides below the wing activities but does not perform aircraft cleaning and disinfection, hence assessed as out of scope for 3.7- Aircraft General Safety and Servicing Operations under chapter 3. This is correct assessment and not be marked as variation.

Example 2 – Section level

IGOM Procedure	Company procedure
IGOM Chapter 2 Baggage Handling Procedures 2.1 The Baggage Journey 2.2 Baggage Activities 2.3 Safe Baggage Handling 2.4 Departure Baggage Handling (Including Special Baggage) 2.5 Transfer Baggage 2.6 Terminating Baggage 2.7 Special Baggage 2.8 Disruption 51 2.9 Mishandled Baggage 2.10 Baggage Systems	The passenger Airline only operates point to point in different stations as a business model **Explanation:** The passenger Airline handles both passengers and their baggage; However, due to their business model of "point to point" they do not handle transfer baggage in their station of operation. **IGOM Chapter 1 Passenger Handling Procedure**s and **Chapter 2 Baggage Handling Procedures** are applicable except for IGOM section **2.5 Baggage Transfer,** which will be marked out of scope at the applicable station(s).

3.2.3 Sub-section: when a company does not perform an activity or activities within a sub-section this will be identified as "out of scope"

Example 1– Sub-section level

IGOM procedures	Company procedure
4.5.3 Safety Requirements Specific to Aircraft Loading and Unloading 4.5.3.1 Safety Requirements Specific to Aircraft Loading and Unloading – General 4.5.3.2 Unit Load Device Loading and Unloading 4.5.3.3 Main Deck Loading of Freighter Aircraft 4.5.3.4 Bulk Loading and Unloading 4.5.3.5 Shipments Requiring Special Handling	Company marked "4.5.3.3- Main deck loading and unloading" as out of scope. **Explanation:** Company do not handle freighter aircraft or freighter operations at the station. Company only handles passenger aircraft. Hence section **4.5.3.3 Main Deck Loading of Freighter Aircraft** is assessed as out of scope and not as variation.

Example 2 – Sub-section level

IGOM procedure	Company procedure
4.5.3 Safety Requirements Specific to Aircraft Loading and Unloading	Airline operates narrow body aircraft with the bulk loading compartments only

4.5.3.1 Safety Requirements Specific to Aircraft Loading and Unloading – General 4.5.3.2 Unit Load Device Loading and Unloading 4.5.3.3 Main Deck Loading of Freighter Aircraft 4.5.3.4 Bulk Loading and Unloading 4.5.3.5 Shipments Requiring Special Handling	**Explanation:** Since the Airline fleet is narrow body, bulk loading only, for ramp handling under IGOM **4.5.3 Safety Requirements Specific to Aircraft Loading and Unloading the** following subsections are not applicable. **3.2.3.1 4.5.3.2 Unit load device** **3.2.3.2 4.5.3.3 Main deck loading of freighter aircraft**, During the assessment sub-sections 4.5.3.2 and 4.5.3.3 will be marked out of scope

Example 3– Sub-section level

IGOM procedures	Company procedure
3.1.3 Safety Instructions for Operating and Working with Ground Support Equipment on the Ramp 3.1.3.1 General Safety Instructions 3.1.3.2 Basic Operating Requirements for Ground Support Equipment 3.1.3.3 Non-motorized Ground Support Equipment 3.1.3.4 Safely Driving and Parking Ground Support Equipment Inside the Equipment Restraint Area 3.1.3.5 Passenger Boarding Bridge 3.1.3.6 Passenger Stairs 3.1.3.7 Belt Loader 3.1.3.8 Unit Load Device Loader 3.1.3.9 Elevating Equipment 3.1.3.11 ULD Transporter	The airport of operation has no boarding bridges. Therefore, the GHSP has not documented passenger bridge operations even though they offer ramp handling **Explanation:** Since boarding bridge operation is not available at the station, IGOM **3.1.3 Safety Instructions for Operating and Working with Ground Support Equipment on the Ramp,** sub-section **3.1.3.5 Passenger Boarding Bridge** is out of scope During the assessment sub-section 3.1.3.5 will be marked out of scope

Example 4 – Sub-section level

ICHM procedure	User procedure
9.4.5.3 Special Load Build-Up 9.4.5.3.1 Piercing Cargo, Crated or Unpacked 9.4.5.3.2 Crated Loads 9.4.5.3.3 Drums, Cans, Barrels and Cylindrical Packaging 9.4.5.3.4 Reels, Spools, Cylindrical and Round Cargo 9.4.5.3.5 Tall Load/Overhang/Long Loads 9.4.5.3.6 Stacked Pallets 9.4.5.3.7 Vehicles 9.4.5.3.8 Aircraft Engines	a) At the station of operation, the GHSP offers Cargo Handling and performs different types of Build-Up activities but due to the limited availability of 20ft dollies and a not suitable facility, they cannot provide the build-up of Vehicles and Aircraft Engines

4 Variation

4.1 Definition

Variation means the company procedure is not the same as the Industry standard procedure. Company procedures can be less, or more restrictive, or requirements can be different from the procedures described in the industry standards.

