

**THE GOVERNMENT OF THE COMMONWEALTH OF THE BAHAMAS,  
THROUGH THE MINISTRY OF TOURISM AND AVIATION**

**REQUEST FOR PROPOSAL FOR  
THE PURCHASE OR A FRANCHISE AGREEMENT FOR NASSAU FLIGHT SERVICES  
AIRPORT GROUND HANDLING, PASSENGER OPERATIONS AND ANCILLARY SERVICES**

**RFP 2019-01-062**



**May 20, 2019**

## GENERAL INTRODUCTION

The Government of the Commonwealth of the Bahamas, through the Ministry of Tourism and Aviation (MOTA), herein collectively referred to as, “Ministry”, hereby invites proposals from qualified Bahamian Owned and Controlled Proposers for:

***“For the Purchase or Franchise Agreement of Nassau Flight Services Airport Ground Handling, Passenger Operations and Ancillary Services”***

Please read this entire Request for Proposal (RFP) package and include all requested information and forms in your proposal. Proposals shall be signed by an authorized agent of the company submitting a proposal in order to be considered responsive.

The process includes six main phases:

1. Issue RFP May 20, 2019
2. Pre-Proposal Walk Through (Non-Mandatory) May 27, 2019
3. Written Questions from Contractors Due – June 3, 2019
4. Response from MINISTRY Due – June 17, 2019
5. Proposals Due – June 28, 2019
6. RFP Evaluation – July 20, 2019
7. Purchase/Franchise Agreement Award – July 26, 2019

The Ministry of Tourism and Aviation Project Execution Unit (PEU) shall allow Applicants sufficient time for studying the documents, preparing complete and responsive applications, and submitting the applications.

The Applicant is responsible for the preparation and submission of its application. During this stage, the PEU shall:

- Promptly respond to requests for clarifications from Applicants and amend, as needed, the RFP Documents,
- Amend the RFP Documents, but only with the Ministry of Tourism and Aviation no-objection.

The PEU, in observance of best practices shall:

- Maintain the application evaluation process strictly confidential;
- Reject any attempts or pressures to distort the outcome of the evaluation, including fraud and corruption;

Strictly apply only and all the factors, methods, and criteria defined in the RFP Documents for the Purchase or Franchise Agreement of Nassau Flight Services Airport Ground Handling Services and Passenger Operations, Ancillary Services, Forms, Evaluation Criteria to evaluate the applications.

## **NASSAU FLIGHT SERVICES**

### **AIRPORT GROUND HANDLING, PASSENGER OPERATIONS and ANCILLIARY PASSENGER SERVICES**

#### **REQUEST FOR PROPOSAL 2019-01-062**

**Date of Proposal: May 20, 2019**

**Estimated Award Date: July 26, 2019**

#### **Lynden Pindling International Airport – Nassau (LPIA)**

As the primary international gateway to The Bahamas, LPIA is the fourth busiest airport in the Caribbean. Named for Sir Lynden Pindling, the first Prime Minister of The Commonwealth of The Bahamas, the airport sits just 10 miles west of the capital city of Nassau and a short drive from some of the finest resorts and hotels in the world. Services include scheduled and charter flights to the United States, Canada, Europe, Latin America, the Caribbean and the majority of the neighboring islands in The Bahamas (23). In 2018 LPIA handled more than 146,000 aircraft takeoffs and landings.

LPIA primarily serves the tourist market, with around 67 percent of its traffic originating in, or destined for, North America. Other international destinations, including the United Kingdom and the Caribbean, account for approximately 11 percent while a further 22 percent serve the Bahamian Family Islands. LPIA serves as a hub airport for the neighboring islands in The Bahamas and a key transit point for travelers going to and from the various Family Islands.

Currently, 21 commercial air carriers provide scheduled and charter service to 55 domestic, transborder (US) and international destinations (see Appendix 1 for a List of Carriers and Destinations).

#### **Nassau Airport Development Company Limited (NAD)**

NAD is a Bahamian company owned by the Government of The Bahamas and operated by Vantage Airport Group, a Canadian airport development and management firm. In April 2007 NAD signed a 30-year Lease with the government to manage and operate LPIA on a commercial basis while providing Bahamians with opportunities for business and investment. In 2019, the Lease was extended a further 20 years to 2057.

NAD is responsible for the majority of LPIA's infrastructure including parking lots, terminals, runways and taxiways, and all revenue-generating and commercial development projects. Responsibility for airport security, aircraft rescue and firefighting fall under the purview of the Airport Authority (AA). As a private company, NAD receives no government guarantees or grants and is a self-sustaining commercial entity based on international best practices.

#### **NAD Vision:**

No Ordinary Airport: Exceptional Service, Motivated People, Uniquely Bahamian

#### **NAD Mission Statement:**

To operate a safe, region-leading airport focused on offering quality customer experiences, while incorporating our local sense of place, embracing diverse commercial opportunities and investing in the continued development of our team members.

*Request for Proposal-for the Purchase or Franchise Agreement for Nassau Flight Services Airport  
Ground Handling, Passenger Operations and Ancillary Services (RFP 2019-01-062)*

## **Airport Development**

In its 11 plus years of operating LPIA, NAD has invested some \$410 million to transform the airport into a world-class, award-winning airport. A five (5)-year, three (3)-phased capital expansion plan saw the development of a new US Departures and Arrivals Terminal, and a new combined Domestic & International Terminal, with each project delivered on time and on budget. Additional projects have upgraded LPIA's parking amenities, baggage system and commercial offerings to enhance the overall passenger experience.

## **Commercial Program**

Under NAD's operation, LPIA's commercial program has transformed into a well-appointed, exciting and memorable shopping and dining experience for visitors to The Bahamas. Incorporating a local sense of place through uniquely Bahamian art, architecture and design elements; the airport offers a range of options for travelers. Driving non-aeronautical revenue through amenities for shopping, dining and relaxing (such as an Airport Hotel) is an important focus for NAD.

## **Enplaning and Deplaning Traffic Numbers**

Departing passenger traffic numbers by sector for the most recent calendar year are outlined below.

Arriving and Departing Passenger Traffic Calendar Year 2018	
Domestic Passengers	800,820
International Passengers	420,480
US Passengers	2,471,850
<b>TOTAL:</b>	<b>3,693,150</b>

LPIA is currently assigned to the portfolio of the Minister of Tourism and Aviation, Hon. Mr. Dionisio D'Aguilar, M.P.

NAD is responsible for the management of the airport facilities which includes the Terminal, gates and jet bridges. The Airport Authority is responsible for the Security and Fire Services at LPIA.

Nassau Flight Services Limited (NFS) is an airport ground handling company operating at the Lynden Pindling International Airport (formerly the Nassau International Airport) International Pre-Clearance and International terminals, San Salvador Airport and the Exuma International Airport. Originally, the company was named "Nassau Air Dispatch" which was started by an Englishman named Harold Woodman in 1957 when the Nassau International Airport was first opened.

Subsequently, the company was acquired by Aircraft Services International, an American Ground Handling Company in the 1970's. The Bahamas Government acquired the operations in October 1979 and renamed the company Nassau Flight Services Ltd. (NFS) and began formal operation in February 1980. NFS is a wholly owned Government Limited Company and is controlled by a Chairman and the Board of Directors whose positions are appointed annually by the Cabinet of the Bahamas.

*Request for Proposal-for the Purchase or Franchise Agreement for Nassau Flight Services Airport  
Ground Handling, Passenger Operations and Ancillary Services (RFP 2019-01-062)*

NFS provides the following services (but not limited to):

- Above and below wing ground handling services
- Tech Stops and Emergency stops handling services
- Airline management services
- Cargo Services
- Ground equipment maintenance services
- VIP Fast Tract services
- Security Services
- Passenger Mobility Assistance (Wheelchair) services management.

At the LPIA all flights that arrive at the US Terminal are serviced by NFS except for Delta Airlines, Bahamasair & American Airlines. These airlines perform their own ground handling but NFS continues to be in discussions of providing the services. NFS currently provides either below wing, above wing, or a combination of both for the following scheduled airlines:

## List of Carriers and Destinations handled by NFS

### SCHEDULED AIRLINES

#### NASSAU

##### International Terminal

- |                                   | <u>Destinations</u>                               |
|-----------------------------------|---|
| 1. <b>Air Canada</b>              | Toronto (YYZ) and Montreal (YUL)                  |
| 2. <b>West Jet</b>                | Toronto (YYZ) and Calgary (YYC)                   |
| 3. <b>SunWing Airlines</b>        | Toronto (YYZ)                                     |
| 4. <b>interCaribbean Airlines</b> | Providenciales (PLS)                              |
| 5. <b>Caribbean Airlines</b>      | Kingston (KIN), Trinidad (POS) and Barbados (BGI) |
| 6. <b>COPA Airlines</b>           | Panama  |
| 7. <b>British Airways</b>         | London and Cayman Island                          |
| 8. <b>Cubana Airlines</b>         | Cuba  |

##### U.S. Terminal

- |  | <u>Destinations</u>   |
|--|---|
| 1. <b>SouthWest Airlines</b><br>(Above & Below wing) | Fort Lauderdale (FLL) and Baltimore (BWI)   |
| 2. <b>United Airlines</b><br>(Above and Below wing)  | Houston (IAH), Newark (EWR), Chicago (ORD) and Washington Dulles (IAD)                  |
| 3. <b>Silver Airlines</b><br>(Above and Below wing)  | Tampa (TPA)   |
| 4. <b>JetBlue Airlines</b><br>(Below wing)           | Orlando (MCO), New York (JFK), Boston (BOS), Fort Lauderdale (FLL) and Washington (DCA) |

## **Other Charter Airlines & Tech Stops-Nassau**

### **Tech-Stops**

Air France KLM  
Avianca Cargo  
Aviacon Zitotrans  
Atlas Air  
Liat Airways

### **Charter**

Condor  
Miami Air Int'l  
Amerijet Int'l  
Solution Swift Atlantic  
Swift Air LLC  
World Atlantic  
Xtra Airways  
Allegiant Airlines

X

## **SAN SALVADOR**

1. Air Cariabes
2. American Airlines

Santo Domingo and Paris Ory Airport  
USA

## **EXUMA**

1. Air Canada

Toronto

A Standard Ground Handling Agreement (SGHA) is included in Appendix 2.

**REQUEST FOR PROPOSAL**  
**2019-01-062**  
**FOR THE PURCHASE OR FRANCHISE AGREEMENT FOR NASSAU FLIGHT SERVICES AIRPORT GROUND HANDLING, PASSENGER OPERATIONS AND ANCILLIARY SERVICES**

The Ministry is seeking competitive proposals from qualified firms for the purchase or franchise arrangement for NFS - a wholly owned entity of the Government of the Commonwealth of The Bahamas. Firms interested in providing superior customer service for all commercial air carriers, private and charters operating at the Lynden Pindling International Airport (LPIA) and certain Government owned Family Island Airports are invited to submit a bid for purchase or franchise operations. **NFS presently provides Ground Handling, Passenger Services, and other Ancillary Services.** The Successful Proposer shall support multiple airlines and their specific safety, security, and operational requirements each day, in addition to any ad hoc operation requirements. All Successful Proposer employees shall be trained and qualified to support each airline providing air service to the Airport.

The required services include staffing the appropriate number of personnel to perform services that include but are not limited to:

- **Ground Handling of Aircraft**

- **Loading/Unloading**
  - Accurately/carefully handle baggage and freight during aircraft upload, download, and transport
  - May load and unload containers of food, beverages, and dishes for in-flight meal services
  - Lift, load, and unload customer baggage to and from aircraft baggage compartment and/or and baggage system
  - Load/unload baggage, cargo (small packages, pets, human remains, etc.), and mail
  - Assist customers as needed; boarding/deplaning of physically challenged passengers
  - Position/remove boarding platforms/Jet Bridges to unload/load aircraft passengers
  - Operate airline computer system or baggage scanners as required
  - Transfer loads from aircraft to facilities and vice-versa
  - Use tow truck with luggage carts or other means
  - Assemble loads in baggage make-up areas
  - Properly load/unload batteries and battery-powered equipment in compliance with all federal regulations
- **Aircraft Marshaling**
  - Using hand or light signals or drive light truck with guiding sign, direct aircraft near terminal and/or to/from aircraft parking locations assisting pilots maneuvering aircraft on ground
  - Secure aircraft in parking position with blocks, stakes, and/or tie downs
  - Direct, tow, and park aircraft
- **Aircraft Quick Turnaround/Remain Overnight (RON) Cleaning**
  - Prepare aircraft cabin for departure or RON status: may include cleaning seats, seat pockets, floor, galleys, and lavatories using brushes, rags, cleaning solutions, and vacuum
  - Clean aircraft interior in accordance with Air Carrier requirements/timelines
  - Remove waste and refresh/replace waste system chemicals
  - Replenish Potable water
- **Ground Service Equipment Utilization/Maintenance**
  - Properly operate, clean, and maintain the following Ground Service Equipment/vehicles:

*Request for Proposal-for the Purchase or Franchise Agreement for Nassau Flight Services Airport Ground Handling, Passenger Operations and Ancillary Services (RFP 2019-01-062)*

- Engine starting units
  - Ground power unit
  - Lavatory truck
  - Luggage cart tow vehicles
  - Aircraft tow vehicles
  - Other equipment/vehicles as required
  - Attend and successfully complete required training for current/future airlines
  - Comply with safety procedures as designated by Air Carriers, Station, and other entities
  - Carry/operate handheld radio as required; communicate with proper radio etiquette
  - Responsible for a safe and secure ramp environment at all times
  - Other duties as assigned
- **Passenger Services Agent - Ticketing/Gate Agent Services include:**
    - Ticketing/Reservations/Terminal/Gate Check-in
      - Inspect and verify passenger documentation
      - Make public address announcements as required
      - Process tickets, check baggage, monitor carryon baggage for size and quantity, and assign seats
      - Provide information on arrival/departure times, boarding, carryon regulations, seat assignments
      - Issue boarding passes and reschedule passengers affected by flight interruptions or cancellations
      - Operate equipment; computer keyboards, and carrier-specific reservation/ticketing software
      - Handle denied boarding situations, solicit volunteers, re-accommodate customers, provide hotel, meal, taxi vouchers when appropriate
      - Greet arriving passengers; handle VIPs
      - Must be people oriented, highly motivated with a professional, positive, and friendly attitude
      - Assist passengers as needed through arrival/check-in processes including passengers with special needs; unaccompanied minors (UM), VIPs and passengers needing mobility device assistance
      - Adhere to uniform standards
    - Provide special passenger assistance
      - Assist customers with special needs, i.e., customers who need assistance in boarding
      - Direct passengers through Customs, Immigration, as required
      - Baggage processing
      - Manage passenger baggage processing including handling and fee calculation if applicable
      - Monitor baggage carousel for unclaimed baggage
      - Track replaced, damaged, and miss-loaded baggage
      - Meet arriving flights at baggage carousel to ensure proper handling of bags
      - Provide consequential expenses to applicable customers when there is a delayed bag
      - Ensure delivery of baggage to the affected customer for late arriving or miss-loaded bags
      - Follow-up with customers regarding lost baggage, replacement of damaged bags, car seats, strollers, etc.
      - Handle delayed baggage issues, completes report, follows up with customers until bag is located
      - Tell customers of Air Carrier policies/procedures on lost, damaged, replacement baggage, pilferage claims; store unclaimed bags in Baggage Service Office until claimed