The company procedure can be adequate and safe, however in comparison with the industry standard, it may:

a) include additional processes and requirements beyond those stated in the standard
b) include or cover less requirements than standard
c) have different, alternative, and unique procedures, not addressed in standard
d) cover a combination of some or all scenarios above

as such, it is identified and assessed as a variation.

4.2 Applicability

In terms of the adoption policy, variations from the industry standards are allowed and can be driven by the different local regulatory and airport authorities' requirements or by the operational needs, available equipment, or aircraft specifications.

AHM Chapter 6 provides high-level framework, which means that companies shall develop more detailed procedures and processes within this framework. The variation policy is not applicable to these standards.

IATA recommends that airlines and GHSPs fully align with industry standards and limit variations to those necessary due to regulatory, airport, or operational restrictions.

For ISAGO audit purposes, IATA has implemented additional restrictions on GHSPs' variations and limit the reasons for these variations

4.3 Variations declaration

Declaring variations is the first step towards industry standardization. It clarifies the global adoption of IGOM requirements and highlights deviations. This data helps refine IGOM by identifying areas for review and alignment. It also allows companies to validate their variations or plan to align with industry benchmarks.

When a company performs its gap analysis and identify any policy or procedure which is different from the industry standard, they shall:

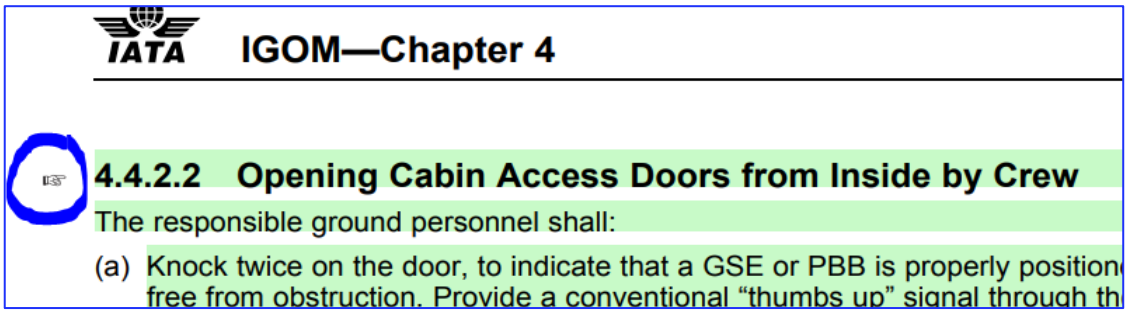
a) assess procedures as a variation.
b) provide a variation description - a detailed description of what is different from the industry standard. Additionally, a company may provide supporting evidence for variation. e.g. extract or image from the manual.
c) perform risk assessment (RA) for any variation from the IGOM safety critical procedures and provide RA reference in the variation description and/or attach output of the RA, see section 3.4

4.4 Variations from IGOM safety critical procedures

4.4.1 Safety critical procedures

All IGOM procedures are risk assessed based on the severity of the risk. Safety critical procedures are identified in the IGOM according to the risk rating of the procedures. For further guidance see IGOM Introduction, Section **4.3 IGOM risk assessment**.

IGOM identifies **safety critical procedures with the pointing finger** symbol which appears in the document margin next to the procedure. The example below identifies this symbol in the blue circle:



4.4.2 Performing the risk assessment

When a variation from an IGOM safety critical procedure is identified, and if the company opts to maintain the variation, a risk assessment shall be performed and accepted by the Airline/GHSP as per its own Safety Management System (SMS) specifications.

For further guidance, see IGOM Introduction, Section12.2 Adoption Policy. The risk assessment shall be documented as per the company's SMS processes.

4.5 Variation scenarios

4.5.1 A company procedure is said to be a variation from IGOM when the company procedure includes additional requirements

Example 1 – Variation (additional requirements)

IGOM procedures	Company procedure
4.5.1.4 Safely Driving and Parking Ground Support Equipment Inside the Equipment Restraint Area IGOM 3.1.3.4 procedures requires: (a) Make one complete stop with all motorized GSE prior to entering the ERA or at 5 m from the aircraft	**Company procedures require:** The GSE Operator will make **two-brake checks before connecting any GSE to the aircraft:** 1. One before entering ERA 2. Other in close proximity of the aircraft. Note: This procedure does not apply for non-motorized GSE.
	Conclusion: Procedures variates in the following point: • Two-brake checks instead of one required by IGOM – more restrictive **What is not a variation**

	• Specification of GSE operator responsibility as it required that procedures are adjusted by GHSP as per to its own operations • Specifications and comments related to the specific equipment and GSE • Numbering and different procedures structure than IGOM

Example 3 – Variation (additional requirements)

IGOM procedures	**Company procedure**
4.6.4.2 Connecting Pushback Tractor and Towbar Where required by aircraft type, remove the chocks from the nose gear and reposition at the main gear (in accordance with IGOM 4.2.2 Chock Placement Diagrams option 2	Where required by aircraft type, first chock the unchocked main gear before removing the nose gear chocks.
	Explanation – The **IGOM 4.6.4.2** defines the removal of nose gear chock and reposition, while the Company Manual requires chocks to be placed at the main gear before removal from the nose gear. This will lead to using more chocks than required by IGOM. Procedure is a variation because the Company procedure follows different process sequence and requires placement of additional chocks on the main gear before removal of the nose gear chocks.

AHM1110	**Company procedure**
AHM1110, under 4.2 requires that: The training program shall be reviewed **annually**	Company procedures require: The training manager at the corporate office is responsible to regularly update the training program.
	Conclusion: This is a variation because the company procedure is less restrictive than AHM requirement. A policy variates in the following points: • Regularly update instead of the specific time frame – means that there is no measurable specific timeframe define and review once a year is not ensured. This type of variation is not allowed for ISAGO certification **What is not a variation** • Specification of training manger, as it required that procedures are adjusted by GHSP as per its own operationsNumbering and different policy layout than AHM1110

Example 4 – Variation (additional requirements)

ICHM procedures ICHM	**User procedure**
9.4.7.1 Weight Scale Check In order to weigh Cargo, the suitable scales have to be regularly checked and require certain minimum standards to be followed as described below:	In order to weigh Cargo, the suitable scales have to be regularly checked and require certain minimum standards to be followed as described below: **(a)** Functional Checks (to check serviceability)– performed usually by cargo warehouse staff, as part of each scale operation: ……..

(a) Functional Checks (to check serviceability)–performed usually by cargo warehouse staff, as part of each scale operation: **1.** Make sure the scale display is fully functional and can be read clearly **2.** Make sure the scale is reading zero when empty **3.** Make sure the weight stabilizes before taking a reading **4.** Make sure the item being weighed is correctly placed on the scale **5.** Make sure the reading is appropriate for the item being weighed **(b)** Accuracy Check (to check accuracy)–shall be periodically (at least every three months) performed, and the results recorded. This check should be performed by using a known weight (either a test piece or a known mass that has been checked weighed and is marked with the known weight). The weight should be of a suitable size for the scale being checked (800–1200 kg min recommended for ULD scales). The record shall include: **1.** Identification of the scale concerned **2.** Date and time of check **3.** Name of person who performed the check **4.** Identification of known weight used for the check **5.** Weight registered by the scale for the applied known weight **6.** Difference between the applied known weight and the registered weight **(c)** Calibration/Certification Check **1.** Scales should be calibrated/certified to meet local regulatory requirements. Where there is no local regulation, all scales should be calibrated by minimum or no later than every two years, or whenever they have been repaired. **2.** Where scales calibration/certification is not covered by local regulation or manufacturers recommendation, scales must be calibrated by an appropriate technician at least every two years and records kept these records should be kept for a minimum of three years. **3.** The indicators of the scales shall display the last and or due date of certification/calibration by means of a sticker.	**(b)** Accuracy Check (to check accuracy)–shall be performed every week, and the results recorded. This check should be performed by using a known weight (either a test piece or a known mass that has been checked weighed and is marked with the known weight). The weight should be of a suitable size for the scale being checked (800–1200 kg min recommended for ULD scales). The record shall include: **…..…..** **(c)** Calibration/Certification Check **1.** Scales should be calibrated/certified to meet local regulatory requirements. Where there is no local regulation, all scales should be calibrated by minimum once a year, or whenever they have been repaired. **2.** Where scales calibration/certification is not covered by local regulation or manufacturers recommendation, scales must be calibrated by an appropriate technician at least once a year and records kept these records should be kept for a minimum of three years. **3.** The indicators of the scales shall display the last and or due date of certification/calibration by means of a sticker.
	Explanation – Procedure is a variation because the User procedure requires both the Accuracy Check (every week versus every 3 months) as well as the Calibration/Certification Check (every year versus every 2 years) at higher frequencies than the ICHM minimum requirements

4.5.2 The company procedure includes less requirements than IGOM

Example – Variation (less requirements)

IGOM procedures	Company procedure
IGOM 3.1.3.2 Basic Operating Requirements for Ground S **IGOM 3.1.3.2 procedures requires:** (s) A **No-Touch policy** shall be employed for all GSE/PBB types that are not equipped with self-levelling sensors.	**Company procedures require:** The GSE operator shall move the GSE slowly towards the aircraft until the protective bumpers just touch the aircraft fuselage and ensure no gap left between aircraft and GSE.