- Jet way operation
  - Complaint Resolution Officer (CRO) must be on staff to comply with the Air Carrier Access Act
  - Produce all required, work related documentation; complete required reports
  - Ensure compliance with FAA, Air Carrier, airport regulations; enforce safety/security measures and monitor sensitive safety zones
  - Comply with all federal, state, municipal, airport authority, carrier security requirements and policies
  - Assist peers to ensure mobility devices, strollers, and gate-checked bags (cleared through security) are made available for loading upon departure and delivery to passengers upon arrival
  - Attend and successfully complete required training for current/future airlines
  - Ground Security Coordinator
  - Other duties as assigned
- **Passenger Mobility Assistance Services Agent Services include:**
    - Inform passenger of transport procedure
    - Push mobility device passengers to and from gates
    - Follow all safety rules and dispatcher gate orders
    - Notify dispatch upon completion of each assignment
    - Complete any necessary mobility device or incident reports
    - Assist passengers with any problems, questions, or concerns
    - Roll customer-occupied mobility device safely down the jet bridge
    - Respond to Dispatch request for passenger or airline assistance
    - May escort passenger in mobility device through security checkpoints
    - Stock needed supplies including, but not limited to, baggage tubs
    - Pull unclaimed luggage from baggage belts and ensure its security
    - Demonstrate a professional attitude and respect toward the passengers
    - Examine mobility devices daily for any required repairs, needed maintenance
    - Observe/report unsafe/hazardous conditions to Manager or other authority
    - Inspect/check mobility device seat, back, wheels, brakes, handgrips and footrests; reports any required maintenance or needed repairs to Manager
    - Provide physical assistance to seat and transport passengers to their destinations
    - Daily, evaluate overall cleanliness of mobility devices; clean/disinfect between uses
    - Ensure wheel brakes in place prior to allowing passengers to exit the mobility device
    - Assist passengers with checked/claimed luggage; carry passengers' carry-on
    - Safely/comfortably lift disabled passengers with mobility devices to/from aircraft seat
    - Attend and successfully complete required training for current/future airlines
    - Perform other duties as assigned based on Manager's needs or airline activity
    - Properly handle batteries and battery-powered equipment

NFS has managed an average of 6,600 flights during the period 2015-2018 and is projecting a 2% annual growth over the next ten years. This data, along with historical and projected revenues, is included in Appendix 3.

**Additionally, by the nature of the Airport's tenant base, there will be frequent ad hoc operations the Proposer must sufficiently staff and equip to support. Ad hoc operations may include diverted flights, cargo flights, emergency landings, and/or mid- day full/turn grooming, etc. The relevant Authority will coordinate with the Proposer to ensure as much advance notification as possible for these ad hoc operations and understands, at times, there may be a premium associated with working these operations.**

Currently all services are provided under a single Labor Contract with the Airport Allied and Airline Workers Union (copy of this agreement is included in the Appendix 4), as well as Independent Contractors for wheelchair operations. Current staffing levels presented in the following chart are for informational purposes only. Appendix 11 also includes the available job descriptions for the positions listed below.

<b>Nassau Flight Services Employee Count by Category Year End 2018</b>			
<b>Department</b>	<b>Job Title</b>	<b>Temporary</b>	<b>Permanent</b>
Accounts	Accounts Payable Officer	0	1
Accounts	Accounts Clerk	0	1
Accounts	Accounts Payroll Officer	0	1
Accounts	Accounts Receivable Officer	1	0
<b>Total:</b>		<b>1</b>	<b>3</b>
Administration	Administrative Assistant	0	1
Administration	Bus Driver	1	2
Administration	Janitress	0	1
Administration	Receptionist/Filing Clerk	0	1
<b>Total:</b>		<b>1</b>	<b>5</b>
Cargo	Cargo Agent	0	8
Cargo	Cargo Clerk	0	1
Cargo	Lead Cargo Agent	0	1
Cargo	Senior Accounts Supervisor	0	1
Cargo	Supervisor	0	1
<b>Total:</b>		<b>0</b>	<b>12</b>
Human Resources	Human Resources Assistant	0	1
Human Resources	Senior Supervisor	0	1
<b>Total:</b>		<b>0</b>	<b>2</b>
Information Tech	IT Technician	0	1
<b>Total:</b>		<b>0</b>	<b>1</b>
Maintenance	Inventory / Ordering Clerk	0	1
Maintenance	Lead Mechanic	0	1
Maintenance	Mechanic Assistant	0	2
Maintenance	Mechanic I	0	1
Maintenance	Pump Attendant	0	1
Maintenance	Senior Body Repairman	0	1

Maintenance	Supervisor	0	2
<b>Total:</b>		<b>0</b>	<b>9</b>
Operations	FMC Operator	0	1
Operations	Operations Agent	0	4
Operations	Quality Control Coordinator	0	1
Operations	Ramp Coordinator	0	4
Operations	Ramp/ Ops Paper Runner	0	2
<b>Total:</b>		<b>0</b>	<b>12</b>
Passenger Service	Lead Agent	0	6
Passenger Service	Passenger Service Agent	26	24
Passenger Service	Senior Supervisor	0	1
Passenger Service	Supervisor	0	3
Passenger Service	Supervisor ( <i>Baggage</i> )	0	1
<b>Total:</b>		<b>26</b>	<b>35</b>
Ramp Service	ATC Shuttle Driver	0	1
Ramp Service	Fleet Serviceman	1	8
Ramp Service	Fleet Servicewoman	7	7
Ramp Service	Ramp Serviceman	25	14
Ramp Service	Ramp Serviceman ( <i>Belt</i> )	4	2
Ramp Service	Senior Supervisor ( <i>Ramp</i> )	0	3
Ramp Service	Shift Leader ( <i>Fleet</i> )	0	6
Ramp Service	Shift Leader ( <i>Ramp</i> )	0	4
Ramp Service	Supervisor ( <i>Belt</i> )	0	2
Ramp Service	Supervisor ( <i>Fleet</i> )	0	1
<b>Total:</b>		<b>37</b>	<b>48</b>
Training Dept.	Trainer	0	2
Training Dept.	Training Assistant	0	1
<b>Total:</b>		<b>0</b>	<b>3</b>
VIP Services	VIP Concierge	1	2
<b>Total:</b>		<b>1</b>	<b>2</b>
Exuma	Mechanic II	1	0
Exuma	Passenger Service Agent	4	0
Exuma	Ramp Serviceman	3	1
Exuma	Station Supervisor	0	1
<b>Total:</b>		<b>8</b>	<b>2</b>
San Salvador	Lead Agent	0	1

San Salvador	Mechanic	0	1
San Salvador	Passenger Service Agent	2	3
San Salvador	Ramp Serviceman	2	5
San Salvador	Ramp Supervisor	0	1
San Salvador	Passenger Service Supervisor	0	1
<b>Total:</b>		<b>4</b>	<b>12</b>
Accounts	Accounts Manager	0	1
Cargo	Cargo Manager	0	1
Executive	Executive Committee Members	0	5
Maintenance	Maintenance Manager	0	1
Operations	Asst. Ramp Manager	0	2
Operations	Duty Manager	0	5
Operations	Operations Manager	0	1
Passenger Service	Passenger Service Manager	0	1
San Salvador	Station Manager	0	1
Training	Training Manager	0	1
VIP Services	Asst. VIP Manager	0	1
<b>Total:</b>		<b>0</b>	<b>20</b>
<b>Total Staff Count = 244</b>		<b>78</b>	<b>166</b>

## DISCLAIMER

The Ministry reserves the right to accept or reject any bid submitted for the purchase or franchise operations of NFS. The Ministry reserves the right to reject any Proposer who, in the Ministry's sole discretion, does not meet the qualifications required for the successful operations of NFS. The Ministry reserves the right to waive minor irregularities and informalities, and to negotiate with any responding party relative to its proposal. The Ministry also reserves the right to suspend or cancel this RFP process at any time prior to the execution of a formal purchase or franchise agreement. As a condition precedent to finalizing a formal purchase or franchise agreement, the successful Proposer, inclusive of company key managers and all other personnel, must pass the Airport Authority's vetting process.

NFS Audited Financial Statements covering the period 2014-2016 are included in Appendix 5 (see attachments). Note that the Ministry assumes no responsibility for business decisions made based on this data.

The Ministry will not consider more than one Purchase or Franchise proposal from any potential proposer for NFS. The Ministry will reject one or all proposals if there is a reason for believing that collusion exists among proposers.

## 1. SCHEDULE OF EVENTS

Timeframes for proposal selection activities are as follows:

Issue RFP	May 20, 2019
Pre-Proposal Walk Through (Non-Mandatory)	May 27, 2019
Written Questions from Contractors Due	June 3, 2019
Response from MINISTRY Due	June 17, 2019
Proposals Due	June 28, 2019 (3:00 pm)
Interviews (if necessary)	July 12, 2019
Select Best-Value Proposal	July 19, 2019
Purchase/Franchise Agreement Award	July 26, 2019
Execute Contract	August 2, 2019
New Contract/30 Day Transition Start	September 2, 2019
Full Operations Begin	October 2, 2019

## 2. TERMS OF PURCHASE OR FRANCHISE AGREEMENT

The Ministry will execute either an outright Purchase Agreement or Minimum 10-year Franchise Agreement for NFS. Either agreement will include minimum staffing, operational and service standards for NFS and the operator will be required to consistently offer service that compliments the service level required by the respective Airport operator.

**The Agreement will be provided for review after the Award Decision has been made.**

## 3. EQUIPMENT

Proposer will acquire the fixed assets of NFS, to include existing equipment that may be near the end of life. The Ministry assumes no responsibility for the current usability of existing equipment and/or replacing any equipment after execution of the agreement. The proposer will be required to upgrade/replace equipment as required in order to improve the level of service and maintain the required safety standards for Ground, Passenger, and Ancillary services at the various airports under management. All equipment, as appropriate, shall be compliant with the Americans with Disabilities Act (ADA).

Proposer shall maintain all equipment in a clean and operational status. The Ministry shall have discretion in determining “clean”. The Ministry or its designate will establish a parking standard for non-operating equipment.

**NFS existing equipment schedule is included in Appendix 6 and current valuation is also in the Fixed Asset Schedule of the Balance Sheet included herein.**

## 4. FACILITIES

The Airport will provide Successful Proposer space for its staff. Space includes office spaces, a training room, cargo space, and a maintenance facility. The rent expense is included in the Financial Statements that are included in Appendix 5.

Space for the Ticket/Gate and Mobility Assistance Services Agents includes back office and breakroom space. The Proposer is responsible for its internet access, telephone, etc. Proposer will be responsible for daily housekeeping of provided space.

## 5. PROPOSAL EVALUATION

Proposals will be reviewed for responsiveness to this RFP. In order for a proposal to be considered responsive, it must conform to all the substantial material terms and conditions required by the RFP. A proposal that does not conform to all the substantial material terms and conditions in the RFP will be deemed non-responsive and will not be further evaluated.

The next step of the evaluation process involves scoring the proposal Technical Requirements, followed by the scoring of the Bid Proposal. The possible points allowed in this RFP are distributed as indicated in the Scoring Breakdown table. Note that the Ministry in its sole authority can reject a proposal and not proceed with its evaluation if the price offered does not meet the Ministry's Minimum Offer Price for either an outright Purchase or Franchise Agreement.

<b>SCORING BREAKDOWN</b>	
<b>Criteria</b>	<b>Maximum Allowable Points</b>
<b>Proposal Technical Requirements</b>	40
<b>Proposal Price</b>	60
<b>Total</b>	100

The following Scoring Scale (0-5) will be used to rate each proposal on the criteria listed in the Technical Proposal Evaluation table.

<b>SCORING SCALE</b>	<b>RATING POINTS</b>
<b>Greatly Exceeds</b> -Proposal significantly exceeds objectives/ expectations in ways that provide tangible benefits or meets objectives/expectations and contains at least one enhancing feature providing significant benefits.	<b>5</b>
<b>Strong</b> -Proposal exceeds objectives/expectations in ways that are beneficial to the Airport and meets objectives/expectations and contains at least one enhancing feature that provides some benefit to the Airport. Weaknesses are minor and are more than offset by the enhancing feature.	<b>4</b>
<b>Meets</b> -Proposal generally meets the objectives/ expectations.	<b>3</b>
<b>Moderate</b> - Proposal meets most requirements, and any weaknesses or deviations from requirements are minor, acceptable and may be readily corrected or minimized in terms of material impact.	<b>2</b>
<b>Weak</b> - Response was poor related to meeting the objectives/ expectations.	<b>1</b>
<b>Does Not Meet</b> -Proposal does not comply substantially with requirements.	<b>0</b>

In the proposal evaluation step, Ministry rates the technical proposals based on the following listed criteria and the weight assigned to each criterion.

<b>Technical Proposal Evaluation</b>			
<b>Criterion</b>	<b>Weight</b>	<b>Rating (0-5)</b>	<b>Extended Score</b>
<b>Management Capability</b>	0.25		
<b>Staffing Plan</b>	0.10		
<b>Transition Plan</b>	0.20		
<b>Management and Financial Plan</b>	0.25		
<b>Financial Strength/Capital</b>	0.20		
<b>Total Technical Score</b>			

The Management Capability and Methodology evaluation includes the following:

- Letter of Introduction
- Qualification Data-Similar Experience
- Organizational Chart
- Resumes
- Licenses
- References
- Litigation
- Safety
- Insurance
- Business Structure
- Conflict of Interest Disclosure

The remaining categories do not have evaluation sub-categories.

Price Proposal points will be calculated after the Proposer’s total technical points are determined, using the following method:

Price points = (highest Proposer’s Price) X Maximum Allowable Cost Points as indicated in the “Scoring Breakdown” table. The value is provided in the Scoring Breakdown table. “Price” = Total Proposed Price as identified in the Proposer’s proposal. In this method, the highest proposed price will receive the maximum allowable points.