	Conclusion: This is less restrictive variation because the company procedure requires that GSE must touch the aircraft fuselage to avoid any gap between aircraft fuselage and GSE. Company standard is lower than the IGOM requirement. This type of variation is not allowed for ISAGO certification. Therefore, it is imperative for the company to align their procedures with IGOM standards, **What is not a variation** • Specification of GSE operator responsibility, as it required that procedures are adjusted by GHSP as per its own operations • Numbering and different layout than IGOM

Example 2– Variation (less requirements)

IGOM procedures	Company procedure
AHM1110, under 4.4.3 recurrent training states that: The recurrent training shall: not exceed 36 months from the completion of the previous training, unless a different period is specified by the applicable regulation. If a national competency authority sets a longer recurrent duration, this standard shall be met.	**ABC Training Program**: 5.3.5 Recurrent training policy The ABC Plc recurrent training policy is to ensure continuous training is offered to all its operational personnel in period not exceeding 48 months from the completion of previous training or in accordance regulatory requirement This is applicable for all the mandatory and job specific trainings networkwide .
	Conclusion: This is a variation as AHM requirement is recurrent training must be provided within36 months whereas ABC requires recurrent training to be provided in period not exceeding 48 months unless a different period is specified by the applicable regulation **What is not a variation** • Specification of ABC Plc policy, as it required that procedures are adjusted by GHSP as per its own operations.

Example 3 – Variation (less requirements)

ICHM procedures	User procedure
7.6 - Check if Booking Information Matches the Actual Freight Check the following details against the booking, at Master AWB level: • The weight;	**4.6 Examine booking information against received freight** Control that the following information is stated on the Air Waybill: • Weight, dimensions, number of pieces, material of packages • For SBUs the condition of the ULD • Embargoes and variations

• The dimensions (volume); • The number of pieces; • The handling labels and instructions on the pieces; Where shipments are accepted with such labelled or printed handling instructions, they must be adhered to throughout the transportation process. For that reason, make sure that the indicated handling instructions fit the booked carrier product. For Shipper built ULDs (SBU) check also: • The serviceability of the ULD; • The ULD build-up and tie-down, etc. Apply embargoes and operational restrictions as published by the carrier, if any. Register any discrepancies.	**Explanation** – The **ICHM 7.6** describes the need to verify the booking information against the actual cargo received from the Forwarder The procedure is a variation because 1. Missing the additional inspection required regarding the handling labels and instructions to be correctly displayed on the pieces 2. Missing the additional inspection required regarding assessments of ULD build-up and tie-down 3. Missing the additional procedure required regarding the need to register discrepancies 4. Additional Requirement to check the material of the packages The procedure can be assessed as a conformity even as some requirements, in a first view, are lower than ICHM but because it has additional requirements identified as well as the standard ULD inspection requirements in 9.4.1 ff and safety checks in 9.4.9. The descriptionof"condition of the ULD" can also be interpreted in the way that it includes build-up, tie-down, etc.

4.6 What is not a variation

The following are examples of some conditions where the company procedure is not a variation:

a) If the company procedure and industry standard procedures (AHM/IGOM/CGM etc.,) have the same overall meaning but have different wording, this is not a variation, it is conformity.

b) If industry standard procedures are in a list format, (such as: a, b, c, d), but company manual has defined the same procedure in paragraph format or with a different structure, but the overall meaning is the same, this is not a variation, it is conformity.

c) If the company does not perform any particular operation or function or service - this is not a variation, it is out of scope.
For example:
   - GHSP performs aircraft loading and unloading, but does not handle freighter operations, then they shall mark sub-section **4.5.3.3 Main Deck Loading of Freighter Aircraft** under Section **4.5.3 Safety Requirements Specific to Aircraft Loading and Unloading**, as out of scope. This is not a variation.
   - The airline only operates narrow body aircraft with bulk loading ONLY. The sub-section **4.5.3.2 Unit load device** and **4.5.3.3 Main deck loading of freighter aircraft**, under Section **4.5.3 Safety Requirements Specific to Aircraft Loading and Unloading**, will be out of scope. This is not a variation.
   - Airport does not have boarding bridge options. In this case sub-section **3.1.3.5 Passenger Boarding Bridge** is out of scope for GHSP and Airline. This is not a variation.

d) If an Airline/GHSP uses IGOM checklists, e.g., IGOM 3.7.4.2 Flight Deck and changes the title to read as "**Cockpit Cleaning"** or uses different section headings/titles. This is not a variation, so long as the content is the same, or the content meaning is the same, in which case it is a conformity.

e) If the company has procedures defined in more than one operational manual and document, for example, in SOPs/work instructions. This is not a variation so long as all the document references are provided, and the procedures are aligned with industry standard.

f) If the company Manual has additional procedures which are out of scope for the industry standard, for example, the company Manual has defined the procedure **3.1.3.12 Forklift** whereas IGOM does not have this procedure. This is neither a conformity, nor a variation, nor out of scope. This will therefore not be analyzed under the gap analysis option.

Note: Please refer to Conformity and Out of scope sections above for explanation and examples.

Below are some examples of what is not consider variation:

Example - when industry standards are listed as e.g., a, b, c, d format but company uses a paragraph format with the same overall meaning.

IGOM procedures	Company procedure
IGOM section 3.1.3.2 Basic operating requirements for GSE: (a) Securely stow GSE cables and hoses, where fitted, prior to transportation and when not in use. (b) GSE shall not impede the accomplishment of other aircraft handling operations in progress unless there is an important reason to do so. (c) Check that all areas of GSE are free of contamination, FOD and safe for use prior to and throughout the operation	Company procedures defines the same content in paragraph format: The GSE operator shall securely stow GSE cables and hoses, where fitted, prior to transportation and when not in use. Ensure that GSE does not impede other aircraft handling operations in progress unless there is an important reason to do so. Additionally, check that all areas of GSE are free of contamination, FOD, and are safe for use prior to and throughout the operation. **Conclusion:** Although the structure of the company procedure differs from IGOM, it meets IGOM requirements. Therefore, it is considered in conformity and not a variation.

Example - when the company does not perform a particular operation, function or service it's out of scope and not a variation.

IGOM procedures	Company procedure
IGOM section "4.5.3.3 Main deck loading of freighter aircraft" is freighter related requirement	If the company does not operate or handle freighter operations, the self-assessment would be marked as "**out of scope" and not as "variation"** **Conclusion:** This is not a variation as the company do not perform main deck loading and does not handle freighter operations.

4.7 Recording of variation in the OPS portal

Recording variations from industry standards are crucial for companies. Airlines can communicate these variations to GHSPs to better manage and measure performance. GHSPs gain visibility on where airlines adopt the industry standard and where they differ, helping them understand local differences compared to other service stations.

4.7.1 Actions

If a company procedure is assessed as a variation, the company shall:

a) Select variation mapping for the relevant industry standard procedure.
b) Provide document reference "company provision" to the relevant company procedure.

c) Provide "variation description" – see section 4.6.1 below.

Optionally, the company can attach:

a) A pdf image of only the specific procedure(s) which vary (not entire manual or procedure).
b) The risk assessment for the safety critical procedures – see Section 4.7.

4.7.2 Variation description

The variation description is a mandatory field for each variation. Companies are required to provide the following information:

a) Describe how / why the company procedure varies from the IGOM.
b) Include text of the varying part. (Not a copy of the entire process or procedure).,

c) Attach a document and/or image of the specific procedure or provision which varies to the IGOM (not the entire process or manual).
d) Provide the reference number of the risk assessment document where the safety-critical procedure is assessed as a variation.