The number of points assigned to the cost evaluation will be prorated, with the highest accepted Price Proposal given the maximum number of points possible for this criterion. Other acceptable Price Proposals will be scored as the ratio of the highest Price Proposal to the Proposal being scored, multiplied by the maximum number of points possible for this criterion.

An example for calculating Price points, where Maximum Allowable Price Points Value = 60 points, is the scenario where Proposer X proposed a Price of \$100, Proposer Y proposed \$110, and Proposer Z proposed \$120. Proposer X having the lowest Price would get the maximum 60 points. Proposer Y’s Price points would be calculated as \$100 (Proposer X’s Price) divided by \$110 (Proposer Y’s Price) equals 0.909 multiplied by 60 maximum points, for a total of 54.5 points. Proposer Z’s Price points would be calculated as \$100 (Proposer X’s Price) divided by \$120 (Proposer Z’s Price) equals 0.833, multiplied by 60 maximum points, for a total of 50 points.

The Proposer with the highest point total from all phases of the evaluation (Technical Points + Price Points) will be deemed the successful offer and presented to the Board for approval to award the contract.

A committee will evaluate each proposal. The proposal selected for award will be chosen based on the best value to the Ministry.

## **6. INTERVIEWS**

The Ministry reserves the right to determine whether interviews will be necessary. All Proposers reasonably susceptible to being selected based on criteria set forth in this RFP may be given an opportunity to make a presentation and/or interview with the evaluation committee.

The purpose of an interview is to further document the Proposer's ability to provide the required services, and to impart to the committee an understanding of how specific services will be furnished. This interview will be evaluated using the same evaluation criteria listed above based on whether the interview substantiates the characteristics and attributes claimed by the Proposer in its written response to the RFP, and any other information requested by the committee prior to the interview. However, the Ministry, at its sole discretion, may award a contract without interviews, based solely on information supplied in the proposal response.

## **7. FILING PROPOSALS**

Without exception, proposals must be submitted in sufficient time to be received by Ministry on or before the specified due date and time. Any proposal received after the date and time specified is late and will not be considered.

Submission of a proposal shall constitute a valid offer that may be accepted by the Ministry as submitted for a period of one hundred and eighty (180) days following the due date specified for proposal submission. Proposers may withdraw previously submitted proposals up to the filing deadline, without penalty.

## **8. PROPOSAL ELEMENTS/FORMAT/SUBMISSION REQUIREMENTS**

The Ministry requires comprehensive responses to every section within this RFP. To facilitate the review of responses, Proposers shall follow the described proposal format. The intent of the proposal format requirements is to expedite review and evaluation. It is not intended to constrain Proposers with regard to the content, but to assure the specific requirements set forth in this RFP are addressed in a uniform manner amenable to review and evaluation.

Proposals that do not provide all the information requested below may be deemed non-responsive. Your response must concisely contain sufficient information to assure the Ministry of its accuracy and any additional information necessary to summarize the overall benefit of the response to the Ministry.

**THE FOLLOWING INFORMATION MUST BE INCLUDED IN THE ORDER LISTED:**

**TAB 1: General Information/Table of Contents/Appendix 7**

Provide general information of the Firm leading this project including Principal, contact person, address, phone, facsimile, and email. Include Appendix 7 - Proposer Checklist/Response Sheet.

**TAB 2: Financial Offer**

Clearly outline your Financial Offer for the Purchase or Franchise Arrangement of Nassau Flight Services and provide evidence of having the financial resources available to affect this offer at the signing of the Agreement. Further, in the event the Proposer submits a proposal for a Franchise Agreement, the Proposer should clearly indicate the initial payment to be made to the Ministry and the methodology and quantum percentage of the annual royalties to be paid to the Ministry.

The Ministry will not consider any offer that does not include evidence of the financial resources available at the time of closing to conclude the contract.

**TAB 3: Letter of Introduction (not to exceed two single-sided pages per Firm)**

A brief profile of the Firm (or Firms if more than one listed on the Proposal), including a brief history of the company which clearly identify the following in a tabular or bullet format:

- A. Principal or Corporate Office location;
- B. Role or responsibility this Firm has in the overall project;
- C. Lead contact for the Firm;
- D. Length of time Firm(s) have been in business under the same name;
- E. Former names of the company and the years in business under each;
- F. Location of office which will be responsible for implementation of this Contract;
- G. Location of other offices from which resources may be drawn;
- H. State if the Firm is a corporation, partnership, individual, joint venture, or other;
- I. State the date of incorporation or date of organization;
- J. Name the corporate officers or general partners;
- K. State the average annual amount of work performed during the past five years

**TAB 4: Qualification Data – Similar Experience**

Proposers must demonstrate they have or are successfully performing similar work at airports of similar size within the past five (5) years. List the experience in descending order with the most recent first. Provide the following information for each:

1. Name and location of the contract;
2. Nature of the Firm's responsibility for this contract;
3. Customer's representative name, address, and current phone number and email;
4. Size of contract (number of personnel per discipline, etc.);
5. Any other data the Firm deems appropriate to demonstrate its capabilities

**TAB 5: Organizational Chart**

Provide an organizational chart as it relates to this contract. Describe how your Firm will meet its current contract obligations and this contract, if selected. Identify any

key personnel on these contracts that will be assigned to this contract, their current obligations, and how they plan to transition over to this contract.

**TAB 6: Methodology**

Describe your Firm's methodology for managing this contract by providing the following:

1. **Management and Financial Plan** specific to this contract and type of proposal being submitted.
2. **Staffing Plan:** Include as much detail as possible on how your Firm will staff the various operations each day of the week (include the number of Full Time Equivalents (FTEs) staffed for each labor category proposed)
3. **Transition Plan:**
  - a) Include how your Firm will ensure adequate coverage for all operations to include airline-specific training and corporate-specific training for any new-hire personnel (There is the potential of a 2-month delay in scheduling Passenger Services Agent personnel for training. Some training is three-weeks long. Personnel cannot work until successfully completing training.)
  - b) Include how your Firm will transition its equipment to ensure adequate coverage in maintaining all operations.
4. **Monthly Report Template**
5. **Annual Fiscal Year Report Template**
6. **Annual Contract Year Report Template**
7. **Operations Manual:** Due no later than 30 days prior to contract start date

**TAB 7: Licenses**

Include a copy of the Firm's Business License and any/all applicable Professional Registrations, in addition to Inland Revenue Compliance Certificates.

**TAB 8: Resumes and References**

Provide Professional Resumes for all Directors and Officers of the Proposer's Company. Include certified copies of all qualifications beyond high school education.

Provide a minimum of three reference letters from different customer representatives for different contracts that your Firm has provided or is providing services similar in scope to this RFP. Reference letters shall be current, dated within three years of this solicitation. The reference from the customer representative must be from different customers, provided on their letterhead, and include details regarding your Firm's role on their contract. Letters from AA, NFS or NAD employees shall not be considered.

If applicable, provide up to two reference letters from different subcontractor or vendors from different contracts your firm has worked within the last three years if this solicitation. References from subcontractors/vendors must be from different contracts, provided on their letterhead.

**TAB 9: Litigation**

Identify all litigation or arbitration and/or pending litigation or arbitration your firm or has been a party to, legal action (including arbitration, administrative proceedings, etc.), or lawsuits during the last five years involving a client, contractor, or subcontractor for claims. Include a brief legal description of the dispute and its status.

Describe the particular circumstances giving rise to the dispute and the actions which you firm took to attempt to settle the matter prior to and after suit being filed.

Identify if your firm has ever been removed or relieved from a contract or duties on a contract. Identify if your firm has ever defaulted on a contract or had a bond recalled. Identify if your firm has ever been assessed liquidated damages.

Identify any dispute or claim in which your firm has been a party to that was resolved without legal action during the last five years.

Identify the value of any monetary settlements reached out of any of the above.

The Authority reserves the right to disqualify any Proposer who, during the last five (5) years, has had an agreement or contract cancelled by a public agency for cause including either failure to perform or illegal activity.

**TAB 10: Safety**

Submit a statement on each firm's corporate position on safety as well as a list of any Recordable safety violations or incidents recorded and non-recorded that have occurred within the last five years. Provide Summary of Work-Related Injuries and Illnesses form for the last three years.

Identify if your firm has a drug-free workplace policy.

**TAB 11: Insurance**

Provide proof of proposals for Aviation Liability, Automobile Liability, Employee Group Medical and Pension plans in accordance with the following:

Comprehensive Aviation General Liability: Fifty Million Dollars (\$50,000,000) with Personal Injury limited to policy limits up to a maximum of Twenty-Five Million Dollars (\$25,000,000) per event. The company currently has an existing policy at this level that is placed with LIV Brokers and Agents.

- a. The policy must provide coverage for bodily injury, property damage, liability arising from premises and operations, independent contractors, products-completed operations, liability assumed under an insured contract (including tort liability of another assumed in an agreement) and hangar keeper's liability. The Proposer shall require its vendors, vendees and subcontractors, to maintain a similar commercial

Group Medical and Pension Plans- the company currently maintains Group Medical coverage with BAF and operates a Provident Fund that is set up as an independent company managed by management and the AAAWU.

**TAB 12: Business Structure**

Submit a copy of the company's Certificate of Incorporation, Certificate of Good Standing, Certificate of Incumbency and Latest Annual Return filed with Companies Registry, in addition to the Articles and Memorandum of Association.

**TAB 13: Non-Conflict of Interest Affidavit**

Complete the Non-Conflict of Interest Affidavit form included in this package. (Appendix 8)

**TAB 14:**     **Disclosure of Pending Legal Action(s) or Judgment(s)**  
Complete the sworn statement of any pending legal action(s) or judgment(s).  
(Appendix 9)

**TAB 15:**     **Financial Statement**  
The Proposing Firm shall submit, in a separate sealed envelope, an updated financial statement for the Firm, prepared by a licensed Accounting Firm or at minimum, CPA, along with latest VAT returns for at least 4 periods, along with Business License Report required for renewal of the Business License, prepared for the last renewal period, itemizing present financial resources, liabilities, and capital equipment. The Ministry’s Director of Aviation will open and review this package for the selected firm only. All financial statements will be held until the Contract is awarded; at which time the unopened statements will be shredded. If a Proposing firm requests their financial statement be returned unopened, provide a self-addressed, stamped envelope for its return.

**TAB 16:**     **Annual Operating Budget**  
Proposer shall provide a total estimated annual operating Price for at least the first 5 years of the contract each year of the contract for the type of proposal you are submitting and submit it with your response. If/as necessary, Proposers may use additional pages to explain pricing or projections methodology. Proposers can use the Sample Annual Operating Budget included in Appendix 11. Include any additional expenses necessary to accomplish the tasks to produce the deliverables of the contract. Be certain to clearly explain all pricing and/or potential efficiencies realized. Proposer must include a staffing plan (in the appropriate Tab) directly tied to the priced version of its proposal.

Emphasis is on the proposed employee pay structure and associated Prices and all other reimbursable operating expenses. **PROPOSER SHALL INCLUDE ITS STARTING HOURLY PAY RATE FOR EACH LABOR CATEGORY PROPOSED.** Proposer shall state in its proposal that all employer related taxes, withholdings, and other amounts due are the responsibility of the Proposer.

**9. EXCEPTIONS**

Proposers must submit written requests for exceptions to any specification/conditions with their proposal response.

**10. EXPENSES**

The Ministry shall not reimburse any Proposer for any Prices associated with the preparation, submission, or request for clarification of any proposal. Any and all expenses incurred by the Proposer in preparing its response to this RFP shall be borne solely by the Proposer.

**11. NO BIDS FROM DEFAULTED CONTRACTOR**

Proposals will not be accepted from any Proposer or related entity of Proposer that is in arrears or is in default to the Government of The Bahamas or any of its Agencies, including but not limited to the National Insurance Board, Department of Inland Revenue and the Ministry of Finance upon any debt or contract, or that is or was a defaulter as surety or otherwise, upon any obligation to the Government of The Bahamas, or has failed to perform faithfully any previous contract with the Government of The Bahamas, or has refused to enter into an agreement/contract with the Government of The Bahamas after having been awarded same within the last five (5) years.

## **12. FACILITIES/UTILITIES**

The Ministry shall provide successful Proposer space for its staff. Space includes office space, a training room, and a maintenance facility.

Space for the Ticket/Gate and Mobility Assistance Services Agents includes back office and breakroom space. Proposer will be responsible for daily housekeeping of all provided space.

Contractor is responsible for providing telephone and internet service in Contractor's office space and any other communication system necessary to perform the obligations of the Contract as determined by the Authority and will be required to enter into the appropriate lease arrangement with the NAD.

**Credit/Payment Card Industry (PCI) Data Security:** Proposer agrees to comply with the Payment Card Industry (PCI) Data Security Standard (DSS) requirements for its systems and networks and/or Ministry provided systems and networks under this Contract, which store, process, and/or transmit cardholder data as defined by the PCI Security Standard Council (Cardholder Data). Proposer shall be responsible for the security of cardholder data handled by the Proposer and agrees to indemnify and hold Ministry harmless from any liability and/or damages related to or resulting from Ministry's failure to comply with this section. The Ministry and Proposer shall meet to identify the specific systems and networks that store, process, and/or transmit Cardholder Data to determine the desired actions and identify responsibilities as applicable to the PCI DSS requirement areas. Proposer shall pay for long distance charges assigned to Proposer's system due and payable upon demand.

## **13. FINANCIAL STATEMENTS AND SUPPLEMENTARY INFORMATION**

NFS Audited Financial Statements covering the period 2014-2016, DRAFT 2017 and preliminary 2018 statements are included in Appendix 5. Note that the Ministry assumes no responsibility for business decisions made based on this data.

## **14. CONFLICT IN LANGUAGE**

In the event of any discrepancy between this RFP and the Contract, the terms of the Contract shall prevail.

## **15. OBLIGATIONS OF THE SELECTED PROPOSER**

In the performance of its service at the Airport, the Contractor will maintain a high degree and standard of professionalism. In particular, the Contractor will comply strictly with the following conditions and requirements:

- A. Maintain a Ground Handling Passenger and Ancillary Services efficient operation for approximately twenty-four (24) hours per day, seven (7) days per week, including holidays or any alternative timeframe as may be required by the Ministry.
- Pay for any permits, licenses, or other authorizations required by the Government of the Bahamas in connection with the operation of its business at the Airport. Such items shall be made part of the successful Proposer's pricing
- Comply with all applicable laws and regulations, governing the use and operation of the Airport, NAD Policies, and the Employment Act.