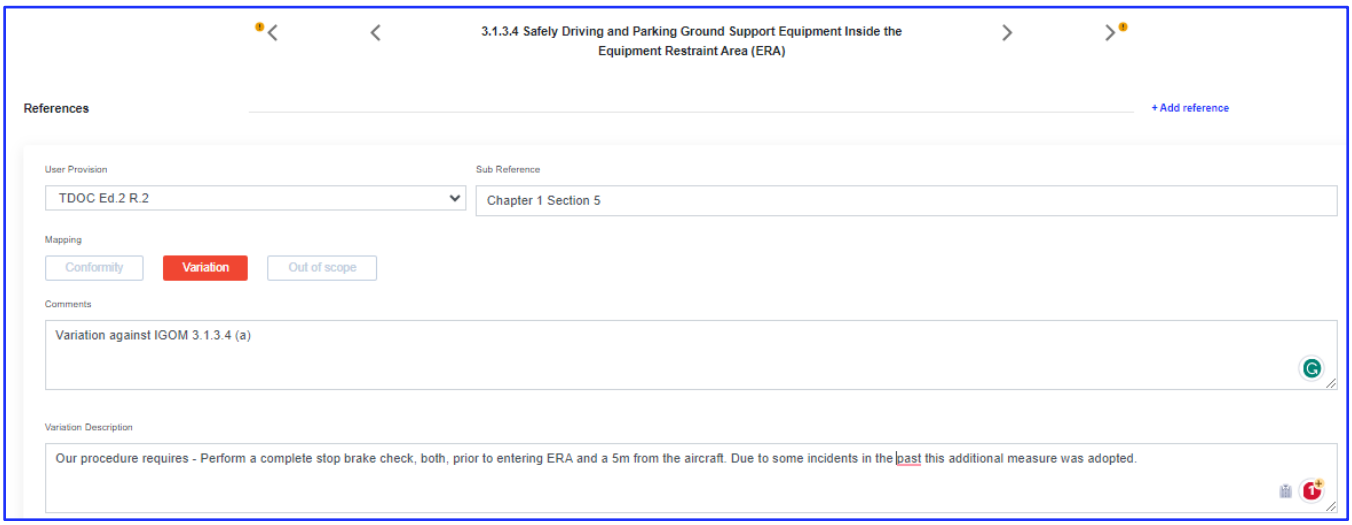
Note: All information that is provided is transferred to the variation report which includes all the procedure references assessed as variations, along with the variation descriptions.

Example:
IGOM 3.1.3.4 Safely driving and parking ground support equipment inside the ERA.
Variation description: Our procedure requires a complete stop brake check, both prior to entering ERA and again at 5m from the aircraft. Due to past incidents our procedure is more restrictive. Risk Matrix 2024, item 6

4.7.3 Comment

Providing any comments in the comment field is optional. It serves as a place to put internal notes, but these comments will not be transferred to the variation report.

Examples: IGOM 3.1.3.4 Safely Driving and parking Ground Support Equipment Inside the ERA
Comments: The RA has been performed; it remains a variation due to previous incidents



4.7.4 Recording the variations from the safety critical procedures

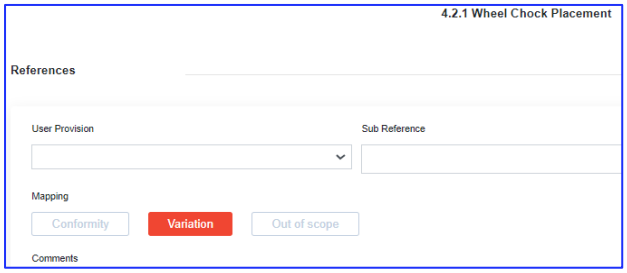
If the assessment is selected as variation in the OPS portal:

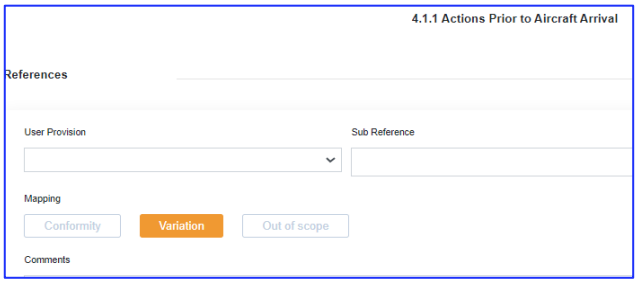
a) the IGOM safety critical procedures will automatically highlight as **RED** color.
b) non-safety critical procedures will automatically highlight as **AMBER** color.

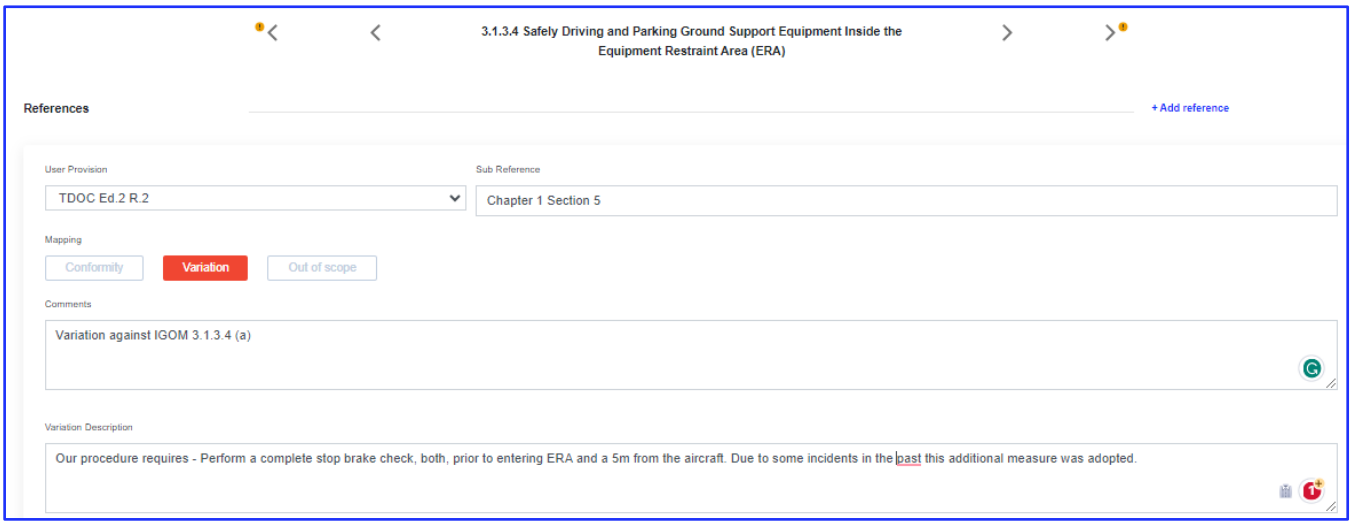
See the below example and screenshot showing both Red and Amber:

Example – Red and Amber Variation

RED (Safety Critical Procedure)	AMBER (Non-Safety Critical)
4.2.1 Wheel Chock Placement In 4.2.1, if the company procedure varies from the IGOM, then the variation assessment will be automatically shown in RED color.	**4.1.1 Actions Prior to Aircraft Arrival** In 4.1.1, if company procedure varies from the IGOM, then variation assessment will be automatically shown in AMBER color.







5 Multiple assessments

5.1 Definition

Multiple assessments mean that the IGOM sub-section can have more than one assessment so that part of the IGOM sub-section can be assessed as out of scope or a variation, while other IGOM requirements within the same sub-section are in conformity. However, the overall mapping for that sub-section is determined by the hierarchy of precedence: variations take precedence over conformity and then out of scope follows.

5.2 Multiple Assessment Scenarios

5.2.1 Combination of variation and conformity in a sub-section

Example – Variation and Conformity

IGOM procedures	Company procedures
4.1.1 Actions Prior to Aircraft Arrival (a) Ensure all persons involved with the aircraft arrival and post-arrival handling/servicing are briefed on safety and operational requirements relevant to their functions, e.g., aircraft defects that may affect ground handling operations, specific unloading, equipment positioning and operating requirements. (b) Conduct a foreign object debris (FOD) check of the entire stand, removing all debris just prior to aircraft arrival. (c) Make sure the stand surface condition is sufficiently free of ice, snow, etc. to ensure safe aircraft movement.	**4.1.1 Actions Prior to Aircraft Arrival** (a) Ensure all persons involved with the aircraft arrival and post-arrival handling/servicing are briefed on safety and operational requirements relevant to their functions, e.g., aircraft defects that may affect ground handling operations, specific unloading, equipment positioning and operating requirements. (b) Conduct a foreign object debris (FOD) check after aircraft departure. (c) Make sure the stand surface condition is sufficiently free of ice, snow, etc. to ensure safe aircraft movement.
	Explanation - The company manual procedure has points (a) and (c) as conformity but point (b) as a variation. For point (b) IGOM requires to perform FOD check prior to aircraft arrival whereas the company manual states that the FOD check is to be done after aircraft departure, hence this is a variation. In this situation where the company has a combination of conformity and variation the overall assessment in the OPS portal will be marked as variation along with a description.

5.2.2 Combination of a conformity and out of scope in a sub-section

Example – Conformity and Out of Scope

IGOM procedures	Company procedures
4.5.3.5 Shipments Requiring Special Handling a) General b) Dangerous Goods c) Live Animals d) Wet Cargo e) Perishable and temperature sensitive health Care Products f) Dry Ice	**4.5.3.5 Shipments Requiring Special Handling** a) General b) Wet Cargo c) Perishable and temperature sensitive health Care Products d) Dry Ice
	Explanation - The company manual procedure has points (a), , (d), (e) (f) in conformity but points (b), (c) are out of scope. For points (b) and (c) the company does not handle DG and live animals, hence it is out of scope.

	In this situation where the company has a combination of "conformity" and "out of scope" the overall assessment in the OPS Portal will be marked as conformity.

5.2.3 Combination of conformity, variation and out of scope in a sub-section

Example – Conformity, Variation and Out of Scope

IGOM procedures	Company procedures
4.5.3.5 Shipments Requiring Special Handling a) General b) Dangerous Goods c) Live Animals d) Wet Cargo e) Perishable and temperature sensitive health Care Products f) Dry Ice	**4.5.3.5 Shipments Requiring Special Handling** (a) General (b) Dangerous Goods (c) Live Animals (d) Wet Cargo (e) Perishable and temperature sensitive health Care Products (f) Dry Ice
	Explanation - The company manual procedure has points (a), (b), (d), (f) in conformity but point (e) is out of scope as they do not handle this product. Point (c) is a variation as the company has not documented a handling procedure for live animal to ensure they are segregated during loading in the aircraft especially when loaded together with DG, food items and dry ice. In this situation where the company has a combination of conformity, variation and out of scope the overall assessment in the OPS portal will be marked as variation.