- Conduct operations so as not to annoy, disturb, or offend airport customers, patrons, employees, or tenants
- Pay all taxes assessed against Proposer-owned furnishings, equipment, earnings, property, supplies, etc.
- Provide/maintain sufficient personnel, materials, supplies, and equipment
- Provide proof of insurance as required in Appendix 12
- Maintain accurate records on site to submit monthly/annual reports established in the Contract
- Operate the Ground Handling, Passenger Services, and Ancillary Services in accordance with the highest standards and practices
- Employ trained personnel, who shall be clean, courteous, efficient, and neat in appearance
- Contractor employees shall wear clean approved uniforms at all times
- Provide bonding against theft and fraud for all employees performing on this Contract
- Provide and maintain a Disaster Recovery Plan.

## 16. PROPOSAL SUBMISSION

Submit five (5) hard copies, one of which will be marked original, and one electronic copy (USB Drive), in accordance with the requirements of this RFP prior to the deadline to the following address:

### **Ministry of Tourism and Aviation**

Request for Proposal-for the Purchase or Franchise Operations of Nassau Flight Services  
(RFP 2019-01-062)

The Tenders Board

Ministry of Finance

Cecil Wallace Whitfield Center

West Bay Street

The Conference Room, Ministry of Finance

Nassau, The Bahamas

Tuesday, July 2, 2019 – 10.00am

Failure of the Proposer to provide any information requested in the RFP may result in rejection of the proposal. Material submitted regarding the RFP becomes the property of the Ministry and shall only be returned to the Proposer at the Ministry's option. Any person may review responses after final selection and award. Absence of the timely submission of the documents as required by the RFP will be grounds for automatic disqualification from the process.

## 17. INFORMATION

Prior to the submission of the proposal, direct any questions or comments relative to the understanding of this RFP process to Bridgette Outten via email, ([Boutten@bahamas.com](mailto:Boutten@bahamas.com)) Questions that may affect Proposers' proposals will be answered in an addendum that will be distributed to all potential Proposers who received a copy of the original RFP. Prior to doing this, Proposers are encouraged to review all of the data, including the company's historical financial performance that are included in the various appendices.

## **LIST OF APPENDICES**

- Appendix 1. List of Carriers and Destinations
- Appendix 2. Standard Ground Handling Agreement (SGHA)
- Appendix 3. Flight Information 2015-2018
- Appendix 4. Labour Contract with Airport Allied and Airline Workers Union (AAAWU)
- Appendix 5. Financial Statements and Supplementary Information
- Appendix 6. Nassau Flight Services Equipment Schedule
- Appendix 7. Proposers Checklist/Response Sheet
- Appendix 8. Non-Conflict of Interest Affidavit
- Appendix 9. Disclosure of Pending Legal Action(s) and/or Judgement(s)
- Appendix 10. Job Descriptions
- Appendix 11. Annual Operating Budget
- Appendix 12. Proof of Insurance (LIV)

**APPENDIX 1**  
**LIST OF CARRIERS AND DESTINATIONS HANDLED BY NFS**

## **SCHEDULE AIRLINES**

### **Nassau**

#### **International Terminal**

9. <b>Air Canada</b>	Toronto (YYZ) and Montreal (YUL)
10. <b>West Jet</b>	Toronto (YYZ) and Calgary (YYC)
11. <b>SunWing Airlines</b>	Toronto (YYZ)
12. <b>interCaribbean Airlines</b>	Providenciales (PLS)
13. <b>Caribbean Airlines</b>	Kingston (KIN), Trinidad (POS) and Barbados (BGI)
14. <b>COPA Airlines</b>	Panama
15. <b>British Airways</b>	London and Cayman Island
16. <b>Cubana Airlines</b>	Cuba

#### **Destinations**

#### **U.S. Terminal**

5. <b>SouthWest Airlines</b> (Above & Below wing)	Fort Lauderdale (FLL) and Baltimore (BWI)
6. <b>United Airlines</b> (Above and Below wing)	Houston (IAH), Newark (EWR), Chicago (ORD) and Washington Dulles (IAD)
7. <b>Silver Airlines</b> (Above and Below Wing)	Tampa (TPA)
8. <b>JetBlue Airlines</b>	Orlando (MCO), New York (JFK), Boston (BOS), Fort (Below wing) Lauderdale (FLL) and Washington (DCA)

#### **Destinations**

#### **OTHER CHARTER AIRLINES & TECH STOPS-NASSAU**

##### **TECH-STOPS**

Air France KLM  
Avianca Cargo  
Aviacon Zitotrans  
Atlas Air  
Liat Airways

X

##### **CHARTER**

Condor  
Miami Air Int'l  
Amerijet Int'l  
Solution Swift Atlantic  
Swift Air LLC  
World Atlantic  
Xtra Airways  
Allegiant Airlines

### **SAN SALVADOR**

1. Air Cariabes	Santo Domingo and Paris Ory Airport
2. American Airlines	USA

### **EXUMA**

2. Air Canada	Toronto
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**APPENDIX 2**  
**STANDARD GROUND HANDLING AGREEMENT (SGHA)**

**IATA STANDARD GROUND HANDLING AGREEMENT -  
SIMPLIFIED PROCEDURE**

**ANNEX B1.2 - LOCATION(S), AGREED SERVICES AND CHARGES**

To the Standard Ground Handling Agreement (SGHA) of January **2013**

between: **AIRLINE NAME**

having its office at:

and hereinafter referred to as 'the Carrier'

having its principal office at: Nassau Flight Services, Ltd.  
P.O. Box AP59203  
Nassau, The Bahamas

and hereinafter referred to as 'the Handling Company'

referred to as "the Party(ies)"  
The Carrier and/or the Handling Company may hereinafter be

effective from 1st November 2018 ("Effective Date")

for the location: Lynden Pindling International Airport (LPIA)

is valid from 1<sup>st</sup> November 2018 – 31<sup>st</sup> October 2019

and replaces B1.1

**PREAMBLE:**

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This Annex B is prepared in accordance with the simplified procedure whereby the Parties agree that the terms of the Main Agreement and Annex A of the SGHA of January 2013 as published by the International Air Transport Association shall apply to this Annex B as if such terms were repeated here in full. By signing this Annex B, the Parties confirm that they are familiar with the aforementioned Main Agreement and Annex A.

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## **PARAGRAPH 1 - HANDLING SERVICES AND CHARGES**

1.1 For a single ground handling consisting of the arrival and the subsequent departure at agreed timings of the same aircraft, the Handling Company shall provide the following services of Annex A at the following rates.

### **SECTION 01 – MANAGEMENT FUNCTIONS**

#### ***1.1– Representation***

1.1.1,1.1.2, 1.1.3, 1.1.4.

#### ***1.2 – Administrative functions***

1.2.1, 1.2.2, 1.2.3 (a)(b)(c)(d)(e)(h), 1.2.4,1.2.6 (a, b,c)

#### ***1.3 – Supervision and/or Co-ordination***

N/A

#### ***1.4 – Station Management***

1.4.1 (b), 1.4.2, 1.4.3 (a), 1.4.4 (a, b, 1, 2), 1.4.5, 1.4.6.

### **SECTION 02 - PASSENGER SERVICES**

#### ***2.1 – General***

2.1.1, 2.1.3 (a, b,), 2.1.4,2.1.5,2.1.6, 2.1.7(a-f) 2.1.8,2.1.9 (a, b, 2,5)

#### ***2.2 – Departure***

2.2.1, 2.2.2 (a, b), 2.2.3 (a, b), 2.2.4 (a, b,)2.2.59<sup>a</sup>(b)(c)(d), 2.2.6 (a, b,), 2.2.7, 2.2.8 ,2.2.10 (a, b) (c), (1,2) 2.2.11, (a)(b) 2.2.12, 2.2.15 (a-i), 2.2.14(c)

#### ***2.3 – Arrival***

2.3.1(a,) (b), 2.3.2, 2.3.3 (b)

#### ***2.4 – Inter-Modal Transportation by rail, road and sea***

N/A

### **SECTION 03 – RAMP SERVICES**

#### ***3.1 – Baggage handling***

3.1.1 (1), 3.1.2 (a), 3.1.3 (a), 3.1.4 (a), 3.1.5, 3.1.6 (a, b),

#### ***3.2 – Marshalling***

3.2.1(a)(b)

#### ***3.3 – Parking***

3.3.1(a)(b), 3.3.2 (f),3.3.3(a)(b)(c)

#### ***3.4 – Ancillary Items***

3.4.1 (a, b, c,)

#### ***3.5 – Ramp to Flight deck communication***

3.5.1, 3.5.2 (a, b, c)

#### ***3.6 – Loading and Unloading***

3.6.1 (a, b, c, 1, 2,3), 3.6.2

3.6.3(a)(b), 3.6.4 (a)(b)(1)(2), 3.6.5 (a, b, 1), 3.6.6 (a, b,), 3.6.7,3.6.8, 3.6.10,

#### ***3.7 – Safety Measures***

##### ***3.7.1(a,b,c)***

#### ***3.8 – Moving of aircraft***

3.8.2

**3.9 – Exterior Cleaning**

3.9.1(a)

**3.10 – Interior cleaning**

N/A

**3.11 – Toilet Service**

3.11.1 (a, b,c,d,e,f,g,h,i),3.11.10(a)(b)

**3.12 – Water Service**

3.12.1 (a)

**3.13 – Cabin Equipment**

3.13.1(a)

**3.14 – Storage of Cabin Material**

N/A

**3.15 – Catering Ramp Handling**

N/A

**3.16 – De-Icing/Anti-Icing Services and Snow/Ice Removal**

N/A

**SECTION 04 – LOAD CONTROL, COMMUNICATIONS AND FLIGHT OPERATIONS**

**4.1 – Load Control**

4.1.1., 4.1.2. (a, b, 2)

**4.2 - Communications**

4.2.1, 4.2.2 (a, b), 4.2.3 (a, b)

**4.3 – Flight Operations - General**

4.3.1, 4.3.3, 4.3.4, 4.3.5, 4.3.6, 4.3.8 (b, c, 1), 4.3.9.

**4.4 – Crew Administration**

N/A

**SECTION 05 – CARGO AND MAIL SERVICES**

N/A

**SECTION 06 – SUPPORT SERVICES**

**6.1 –Accommodation**

N/A

**6.2 – Automation/Computer Systems**

6.2.1 (a, b, c, 2, 3), 6.2.2 (b, c, 3, 4, 5, 11)

**6.3 – Unit Load Device (ULD) Control**

N/A

**6.4 – Fuel Farm (Depot)**

N/A

**6.5 – Ramp Fueling/Defueling Operations**

6.5.1, 6.5.8, 6.5.9.

**6.6 – Surface Transport**

N/A

**6.7 – Catering Services – Liaison and Administration**

N/A

The Handling Company shall provide to the Carrier the necessary support to obtain the authorization from the Airport Management to access restricted areas in the airport.

1.1.1. For avoidance of doubt, the Parties have agreed that all services described herein shall be performed by the Handling Company when and if requested by the Carrier, with no obligation of a minimum number of services to be requested. In accordance with Article 1.3 and 1.4 of the Main Agreement, Carrier shall send a schedule for the scheduled flights with at least 5 days in advance and reasonable prior notice for the provision of additional services. Carrier shall notify the Handling Company at least five days before the flight informing any modifications to the schedule.

1.2 For the services enumerated in Sub-Paragraph 1.1 above the Handling Company shall charge the Carrier:

<b>B737-800</b>	<b>Per Turn</b>
Live In/Out	\$
Ferry One Sector	\$

1.3 The services to be performed by the Handling Company under this Agreement shall comply with the Service Level Agreement described in Attachment A.

**PARAGRAPH 2 - ADDITIONAL CHARGES**

2.1 The Handling Company shall provide, on request, the services of Annex A listed below at the following rates **(when not included in the rates specified in Sub-Paragraph 1.1.1 above)**:

- 1. Communications Charge per flights USD\$85.00
- 2. Push Back USD\$250.00
- 3. Station Hours 0900-2000 daily operations outside these hours@USD\$467.00 phr  
/or  
part and overtime from 0001- @USD\$627.00 phr /or part
- 4. Employee Meal Allowance from 22h00 will be USD\$12.00  
per employee
- 5. Employee Meal Allowance from 23h59 will be USD\$24.00 per  
employee

## **OTHER CHARGES**

Inbound Cargo: US\$0.15 per pound

ACU	\$150.00 per hour or part thereof
ASU	\$150.00 per start
GPU	\$150.00 per hour or part thereof
Push back	\$120.00 per flight

### **PARAGRAPH 3 – SAFETY AND SECURITY**

- 3.1 Flight safety must be taken into account in all Carriers' operations and their support functions. In operational decision-making, flight safety has always higher priority than other factors influencing the decisions.
- 3.2 Safety and security are an integral part of the responsibilities of all the Handling Company employees working for the Carrier's operation and they shall be familiar with the procedures and precautions and understand the relation of these to their own work. Every employee and all subcontractors in direct or indirect connection to the Carrier's operations must commit to the policy. Security employees shall be properly trained and certified by the competent authority.
- 3.3 All events, observations and incidents with a potential effect on flight safety and any errors or omissions found in the material or information provided by the Carrier that become known to the Handling Company shall be immediately reported to the Carrier. The purpose of reporting these is to establish the causes, not to lay blame. However, the Carrier will not accept intentional actions in violation of instructions, procedures or described practices.
- 3.4 The Handling Company shall without delay report to the Carrier any such events or occurrences that may have an effect on the Carrier's safe and punctual operation of its flights at any of the locations where the Handling Company provides the services for the Carrier.

### **PARAGRAPH 4 - DISBURSEMENTS**

- 4.1 Any disbursements made by the Handling Company on behalf of the Carrier will be refunded by the Carrier at cost price plus an administrative fee of five percent (5%) (E.g. Airport fees, Taxes, Royalties and Value Added Tax (VAT)).

### **PARAGRAPH 5 - LIMIT OF LIABILITY**

- 5.1 Article 8 the Main Agreement is hereby deleted and replaced with the following:

The Handling Company agrees to indemnify and hold harmless the Carrier, its directors, officers, employees, subcontractors and agents from and against any and all demands, claims, suits, actions, causes of action, fines, penalties, damages and liabilities (including costs and expenses incidental thereto) which may be brought against, suffered or incurred by the Carrier, its directors, officers, employees or agents, including but not limited to any damage to, loss or delay of aircraft and other property or the injury to or death of any person

*Request for Proposal-for the Purchase or Franchise Agreement for Nassau Flight Services Airport Ground Handling, Passenger Operations and Ancillary Services (RFP 2019-01-062)*

arising out of or resulting from services performed pursuant to this Annex B to the extent that such damage, loss, delay, injury or death is due to or caused by any acts or omissions of the Handling Company, its directors, officers, employees or agents. The Carrier shall give the Handling Company prompt and reasonable notice of such claims or actions and the Handling Company shall have the right to investigate, compromise and defend the same to the extent of its own interests

**PARAGRAPH 6 - SETTLEMENT**

- 6.1 Service payment must be accomplished by wire transfer within thirty (30) days from the date of invoice receipt. International wire transfer fees must be considered apart and cover by the Carrier.
- 6.2 Settlement of Account shall be affected in US Dollar (US\$) by electronic transfer invoiced according with this Paragraph 6.
- 6.3 Notwithstanding Sub-Article 7.2 of the Main Agreement invoicing shall be arranged by using electronic invoicing to the e-invoicing address of the Carrier and as instructed by the Carrier.
- 6.4 Payments are to be made according to the following bank Information:

SWIFT	CHASUS33 JP MORGAN CHASE BANK New York N.Y ABA 021-000-021
PAY TO BANK	001-1-88448
SWIFT	ROYCBSNS ROYAL BANK OF CANADA (BAHAMAS) LTD. NASSAU, BAHAMAS
BENEFICIARY	NASSAU FLIGHT SERVICES LTD.
ACCOUNT NUMBER	05705-003-124-141-3

- 6.5 Invoice shall be sent to following e-mail address:

Irivero@miamiair.com

**PARAGRAPH 7 – STANDARD OF WORK**

- 7.1 Notwithstanding Sub-Article 5.2 of the Main Agreement the Handling Company will carry out all services in accordance with the Carrier’s operating instructions. The Carrier shall make available all manuals to the Handling Company with the relevant operating instructions. The Handling Company also agrees to perform all services in accordance with an agreed service level standard.
- 7.2 The Handling Company (including any Sub-Contractors – subcontracting made according to Article 3 of the Main Agreement) must have an acceptable level of training in order to meet the requirements and instructions of the Carrier. The Handling Company shall ensure that all

personnel assigned to, or directly involved in the Carrier's ground operation are properly instructed, have demonstrated their abilities in their particular duties and are aware of their responsibilities and the relationship of such duties to the operation as a whole. The Handling Company must ensure that their staff carries out only the duties for which they have been trained. Health, safety and security cannot be jeopardized on any occasion.

- 7.3 In absence of specifically agreed service procedures, the Handling Company shall follow its own standard practices and procedures. They will comply with IATA, ICAO, EU-OPS, FAA and other governing rules, regulations and procedures as a minimum.

#### **PARAGRAPH 8 - DURATION, MODIFICATION AND TERMINATION**

- 8.1 In accordance with Article 11.4 of the 'Main Agreement', this Agreement shall be effective from the 1<sup>st</sup> November 2018 – 31<sup>st</sup> October 2019 and shall continue in force until terminated by either Party giving as set out below.
- 8.2 The Carrier reserves the right to terminate the Agreement at any time subject to the Handling Company's failure to perform the services as agreed and if such failure has not been remedied to the sole satisfaction of the Carrier within 1 (one) month after written notice of such default has been given by the Carrier to the Handling Company.
- 8.3 Notwithstanding the provisions contained above this Agreement may be terminated on the following terms:
- (a) By either Party, without cause or indemnity, giving sixty (60) days prior notice to the other Party
  - (b) In the event either of the Parties petition for relief under any bankruptcy or insolvency laws, or if voluntary or involuntary bankruptcy or insolvency proceedings are instituted by or against any of the Parties, or if any of the Parties makes an assignment for the benefit of its creditors.
  - (c) In case any of the Parties assign, transfer, underlet, subcontract or otherwise convey any of its rights or obligations in this Agreement, without the other Party's prior written consent.

#### **PARAGRAPH 9 - RIGHT TO AUDIT**

- 9.1 The Handling Company shall allow the Carrier access at all reasonable times, by appointment, to audit its operation and will make available a copy of all operational records, procedures and instructions relating to this agreement. The Handling Company will also make available a copy of its training program and staff training qualifications.
- 9.2 The Handling Company shall see that all audit findings concerning its operation are executed and corrected within the given time limit.

- 9.3 The principles for auditing as written in this entire Paragraph apply also to the subcontractors of the Handling Company, when Subcontracting is authorized by the Carrier. The Handling Company shall have written agreements with all its subcontractors performing services on the basis of this Agreement. When requested, these agreements shall be made available to the Carrier, however with any confidential business information concealed.

#### **PARAGRAPH 10 - COMPLIANCE**

- 10.1 In the provision of the services as a whole the Handling Company agrees to comply with all applicable IATA (IOSA), ICAO, EU-OPS, FAA and/or other local or international legal regulations.

#### **PARAGRAPH 11 – CONFIDENTIALITY**

- 11.1 The Parties agree that all the circumstances set forth below shall constitute the Carrier's Confidential Information without the requirement of designating it as such:
- (i) the manuals and operating instructions provided by the Carrier for the performance of the services,
  - (ii) the information included in the systems of the Carrier or received through the systems of the Carrier,
  - (iii) the information regarding the Carrier's systems, software and data security solutions,
  - (iv) the Carrier's systems used by the Handling Company when providing services to the Carrier,
  - (v) the sales information contained in the Carrier's flight documents and
  - (vi) all information regarding the Carrier received by the Handling Company in the provision of the services.
- 11.2 The Carrier and the Handling Company shall retain the other party's Confidential Information in the strictest confidence and shall not disclose the Confidential Information received from the other Party except on a confidential basis to its employees, affiliates, agents, consultants or subcontractors who need to know the same for purposes contemplated by this Agreement and who are bound to preserve the confidentiality thereof. The Carrier and the Handling Company shall not use any Confidential Information of the other Party except for purposes contemplated by this Agreement.
- 11.3 The Handling Company shall, immediately upon request of the Carrier, return to the Carrier the Confidential Information requested by the Carrier and destroy the Confidential Information specified by the Carrier.

11.3.1 Upon termination of this Agreement, each Party shall, in accordance with the instructions of the other Party, either return to the other Party or destroy all Confidential Information received from the other Party. Compliance with the request to destroy the Confidential Information shall be confirmed in writing to the other Party.

11.4 The obligations of confidentiality under this Paragraph will not apply to the disclosure of Confidential Information required to be disclosed by applicable law, any stock exchange regulation or any binding judgement, order or requirement of any court or other competent authority.

**PARAGRAPH 12 - DATA PROTECTION**

12.1 The Carrier and the Handling Company are each responsible for complying with their respective obligations under the applicable data protection laws governing the Carrier Data. The Carrier Data shall mean any information relating to an identifiable individual that the Handling Company processes on behalf of the Carrier in performing the services. By executing this Agreement, the Carrier appoints the Handling Company as a data processor of the Carrier Data.

12.2 In the provision of the services under this agreement the Handling Company shall prevent unauthorised processing, capture, transmission or use of the Carrier Data. The Handling Company shall not transfer any Carrier Data out of the systems of the Carrier.

**PARAGRAPH 13 - NOTIFICATION**

13.1 In accordance with Sub-article 11.3 of the Main Agreement any notice or communication to be given hereunder shall be addressed to the respective Parties as follows:

The Carrier	
Address	
Telephone	
E-mail	
Attn	
The Handling Company	<b>Nassau Flight Services Limited</b>
Address	<b>Lynden Pindling International Airport P.O. Box AP-59203 Nassau, The Bahamas</b>
Telephone	242 702 7308/7302
Fax	242 702 7329
E-mail	rrolle@nfsbahamas.com
Attn:	Ricardo P.E. Rolle, General Manager

#### **PARAGRAPH 14 – GOVERNING LAW**

14.1. Notwithstanding Article 9 of the Main Agreement, the Parties agree that in the event of disagreement or dispute concerning this agreement, the Parties will work to resolve the disagreement or dispute between them. Should the Parties fail to resolve the disagreement or dispute, then the Agreement shall be governed by and interpreted in accordance with the laws of Brazil both parties shall submit to the exclusive jurisdiction of the Courts of São Paulo, Brazil.

#### **PARAGRAPH 15 - COMPLIANCE WITH ANTICORRUPTION LAWS**

151.1. The Handling Company agrees to comply with the applicable anti-corruption laws, especially the Brazilian anticorruption law, as well as, if applicable, the law of the jurisdiction in which this agreement shall be performed.

15.2. The Handling Company agrees not to subcontract or outsource all or any part of this agreement without the Carrier's prior written consent.

15.3. The failure by the Handling Company to comply with any applicable anticorruption laws shall be deemed as serious breach of this Agreement and shall entitle the Carrier to terminate this Agreement by operation of law.

15.4. The Carrier shall be authorized, further, to terminate this agreement, suspend or withhold the payment if it is convinced, in good faith that the Handling Company infringed or intends to infringe any anticorruption laws applicable hereto.

15.5. The Carrier shall not be responsible for actions, losses or damages arising out of or related to non-compliance by the Handling Company of the anticorruption laws or other provisions related to termination of this agreement under the terms hereof, and the Handling Company shall indemnify and hold the Carrier harmless from any such actions, losses or damages.

#### **PARAGRAPH 16- MISCELLANEOUS**

16.1 The Handling Company is an independent contractor and has no relationship with the Carrier other than rendering ground support services. The employees of the Handling Company - or the employees of its subcontractors - performing the services to the Carrier remain the employees of the Handling Company. There is no joint employer relationship and the Handling Company shall make all decisions as to the supervision of its respective employees engaged in performing the services pursuant to this Agreement.

16.2 The Handling Company accepts full and exclusive liability for the payments of workers' compensation and employer's liability insurance premiums with respect to its own employees and for the payment of all taxes, contributions or other payments for unemployment compensation or old age benefits, pensions or annuities now or hereafter imposed upon employers by any national, state, or local governmental authority having jurisdiction with respect to such employees, measured by the wages, salaries,

- compensation, or other remuneration paid to such employees. The Handling Company further agrees to make such payments and to make and file all reports, and to do everything necessary to comply with the laws imposing such taxes, contributions or other payments.
- 16.3 The Handling Company shall immediately reimburse Carrier any amount that Carrier could be obliged to pay to employees of the Handling Company or to third parties - including all costs of any kind - originated in the breach by the Handling Company of any labour or social security obligation related with the its employees (including attorney legal fees), being the Handling Company obliged to hold Carrier harmless in all cases.
- 16.4 The acceptance of this Agreement by the Parties does not represent any license or permission to the Handling Company to use VRG trademarks. The Handling Company shall not use, reproduce, duplicate, publish or make available, except if expressly authorized in writing by Carrier any trademark, trade name, service marks or any other signs related to Carrier's products and/or services, nor make any reference or statement which may indicate any other commercial or contractual relationship between the Handling Company and the Carrier further than the relation now undertaken.
- 16.5 Taxes and duties arising directly or indirectly from this Agreement shall be owed by the respective taxpayer, as defined in the tax laws and regulations. "Taxes" are defined as all taxes, fees, charges or duties and any interest, penalties, fines or other additional tax, imposed in connection with the performance of this Agreement and Attachments
- 16.6 In the provision of the services as a whole the Handling Company agrees to comply with all applicable IATA (IOSA), ICAO, EU-OPS, FAA and/or other local or international legal regulations.

IN WITNESS WHEREOF, the Parties here have caused their duly authorized officers to execute this Agreement as of the Effective Date.

for and on behalf of

for and on behalf of

**Nassau Flight Services Ltd.**

By  
Title

By  
Title

Witnesses

1. \_\_\_\_\_

2. \_\_\_\_\_

Name  
ID

**ATTACHMENT A  
SERVICE LEVEL AGREEMENT – SLA**

AHM 803 provides an outline list of service delivery standards which can be used as a structure for measuring the performance of ground handling service providers of the IATA Standard Ground Handling Agreement (AHM 810).

**Baggage:**

**Data Base:** WM (World Tracer)

Performance baggage maximum per 1000 (AHL and DPR)

JAN	FEV	MAR	APR	MAY	JUN	JUL	AGO	SEP	OCT	NOV	DEC	YTD
2,44	2,16	1,94	2,11	1,59	1,51	1,68	1,6	1,49	1,57	1,93	1,79	1,8

**When the luggage agreed target exceeds the agreed values, we will apply the 1,5% (one and a half percent) discount on the total price of the monthly invoice**

**Performance:**

**Data Base:** Net Line

On time level performance relating to activities controlled by the service provider.

These activities are identified by the delay codes (AHM 011) and the Minimum Ground Time as followed:

MGT: 01:15:00

JAN	FEV	MAR	APR	MAY	JUN	JUL	AGO	SEP	OCT	NOV	DEC	YTD
79,5%	81,9%	92,3%	96,2%	93,3%	96,7%	90,1%	94,2%	93,3%	96,8%	93,1%	93,5%	92%

**When the agreed target is not achieved because of delays caused by the contracted handling service provider, we will apply 1% (one percent) discount on the total price of the monthly invoice**

**Safety:**

**Data Base:** Safety and Security Audits

The Handling Company should perform according to the Airside Safety Performance Audits applied by the Carrier. Number and period of the audit will be informed by the Carrier.

All non-comply items expired of the QA (Quality Assurance) Audit or declassification (quarter) in the PEX - Program for Excellence, will be discounted the value of 0,25% (zero-point twenty five percent) of the total price of the monthly invoice

Note: The SLA will be reviewed every year by an amendment between the parties.