If a company procedure has multiple assessments i.e., out of scope, conformity and/or variation in the same provisions of the IGOM procedures, all assessments need to be recorded.

6 Additional guidance specific to AHM1110

6.1 Performing gap analysis of AHM1110

AHM 1110 gap analysis functionality is similar to the IGOM and AHM Ch.6 gap analysis with the following exceptions:

a) AHM 1110 Ground Operations Training Program, form the training discipline (TRN) applicable at both the headquarters (MHQ) and the station/s(STN). Therefore, prior performing AHM1110 gap analysis a company needs to establish how training responsibilities are managed to determine which sections of the gap analysis will be initiated at the headquarter and/or station/s as applicable.

b) AHM 1110 section 1-9 addresses training management of a company and may typically be addressed at headquarter.
   - A company shall provide its own corresponding references for each lowest policy/procedure.
   - A company has an option of "Adopt" AHM Ch 1110 section 1-9 in case of complete alignment.

c) Any variation from the training provisions which is below the AHM1110 requirement is permissible solely if the variation is due to regulatory reasons.

d) For the purpose of ISAGO audit regulatory variation is allowed in TRN.
   Note: This is applicable in a situation where the regulator may determine the recurrency period of a certain training to exceed the defined period as outlined in AHM 1110

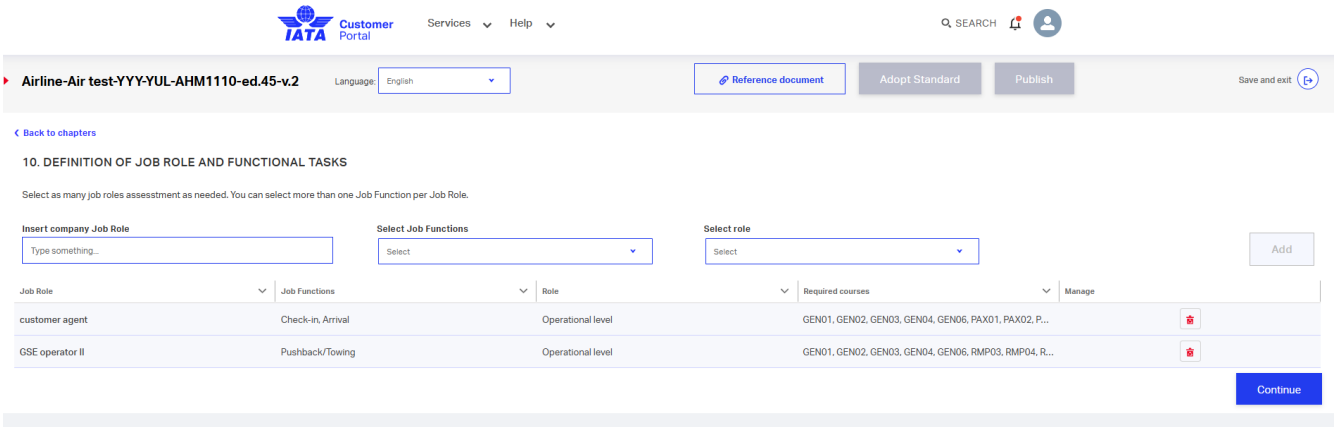
e) AHM 1110 section 10 outlines generic functions which an auditee needs to identify corresponding to their company job role as applicable and section 11 contains the various training modules that each function needs to undergo.

f) If a person's job role has duties that involve more than one function (multifunctional activities), the training requirements shall be combined, as applicable.

g) AHM 1110 section 10 and 11 would typically be based on companies training set-up at headquarter and station level and the gap analysis for these sections is different from other gap analysis. During gap analysis a company shall:

- Outline its own job roles title as defined in the company and match to corresponding job functions as defined in AHM 1110 section 10.
- Based on the selection of the job function the ops portal shall automatically match the corresponding mandatory training modules required as outlined in AHM1110 tables 11.1.2 – 11.1.5
- For each training module selected under AHM 11.2 -11.5, the auditee shall ensure the training modules topics are addressed in their training syllabus by:
- Selecting the correct mapping example conformity, variation or out of scope based on company scope of training.
- Provide reference from company manual of where the topics are addressed.

h) See the extract from the OPS portal as example of AHM1110 section 10:



END