# APPENDIX 3

## Flight Information 2015-2018

NASSAU FLIGHT SERVICES LTD.  
FLIGHT SUMMARY  
SCHEDULED & CHARTER FLIGHTS 2015,2016,2017,2018

AIRLINE	Aircraft Type	# FLT 2015	# FLT 2016	# FLT 2017	# FLT 2018	\$GH AMT 2015	\$GH AMT 2016	\$GH AMT 2017	\$GH AMT 2018
<b>NASSAU-SCHEDULE FLIGTS</b>									
1 AIR CANADA	A318/320	376	347	298	368	\$ 387,166.00	\$ 414,180.00	\$ 388,406.00	\$ 462,280.00
2 AIR TRAN AIRWAYS/SOUTHWEST	B737	388	380	440	744	\$ 426,706.68	\$ 444,464.60	\$ 618,618.26	\$ 878,864.18
3 AIR TURKS & CAICOS/InterCaribbean	EM2	207	278	348	368	\$ 63,860.69	\$ 70,608.14	\$ 84,230.00	\$ 86,880.00
4 BRITISH AIRWAYS	B777	478	428	412	417	\$ 813,078.00	\$ 776,300.00	\$ 783,372.00	\$ 803,878.00
5 CARIBBEAN AIRLINES LTD	B737-800	168	168	168	182	\$ 262,720.00	\$ 261,810.00	\$ 266,160.00	\$ 282,440.00
6 COPA AIRLINES	E190	208	180	188	180	\$ 288,844.80	\$ 234,630.88	\$ 216,841.26	\$ 211,434.86
7 CUBANA AIRLINES	A68	137	106	41	1	\$ 48,680.00	\$ 36,020.00	\$ 13,800.00	\$ 340.00
8 JET BLUE	A320/E190	2721	2717	2884	2617	\$ 1,371,648.73	\$ 1,428,846.00	\$ 1,416,768.00	\$ 1,336,332.26
9 SILVER	340B		306	670	482		\$ 86,146.00	\$ 122,660.00	\$ 106,686.00
10 SUNWING AIRLINES	B738	108	102	78	102	\$ 132,836.00	\$ 128,642.60	\$ 88,807.60	\$ 126,870.00
11 UNITED AIRLINES.	A318/A320/E7W/73G	804	822	828	883	\$ 722,287.80	\$ 772,400.88	\$ 731,478.47	\$ 813,818.30
12 WEST JET	B738	288	283	302	388	\$ 318,848.88	\$ 317,887.28	\$ 338,338.28	\$ 447,204.74
<b>TOTALS</b>		<b>6860</b>	<b>6114</b>	<b>6323</b>	<b>6680</b>	<b>4,784,362.88</b>	<b>4,834,826.28</b>	<b>4,878,142.73</b>	<b>6,634,078.10</b>
<b>NASSAU- CHARTER FLIGHTS</b>									
11 AEG AVIATION SERVICES	B738	2	18			\$ 6,800.00	\$ 60,400.00		
12 AERO DYNAMIC	Emb146		1				\$ 1,200.00		
13 AEROLINEAS ARGEIGH	A332			1				\$ 1,600.00	
14 AIR BERLIN	A332			1				\$ 2,800.00	
15 AIR CHARTER	A332			1				\$ 2,700.00	
16 AIR FRANCE KLM	B77W	3	2	2	2	\$ 7,100.00	\$ 6,260.00	\$ 3,600.00	\$ 3,600.00
20 AIR GATE AVIATION	PIPER NAVAJO			1				\$ 160.00	
21 AIR TRANSAT	B738		1				\$ 1,376.00		
22 ALBATROS	B737			1			\$ -	\$ 2,800.00	
24 ALLEGIAN AIR	MD83			1				\$ 2,600.00	
26 AMERIJET	B767	1	1		1	\$ 760.00	\$ 6,800.00		\$ 6,800.00
29 AMERISTAR	MD83	2				\$ 3,800.00			
30 ATLAS AIR	B767	2	2	2	2	\$ 6,800.00	\$ 6,800.00	\$ 6,800.00	\$ 6,800.00
31 AUSTRIAN AIRLINES	B767		1				\$ 2,600.00		
32 AVIANCA AIRLINES	A330	1	4			\$ 760.00	\$ 11,800.00		
38 AVIANCA CARGO	A318		2		2		\$ 4,200.00		\$ 3,000.00
39 AVIANCON AIRLINES	IL78		1	2	3		\$ 3,800.00	\$ 8,400.00	\$ 13,800.00
41 AXIS JET	C626				1				\$ 600.00
42 BH AIR LTD	A330	6	2			\$ 23,780.00	\$ 8,400.00		
43 BLUE PANAROMA	B767	1				\$ 2,000.00			
44 CAPITAL ECN	CCJ			1				\$ 600.00	
45 CARGO JET	B767			7	2			\$ 34,300.00	\$ 8,700.00
48 CONDOR	B783	1	11	8	17	\$ 3,200.00	\$ 1,360.00	\$ 34,800.00	\$ 88,300.00
51 DELTA PRIVATE JET	CITATION EXCEL		1				\$ 400.00		
57 DOMINICAN WINGS	A320		2				\$ 6,800.00		
58 DUBAI AIR	B737		1				\$ 2,400.00		
59 DYNAMIC AIRWAYS	B762		1				\$ 2,700.00		
60 EASTERN AIRLINES	B738		7				\$ 11,260.00		
62 EURO JET	B733		1				\$ 3,600.00		
71 FALCON AIR	F800	1				\$ 676.00			
72 FLORIDA AIR	C208	1				\$ 460.00			
73 FLY JAMAICA AIR	B767	3				\$ 10,600.00			
74 GESTAIR	GLEX	2				\$ 800.00			
75 HI FLY	A330		1				\$ 4,800.00		
76 IBC AIRWAYS.	ERJ	188	48			\$ 47,600.00	\$ 13,800.00		
79 IBERIA AIRLINES	A330		1				\$ 3,600.00		
80 INSEL AIR	MD82	1	1			\$ 1,860.00	\$ 1,800.00		
81 INTERJET	A330		4				\$ 11,800.00		
82 JET AVIATION	B727,B767,B77,A340	4	6	8	8	\$ 6,660.00	\$ 24,260.00	\$ 3,000.00	\$ 8,276.00
83 JET RESCUE	LJ31		1				\$ 860.00		

NASSAU FLIGHT SERVICES LTD.  
FLIGHT SUMMARY  
SCHEDULED & CHARTER FLIGHTS 2015,2016,2017,2018

AIRLINE	Aircraft Type	# FLTS 2015	# FLTS 2016	# FLTS 2017	# FLTS 2018	\$GH AMT 2015	\$GH AMT 2016	\$GH AMT 2017	\$GH AMT 2018	
84	KALITTA CHARTER		2				\$ 1,800.00			
85	LAN ARGENTINA		1				\$ 1,700.00			
86	LAN CARGO	2				\$ 8,300.00				
87	LAN CHILE		1				\$ 2,700.00			
88	LATAM AIR		6				\$ 13,600.00			
89	LIAT	1				\$ 400.00				
90	LYDEN AIR CARGO	1				\$ 5,600.00				
91	MARTINAIR			1			\$ -	\$ 2,600.00		
92	MIAMI AIR	32	40	14	11	\$ 44,320.00	\$ 89,400.00	\$ 27,082.00	\$ 20,174.00	
93	NETJETS	3	7	2		\$ 2,318.78	\$ 2,450.00	\$ 700.00		
94	NETWORK AIRLINES		1				\$ 5,000.00			
95	ODYSSEY		1				\$ 700.00			
96	OMNI AIR		18				\$ 80,860.00			
97	PASS CHARTERS				1				\$ 3,800.00	
98	ROYAL CANADIAN AIR	1				\$ 5,200.00				
99	SOLAR CARGO			1			\$ -	\$ 3,900.00		
100	SOLUTIONS ATLANTIC SWIFT	2	7	2	2	\$ 3,400.00	\$ 11,680.00	\$ 3,230.00	\$ 3,315.00	
101	SPIRIT AIRLINE ZSA	34		1		\$ 80,858.80		\$ 2,600.00		
102	STRATEGIC AIR	1				\$ 3,800.00				
103	SUNCOUNTRY AIRLINES INC	29	32	20	4	\$ 72,600.00	\$ 80,000.00	\$ 64,600.00	\$ 8,800.00	
104	SWIFT AIR LLC		1	20	16		\$ 1,475.00	\$ 32,475.00	\$ 36,160.00	
105	THE MINISTRY OF TOURISM	1				\$ 1,600.00				
106	THOMSON AIRWAYS OPERATIONS	1	1			\$ 2,600.00	\$ 2,600.00			
107	TITAN			1				\$ 3,450.00		
108	TRANS GUYANA			1				\$ 460.00		
109	UKARINE AIR			2				\$ 4,800.00		
110	UNITED PARCEL			1				\$ 1,800.00		
111	VOLGA-DNEPR	1				\$ 2,800.00				
112	VRG		4	0			\$ 12,800.00			
113	WINGS24 GLOBAL FLIGHT SUPPORT	1				\$ 1,450.00				
114	WORLD ATLANTIC	26	18	14	4	\$ 38,100.00	\$ 24,000.00	\$ 20,360.00	\$ 10,800.00	
115	WORLD FUEL SERVICES	1			1	\$ 2,100.00			\$ 2,200.00	
116	XTRA AIRWAYS	7	16	36	11	\$ 18,300.00	\$ 39,700.00	\$ 104,000.00	\$ 29,700.00	
<b>TOTALS</b>		<b>343</b>	<b>288</b>	<b>181</b>	<b>88</b>	<b>412,183.68</b>	<b>619,180.00</b>	<b>388,967.00</b>	<b>228,614.00</b>	
<b>EXUMA</b>										
1	AIR CANADA GGT	EMB190	89	68	88	48	\$ 134,660.00	\$ 113,100.00	\$ 133,425.00	\$ 88,400.00
2	MIAMI AIR GGT	B737		2	2		\$ 8,600.00	\$ 8,600.00		
<b>TOTALS</b>			<b>89</b>	<b>80</b>	<b>70</b>	<b>48</b>	<b>134,660.00</b>	<b>121,800.00</b>	<b>141,825.00</b>	<b>88,400.00</b>
<b>SAN SALVADOR</b>										
1	AIR CANADA ZSA	A190/A319	34	40	43	46	\$ 71,400.00	\$ 84,000.00	\$ 81,700.00	\$ 86,625.00
2	AIR CARIBES	A330		8	48	46		\$ 41,800.00	\$ 238,200.00	\$ 234,000.00
3	AMERICAN AIRLINES ZSA	A319		78	70	34		\$ 85,728.00	\$ 88,484.00	\$ 68,870.00
4	XL AIRWAYS ZSA	A330	34	34	0		\$ 204,000.00	\$ 202,820.00		
5	XTRA AIRWAYS ZSA	B737		1	0			\$ 2,700.00		
<b>TOTALS</b>			<b>88</b>	<b>169</b>	<b>169</b>	<b>124</b>	<b>276,400.00</b>	<b>418,848.00</b>	<b>417,384.00</b>	<b>390,185.00</b>

6330	6601	6713	6850	5,616,466.22	5,992,333.29	5,934,418.73	6,251,185.10
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Forecast	2025	1,868	\$ 1,180,641
Forecast	2026	8,026	\$ 7,324,260
Forecast	2027	8,186	\$ 7,470,745
Forecast	2028	8,350	\$ 7,620,160
Showing a 2% growth each year			

*Request for Proposal-for the Purchase or Franchise Agreement for Nassau Flight Services Airport Ground Handling, Passenger Operations and Ancillary Services (RFP 2019-01-062)*

**Flight Count and Ground Handling Income**

	Year	Flight Count	GH Income
Actual	2015	6,330	\$ 5,616,466
Actual	2016	6,601	\$ 5,992,339
Actual	2017	6,713	\$ 5,934,419
Actual	<u>2018</u>	<u>6,850</u>	<u>\$ 6,251,185</u>
Forecast	2019	6,987	\$ 6,376,209
Forecast	2020	7,127	\$ 6,503,733
Forecast	2021	7,269	\$ 6,633,808
Forecast	2022	7,415	\$ 6,766,484
Forecast	2023	7,563	\$ 6,901,813
Forecast	2024	7,714	\$ 7,039,850
Forecast	2025	7,868	\$ 7,180,647
Forecast	2026	8,026	\$ 7,324,260
Forecast	2027	8,186	\$ 7,470,745
Forecast	2028	8,350	\$ 7,620,160

**Showing a 2% growth each year**

# **INDUSTRIAL AGREEMENT**

## **BETWEEN**



**NASSAU**  
**FLIGHT SERVICES LIMITED (NFS)**

**AND**



**AIRPORT AIRLINE & ALLIED**  
**WORKERS UNION (AAAWU)**

**FEBRUARY 2015 TO FEBRUARY 2020**

## TABLE OF CONTENTS

ARTICLE I /1	PREAMBLE
ARTICLE II/2	SCOPE OF AGREEMENT
ARTICLE II/2B	SUCCESSORSHIP
ARTICLE III/3	MANAGEMENT & EMPLOYEES RELATIONSHIP
ARTICLE IV/4	EMPLOYMENT
ARTICLE V/5	SENIORITY
ARTICLE VI/6	ALLOWANCES
ARTICLE VII/7	SICK LEAVE / INDUSTRIAL LEAVE
ARTICLE VIII/8	MATERNITY LEAVE
ARTICLE IX/9	PATERNITY LEAVE
ARTICLE X/10	COMPASSIONATE LEAVE
ARTICLE XI/11	ANNUAL LEAVE
ARTICLE XII/12	EDUCATIONAL LEAVE
ARTICLE XIII/13	SPECIAL LEAVE
ARTICLE XIV/14	UNPAID LEAVE
ARTICLE XV/15	STUDY LEAVE Jury Duty Leave Government Board Committees Court Summons
ARTICLE XVI/16	HEALTH & SAFETY Group Insurance Employee Protection
ARTICLE XVII/17	UNION DUES
ARTICLE XVIII/18	REDUNDANCY – LAID OFF Address - Notice of Change of Address Payment Entitlement – Laid Off Redundancy

ARTICLE XIX/19	GRIEVANCE PROCEDURES
ARTICLE XX/20	DISPUTE PROCEDURES General Disputes
ARTICLE XXI/21	MAJOR & MINOR BREACHES Misdemeanors, General, Termination
ARTICLE XXII/22	PROVIDENT FUND, GRATUITY & RETIREMENT Contribution to the Provident Fund Retirement-Ex Gratia Payment – Gratuity
ARTICLE XXIII/23	CREDIT UNION CHECK OFF
ARTICLE XXIV/24	INDUSTRIAL GOODWILL Union Notice Board Company / Union Business Industrial Relations Committee
ARTICLE XXV/25	INCENTIVE BONUS Bonus Criteria Performance Bonus
ARTICLE XXVI/26	TRAINING JOB RELATED
ARTICLE XXVII/27	HOURS OF WORK / OVERTIME Application for Overtime Overtime Rates Overtime Policy and Break Periods Shift Premium Pay
ARTICLE XXVIII/28	UNIFORM DRESS / PROTECTIVE CLOTHING
ARTICLE XXIX/29	TRANSPORTATION Parking
ARTICLE XXX/30	VOLUNTARY OR INVOLUNTARY LIQUIDATION Saving Clause
ARTICLE XXXI /31	JOB DESCRIPTIONS AND SPECIFICATIONS
ARTICLE XXXII/32	PERFORMANCE APPRAISALS
ARTICLE XXXIII/33	SALARY PAYMENT GUIDELINE Salary Increases Consultancy Firm Salary Review

ARTICLE XXXIV/34	DURATION OF AGREEMENT
ARTICLE XXXV/35	EMPLOYER REGULATIONS PAST & COMMON
ARTICLE XXXVI/36	INTERPRETATION Appendix

**CLAUSE 1**

This agreement shall apply to employees whose duties and responsibilities do not entail managerial functions. For the purpose of this Clause, persons exercising ‘managerial functions’ shall be deemed to include:

**CLAUSE 2**

Any individual having authority in the interest of the Company (N.F.S.) to hire, transfer, suspend, lay off, recall, promote discharge, assign, reward, or discipline other employees or who is responsible for directing them or adjusting their grievances or effectively recommending such actions if the exercise of such authority is not of a routine or clerical nature, but requires the use of independent judgment.

**CLAUSE 3**

The Union recognizes the right of the Company to manage its business in an efficient manner. To recruit, maintain, revise, review, and direct its workforce, provided that the exercise of these functions does not contravene the terms of this agreement and any general law of the Commonwealth of the Bahamas.

- a. This agreement shall apply to employees whose duties and responsibilities do not entail “Managerial Functions”. For the purpose of this clause, persons exercising “Managerial Functions” shall be deemed to include any individual having authority in the interest of the Company: to hire, transfer suspend, lay off, recall, promote, discharge, assign, reward, or discipline other employees or who is responsible for directing them or adjusting their grievances or effectively recommending such action if the exercise of such authority is not merely routine or clerical nature but requires the use of independent judgment;
- b. Any individual holding formal qualifications and practices his profession in the course of his employment as, General Manager, Deputy General Manager, Financial Controller, Human Resources Manager, Executive Secretary, Cargo Manager, In-House Training Manager, Ramp Manager, Duty Station Manager (4), Training Manager, Sr. Supervisor, Station Manager / ZSA, Maintenance Manager, Information Technology Manager, Passenger Service Manager, Accounts Manager, Assistant Managers, and

Consultants whose terms and conditions do not fall within the scope of the Industrial Agreement between the Company (Nassau Flight Services) and the Union (Airport Airline and Allied Workers Union).

- c. Any individual performing duties of a confidential nature.

#### **CLAUSE 4**

The Union shall forthwith upon the execution of this Agreement notify the Company in writing of the names of its Chief Officers and Representatives who are authorized to represent the Union and shall furnish the Company with a registered copy of its Rules and Constitution. The Union shall also supply to the Company the names and appointments of its Shop Stewards who shall be employed full time by the Company and shall act for employees in categories of workers similar to their own.

The Company, likewise, undertakes to notify the Union of its Officers and principal Managers.

#### **CLAUSE 5**

The Union undertakes to procure the full observance of the provisions of this Agreement by all employees who it represents and in respect of whom recognition is hereby given.

#### **CLAUSE 6**

The company likewise undertakes to procure the full observance of the provisions of this Agreement by all its management).

#### **CLAUSE 7**

(1.) The Company agrees to allow Union Official representatives reasonable time off with pay during working hours as necessary to conduct Union matters with the Company. Furthermore, a Union Official shall be paid a wage or salary but not overtime for time spent in handling grievances under the Grievance Procedure. Such permission for time off under these circumstances shall not be unreasonably withheld, and the Union representative shall perform such duties as expeditiously as possible.

(2.) The Union shall notify the Company of any changes in the personnel of the Shop Steward(s) so that only authorized Shop Steward(s) shall act for and on behalf of the employees covered by this Agreement.

(3.) The Company shall notify the Union of the names and or designated position(s) of its staff authorized to deal with:

(a.) The Shop Steward(s) concerned, and

- (b.) The officers / representatives of the Unions itself, as well as any changes of such names and personnel, which may take place from time to time.

## **CLAUSE 8**

All correspondence from the Company shall be addressed either to the President or the General Secretary of the Union and shall be signed by the General Manager or such person as the Company may from time to time appoint in writing and any communications not so signed shall not be recognized by the Union.

## **CLAUSE 9**

All correspondence from the Union to the Company shall be signed by the President or the General Secretary or such persons as the Union may appoint from time to time in writing and any such communication not so signed shall not be recognized by the Company.

## **DEFINITIONS**

### **D.01 COMPANY**

“Company” means Nassau Flight Services Limited, (N.F.S.) incorporated under the laws of the Commonwealth of the Bahamas (hereinafter called the “Employer” or “Company”).

### **D.02 Union**

“Union” means Airport, Airline & Allied Workers Union, registered under the Industrial Relations Act, 1970.

### **D.03 Calendar Week**

Calendar week shall be a period of seven (7) consecutive days commencing 12:01 a.m. on Sunday and ending at midnight (12:00 midnight) on the following Saturday.

### **D.04 Work Week**

Work week for a day employee means five (5) days, Monday to Friday inclusive. Excluding Saturday, Sunday and Public Holidays.

### **D.05 Day Employee**

Day employee means an employee whose normal basic hours of work fall within the hours of 7:45 a.m. to 6:00 p.m. Monday to Friday. (Excluding Saturday, Sunday and Public Holidays).

### **D.06 Shift Employee**

Shift employee means an employee whose work hours normally fall day or Night with the combination not exceeding five days or nights in a given calendar week including breaks.

**D.07 Employee**

Employee refers to all employees of Nassau Flight Services (N.F.S.) who are members of the Bargaining unit.

**D.08 Days Off**

1. Days Off for the Day employee means, all Saturdays and Sundays, and all Public Holidays.

2. Days Off for the Shift worker means all rostered days off.

**D.09 Meal Break**

1. Meal break means a break of one hour in the work day or work night with pay.

2. Coffee or tea break means a break of fifteen minutes in the work day or work night with pay.

**D.10 Overtime**

Overtime means time worked by an employee on his days off, or time worked by an employee, at the request of Management before or after the agreed normal starting and finishing time, provided a full day or normal shift is worked by the employee, and provided that the employee normal hours of work per week are used to determine his or her overtime rate of pay.

**D.11 Public Holiday**

Public Holiday means any day declared a Public Holiday by the Government under the Public Holidays Act.

**D.12 Consultation**

The term consultation shall be interpreted as “The process whereby the Company and the Union discuss matters which are of concern to either party but not appropriate to formal negotiation”.

**D.13 Expunge**

Expunge means in relations to the relevant material that it shall be removed from the employee's file.

**D.14 Suspension**

Suspension means an employee who is temporarily released from work and the job site by the Company for a specified period.

**D.15 Negotiation**

The term negotiation shall be interpreted as “the process and procedures whereby the Company and the Union attempt to settle pay, working conditions, and disputes”.

**D.16 Bargaining Unit**

Bargaining Unit shall mean and be construed to include all full-time employees of the Company, as specified in Appendix A, and in accordance with the provisions of this agreement.

**D.17 Full Time Employees**

Full time Employees mean any salaried employee within the Bargaining Unit with Provident Fund status and working the standard hours of work.

**D.18 Temporary Employee / Contract Employee**

The term “Temporary or Contract Employee” means an employee who is engaged for a specific project for a limited period with a definite understanding that his Employment ceases upon completion of the project or expiration of a stated period, not to exceed six (6) months in duration.

**D.19 Part Time Employee**

Part Time Employee means any employee who is working less than standard hours.

**D.20 Probationary Employee**

All new permanent employees hired by the employer shall be under probation for a period of three (3) months commencing with the first date of employment.

#### D.21 **Shift Premium**

Shift Premium is an incentive paid to shift employees for working the variable standard hours of:

0600-0730

0731-0959

1000- 1800

1800- 0600

(a) Variable cost is a cost that changes in total in proportion to a cost driver.

(b) Fixed cost does not change in total despite changes of a cost driver.

#### D.22 **Seniority**

Seniority is defined as the employee with the longest service or where two or more employees begin their employment on the same date, the older employee shall have the greater seniority.

#### D.23 **He / His / Him**

Whenever the male person is used it shall include both genders where applicable.

#### D.24 **Gender**

Where and whatever Gender is used in this Agreement it is hereby understood that both male and female shall be considered synonymous.

#### D.25 **Permanent Employee**

Permanent employee means any full-time employee within the Bargaining Unit of Nassau Flight Services (N.F.S.) and the Union who participate in the Provident Fund, known as **Nassau Flight Services Limited Employees Provident Fund.**

## ARTICLE I /1

## PREAMBLE

- A. This Agreement is made this 15<sup>th</sup> day of February in the year of 2015, between **NASSAU FLIGHT SERVICES LIMITED**, a Company incorporated under the laws of the Commonwealth of the Bahamas (hereinafter called the "Employer" or "Company") on the one part and the **AIRPORT, AIRLINE & ALLIED WORKERS UNION**, a Trade Union registered under the provisions of the Industrial Relations Act Chapter 321 (hereinafter called the "Union") of the other part.
- B. The purpose of this agreement is in the mutual interest of the Employer and the Employees, to provide for the operation of the services of the Employer under the methods which will further, to the fullest extent possible, enhance the safety of air transportation, the efficiency and economy of the operation, the continuation of employment under reasonable conditions, hours of work, compensation, and working environment. It is recognized by this Agreement to be the duty of the Employer and Employees to co-operate fully both individually and collectively, for the advancement of this purpose.

## ARTICLE II /2A

## SCOPE OF AGREEMENT

1. This Agreement covers the Employees engaged in the classification and categories of jobs set forth in **Appendix A** who is located in the Commonwealth of the Bahamas.
2. The Employer reserves the right to change the job titles covered by this Agreement for the purpose of describing the classifications or kinds of work performed but shall not use such changes in title to alter the Scope of this Agreement. The Employer shall advise the Union of any such changes of job titles in writing before the changes have been made, and the reason for such change. Further whenever new jobs are created within the Bargaining Unit, the Employer and the Union shall discuss and agree to Salary Scales for the effected Employees.
3. It is further agreed that any classification of workers excluding those involved in Management or those who are under Independent Contract with the Company, may be included in the scope of this Agreement.
4. The Employer and the Union agree to abide by all the procedures provided by this Agreement and the Industrial Relations Act Chapter 321 and its amendments or any other Law or Laws, Statute or Statutes governing and regulating the relationship between the Employer and the Employees.
5. No Employee covered by this Agreement will be interfered with, restrained, coerced, or discriminated against by the Employer or representatives of the Employer's Company, because of membership in or lawful activity on behalf of the Union.

6. It is understood that none of the foregoing shall detract from the rights of an Employee to lodge a grievance in the manner and to the extent herein provided.

**ARTICLE II/2 B:                    SUCCESSIONSHIP**

1. The Company agrees that in the event it is sold, the Company will abide by the Industrial Relations Act, the Employment Act of 2001 and all other law or laws, statute or statutes that deal with the rights of Employees when ownership is transferred.
2. The Company shall provide the Union with the provisions of a sale or lease agreement immediately upon concluding any contract or other legally binding commitment for the change of ownership.
3. The Company and the Union agree that this Agreement is the final and binding authority regarding working conditions and all other terms and conditions of employment contained therein.

**ARTICLE III/3    MANAGEMENT, UNION & EMPLOYEES RELATIONSHIP**

1. The Union has the right generally to negotiate on behalf of its members and in particular to negotiate any dispute which may arise as a result of the creation of new terms or conditions of Employment or over the application of existing terms or conditions.
2. The Union will foster, maintain and advance the skill of workers in co-operation with the Company's Management.
3. The Union will always have access to Management and or its representatives for matters of discussion to discuss matters of mutual concern which may impact upon the terms and conditions of employment of the Employees in the Bargaining Unit.
4. The Union recognizes the right of the Employer to exercise all the prerogatives, powers and customary functions of Management in all matters pertaining to managing the business provided, however, that the Employer in the exercise of such right does not violate this Agreement. It is recognized that the Employer, Nassau Flight Services Limited, is a ground handling contractor to a number of clients. Therefore, Employees may be required to work under the supervision of those clients and maintain the reasonable standards or performance of those clients.
5. Subject to the provisions of the Recognition Agreement signed and dated on the 28<sup>th</sup> of May 1980, the Employer recognizes the Union as the sole Bargaining Agent for all Industrial matters on behalf of those Employees who form the Bargaining Unit engaged in the classifications of categories of work described herein and based in the Commonwealth of the Bahamas.

6. The Union will notify the Company in writing of the names of its Chief Executives and the names and appointments of its Shop Stewards.
7. The Company undertakes likewise to inform the Union of the names of its Chief Officers responsible for Industrial Relations.
8. The Company acknowledges the right of the Union to include in its negotiation committee any representatives from affiliated organizations or representatives who need not be employees or officers of the Union. The Union recognizes the right of the Company to include any representatives it so chooses, who need not be employees or officers of the Company or who may be a Government Labour Consultant / Negotiator to assist in the course of the negotiations to ensure an efficient resolution of grievances or disputes and terms and conditions of employment.
9. The maximum number of representatives at negotiating meetings in respect of the Union and the Company representatives shall not exceed six (6) on each side.
10. The Company shall have this Agreement printed in booklet form acceptable to the Union and shall provide sufficient copies to ensure that the General Secretary of the Union is provided with twenty (20) copies and each Employee covered by this Agreement shall receive one (1) copy. The booklet must be printed no later than forty-five (45) days after the Department of Labour or by the appropriate Government Agency empowered by law to register the Industrial Agreement.
11. The Company shall furnish the Union with the name, home address, salary scale and job title of all new Employees within seven (7) days after employment.
12. The Company agrees that it will not promote or transfer without consultation with the Union, any employee holding any of the following offices in the Union, President, Vice President, General Secretary, Assistant General Secretary, Treasurer, Assistant Treasurer, Chief Shop Steward and Trustee. If such promotion affects the Officer's status in the Union, the Company shall give the Union not less than two (2) weeks written notice of any proposed promotion or transfer.
13. The Company agrees that its Managers and Representatives with respect to the treatment afforded employees at all times, shall in the performance of their duties, act in an impartial, courteous and business-like manner, and shall not engage in any conduct which unjustly deprives any employee of any benefits of his employment.
14. Further, the Company shall make every reasonable effort to ensure that the provision of this Agreement is enforced. Employees shall treat all Management personnel with respect according to their position.

## **15. Industrial Relations**

The Company (N.F.S.) recognizes the union as the sole Bargaining Agent for all employees within the Bargaining Unit, and it is agreed to promote good industrial relations between both parties for the continued efficient, economic and smooth running of the company ensuring its financial viability

## **16. Rights of Union Officials**

The Union will be consulted prior to any disciplinary action being taken by the Company against an employee who is an officer of the Union.

## **17. Employee Orientation**

All new permanent employees will be told of the Union and the provision of the Industrial agreement during employment orientation and the Company will provide a copy of the Industrial Agreement in Booklet form for all permanent employees.

## **18. Violation of Agreement**

Both parties to this Agreement undertakes to inform the other if either party violates this Agreement and to do so before such Violation is reported to any other body.

## **19. Union / Management Communication**

The Union will continue to have access to the General Manager and /or his representative (s) to discuss matters that would promote good industrial relations in the Company. Similarly, the President or General Secretary of the Union will be available to discuss matters that would engender good industrial relations in the Company. These provisions should not be construed so as to bypass any steps in the Grievance Procedure in Article XIX / 19.

## **ARTICLE IV/ 4**

## **EMPLOYMENT**

### **A. GENERAL**

1. The Employer reserves the right to determine and set all qualifications for selection and employment for vacancies or new positions and to recruit and hire to fill any of the classifications of work within the scope of this Agreement, other classifications not included. The Company shall give the Union a copy of job specifications for any and all vacancies or new positions when they occur. Further, the Company shall give the Union a copy of job specifications for all Middle Management jobs within the Company. All job specifications shall be subject to change at the discretion of the Employer such changes shall be copied to the Union.
2. Bahamians already in the service of the Company shall be given first and serious consideration for any vacancies or new positions providing they meet the requirement.

3. The Company retains the rights, functions and powers vested in it by the relevant laws of the Bahamas, and its traditional rights as owner and operator of its properties and business including:
  - a) the determination and composition of its work force;
  - b) the direction and supervision of its work force, including the right to reprimand, suspend or discharge for just and lawful cause;
  - c) the right to promote, retire, transfer, rotate, layoff;
  - d) the right to assign employees to jobs, to allocate work and to rotate employees;
  - e) the right to determine shifts to be worked and the starting and quitting times, within the context of this Agreement; and
  - f) the right to maintain discipline in the operation of the business and the Company will exercise these rights with due regards to its objectives under this agreement. Subject always to the legal rights of the workers.
  
4. The Company recognizes that the Union retains all rights and powers vested in it by the Industrial Relations Act 1970 as the sole Bargaining Agent of the Bargaining Unit including:
  - (a) The right to promote its members' interests.
  - (b) The right to deal with complaints by its members.
  - (c) The right to protect its members' rights and to represent them in matters involving working hours, the general level of wages and salaries and working conditions.
  - (d) The right to represent its members in any potential or existing dispute which may arise in the administration of this Agreement.
  - (e) The right to negotiate on behalf of its members and dispute which may arise as a result of the creation of new terms and conditions of employment.
  - (f) The right to request the assistance of its members in any lawful Trade Union activities provided that where such members are not officers or representatives of the Union such assistance shall require the approval of the Company with respect to any said Trade Union activities occurring during the standard hours of work.

5. The Employee may request to inspect his personal file twice every calendar year in the Human Resources Department in the presence of Human Resources Management personnel.

## **B. TEMPORARY EMPLOYEE**

1. The term "**Temporary Employee**" means an Employee who is engaged for a specific project for a limited period with a definite understanding that his employment ceases upon completion of the project or expiration of a stated period. With the exception of persons hired for a specific project, which may exceed six (6) months in duration, no Employee shall continue to be classified as temporary during a period in excess of six (6) months.
2. When the Employer hires permanent, temporary or part-time workers, the terms and conditions of their employment shall be made known to the Employee and the Union in writing, and such workers shall have the right to be represented by the Union in the event they have reasons to lodge a grievance.

## **C. PROBATIONARY EMPLOYEE**

1. All Permanent Employees hired by the Employer shall be under probation for a period of three (3) months commencing with the first date of employment. While under probation, an Employee may be terminated at the discretion of the Employer and shall have no recourse to the provisions of this agreement.
2. A maximum of three (3) months' probation may be assigned by the Employer when an Employee is promoted, transferred, or reclassified; however, should the Employee fail to meet the requirements of the new position during such period or probation, the employee shall be returned to his former position at his former pay. The Employee reserves the right to elect to be returned to his former position at his former pay, during his probationary period.
3. In the event the position is vacated as per C (1) above, the Company may select the next qualified applicant without having to post a new vacancy notice. The Company agrees that under no circumstances shall an Employee successfully applying for a vacant or new position in the same or higher class of work suffer a reduction in his regular rate of pay.
4. Whenever an Employee is promoted, he/she shall be compensated at a rate of not less than the minimum salary or wage of the higher rated classification or ten (10%) percent of his salary, whichever provides the greater increase in pay.
5. The Employer shall provide the Union with copies of progress reports upon the request of the Employee concerned in the bargaining unit.
6. When representing an aggrieved Employee, the Union's representatives may inspect the Employee's personal file in the Human Resources Department.

#### **D. PROMOTION/TRANSFER**

1. When an opportunity for advancement or transfer within classifications covered by this Agreement occurs and there are Employees who have the prerequisite qualifications and experiences required for promotion or transfer to fill the job, then the Employee with the greatest seniority shall be given first preference as a general principle.
2. An Employee who refuses a promotion will be superseded but will remain eligible for consideration at the next round of promotion(s).
3. Employees covered by this Agreement shall have the right to request a change in classification or a transfer. The Employer shall give due consideration to such request and advise the Employee of the Company's decision.

#### **E. VACANCY NOTICE**

1. The Company agrees in the event of any vacancy of new position, notice of such vacancy with the hours of work when known, and the location of the job together with a statement of the operating and other qualifications of the job, shall be posted on all Bulletin Boards, in all sections. Interested Employees, who believe they have the qualifications, should apply in writing. However, such applications must be received within fourteen (14) calendar days of the date of posting of a position vacancy notice.
2. The Union shall be given a copy of all vacancy notices.
3. Where the vacancy is of an immediate nature on account of sickness, extended leave, etc. a need for a vacancy notice will not arise except where such employment extends beyond eight (8) weeks.
4. All order or notices to an Employee under this Agreement involving a change of assignment, promotion, demotion, layoff, redundancy, furlough, and leave of absence shall be given in writing.

#### **ARTICLE V/5**

#### **SENIORITY**

In determining seniority, the following principal may apply:

- (i) When two or more employees begin their employment on the same date seniority will be established by age, the oldest shall have the greater seniority
- (ii) The employee with the longest years of service within the Company shall be considered to be the most senior.

## **APPLICATION OF SENIORITY**

Subject to the provisions of this Article and others, seniority shall be applied to:

1. Lay-off and re-call to duty (See Article 18).
2. Opportunities for advancement and training provided all candidates have the required prerequisites.
3. Demotion when occasioned by the reduction of the establishment for a classification covered by this Agreement.
4. Selection of vacation period.
5. Temporary assignment to a higher rated category.
6. Educational Leave (Paid / Unpaid).
7. Union leave for Union Officers.
8. Seniority may also be considered when the following is evident; ability, efficiency, job knowledge, merit, training, and physical fitness.

### **N.B.**

An employee on leave of absence without pay shall retain his seniority position, subject to the limitations expressed above. However, active service for all other purposes shall not continue to accrue during such leave.

## **ARTICLE VI/6**

## **ALLOWANCES**

### **A. MEAL ALLOWANCES**

Employees required to work overtime shall be entitled to a meal allowance at the Company's expense under the following conditions:

1. When required to report for duty one hour or more before the Employee's scheduled starting time.
2. When an Employee is required to work two (2) hours or more beyond the end of a shift, or the normal quitting time.
3. A second meal allowance shall be provided after four (4) hours of overtime.
4. All non-shift Employees shall also be entitled to meal allowances.

Meal allowances shall be: -

Feb 15<sup>th</sup>, 2015

BREAKFAST .....	0600 hours and 0959	\$10.50
LUNCH .....	1000 hours and 1459	\$13.00
DINNER.....	1500 hours and 0559	\$15.00

**B. ACTING ALLOWANCE**

1. Employees selected and approved by Management in writing to fill vacancies temporarily in higher rated classifications shall be entitled, during the period so assigned, to compensation at a rate not less than ten (10%) of the minimum salary or wage of the higher rated classification.
2. The acting employee should not in any case, receive more than the employee holding the substantive position.
3. An employee appointed to act in excess of a six (6) month period or any additional approved period in a senior position (where the substantive holder of the post is temporarily absent from duty) shall be confirmed to that position,
4. Should an employee be required to act within thirty-one (31) days for separate periods in excess of fourteen (14) days, the periods shall be joined to allow for payment from the first day of acting.

**C. DUTY TRAVEL ALLOWANCE**

When an Employee's duty requires travel to the Caribbean, Canada and United States the Employee shall receive fifty-five (\$55.00) for each day he/she is required to be off the island. The Employee shall receive a per diem of eighty (\$80.00) dollars per day while in United Kingdom, Eastern and Western Europe and Asia.

**ARTICLE VII /7**                      **SICK LEAVE**

1. The sickness or injury referred to in this Article covers personal illness, medical problems and injuries.
2. Employees who are in active service with the Employer shall be granted a basic sick leave Credit of twelve days (12) days per year calculated from the employment date, to a maximum of 120 calendar days of sick leave credit.
3. Any authorized absence for leave other than account sickness or injury shall not reduce the accumulated sick leave credit.
4. An Employee who is unable to work on account of sickness or injury, shall notify the supervisor or Manager of the Department at a reasonable time before the start of the

shift, where practical every effort will be made to call in before the beginning of the shift.

5. Medical certificates will not normally be required for the absence account sickness or injury. After two (2) days the Employee will submit a medical certificate to substantiate such absence. Further, the Employer at his discretion may require an Employee to produce a medical certificate to substantiate any absence after seven (7) sick days. Failure to produce a medical certificate or to provide acceptable reasons for sickness or injury will result in loss of pay for the days absent and if necessary, further disciplinary action.
6. An Employee on leave of Absence with pay, on account of sickness or injury shall retain his seniority position and shall continue to accrue active service during such leave
7. Payment for absence due to sickness in excess of the foregoing limitations shall be at the discretion of the Employer.

## **NATIONAL INSURANCE**

Any benefit receivable under the National Insurance Act shall affect a corresponding reduction in pay for absence account sickness or injury provided the Employer advises the Employee of his entitlement under the National Insurance Act.

## **A RECLASSIFICATION/SICK LEAVE**

1. The Employer may reclassify an Employee who due to sickness or injury is unable to perform his normal duties. Where an Employee does not qualify for Income Replacement under the Employer's insurance policies and cannot be reclassified immediately, the Employee may be placed on laid-off status for a period not exceeding three (3) months during which time the Employer may reclassify the Employee.

## **LONG TERM DISABILITY**

2. After thirty (30) consecutive days of sickness or injury, the Employee shall qualify for long-term disability income replacement under the Company's Group Insurance Plan. This Plan provides for sixty (60%) percent of the Employee's basic pay for up to two (2) years. Therefore, after the first (30) days of sick leave credit, pay shall be reduced to the extent that income replacement, National Insurance, plus pay equal to the Employee's regular rate of pay for the number of sick leave credit remaining.

## **B INDUSTRIAL INJURY**

1. Any accident that occurs while an employee is on duty shall be reported as soon as practical to the supervisor. Additionally, the Company must be notified as soon as practical with the assistance of the Human Resources Department.
2. Claims for medical expenses arising from an injury sustained while on duty shall be processed in accordance with the National Insurance Industrial Injury Benefit provisions and the Employer's Health Plan.
3. When an employee suffers a disabling work injury, properly certified by a registered medical doctor, he shall be paid at his normal rate of pay from the first day after the work injury for a period not exceeding forty (40) weeks with no loss of sick leave benefits, provided that the injury was not caused by negligence of the employee. The General Manager has the right to grant additional leave for a total leave not exceeding one year.
4. An employee may at any time during his absence due to injury be required to submit himself for medical examination by a medical practitioner as assigned by the employer.
5. When an employee returns to work after recovering from an injury or occupational disease he has contracted while working for the Company he shall be reinstated in the position he occupied at the time of the injury or given alternative work of a comparable nature without loss of pay or seniority.
6. Any employee who suffers an accident while on duty will not have time deducted from his sick leave entitlement.

## **ARTICLE VIII /8**

### **MATERNITY LEAVE**

1. "Confinement" means labour resulting in the issue of a living child or labour after twenty-four (24) weeks of pregnancy resulting in the issue of a child whether alive or dead. All female employees shall provide the employer with verification of still birth.
2. A permanent Employee who has minimum of one year of service, and who becomes pregnant shall normally be permitted to remain at work prior to her confinement. However, the Employer may at his discretion, change the Employee's work location or classification during this period, without loss of pay, or the Employee may be placed on leave of absence on the account of maternity, whenever her physician decides that continuing to work would be inadvisable.
3. The Employer shall grant maternity leave with pay to a permanent Employee, who have completed more than twelve (12) months of service to a maximum of [thirteen] (13) weeks with pay. However, in the event of complications of other medical requirements, the said Employee will be able to use accumulated Annual Leave, for whatever period is necessary in accordance with her requirements.

4. The granting of Maternity Leave without Pay shall be subject to the following conditions:
  - (a) The period of leave must be requested at least two (2) months in advance of the commencement of leave.
  - (b) An Employee returning from Maternity Leave shall be re-instated in the classification held at the time Maternity Leave was requested to the extent this is practical, provided always however, such an Employee's salary shall not be altered to her detriment by virtue of any such re-classification,
  - (c) Maternity Leave shall not exceed six (6) months of which a maximum of three (3) months follows delivery
5. An extension of Maternity Leave may be granted for medical reasons by the Employer provided the Employee's physician states the reasons (in writing) for the additional leave. Such extension shall not exceed three (3) months.
6. Failure to report for work at the expiration of a period of Maternity Leave without reasonable explanation may result in termination of employment.
7. Maternity Leave without pay may be reduced at the request of the Employee by the use of Accumulated Annual Leave.
8. Maternity Leave with pay or additional leave for pregnancy will be granted not more than once every three years.

#### **ARTICLE IX /9**

#### **PATERNITY LEAVE**

1. A male Employee with permanent employment status, who has a minimum of one (1) year of service, shall be given paternity leave with pay for one week after the birth of his child. The Employee awaiting Paternity Leave shall notify his employer at least three (3) months in advance and shall be eligible for paternity leave no more than once every three years.

#### **ARTICLE IX / 9 (A)**

#### **UNAUTHORIZED ABSENCE**

An employee who accumulates Two (2) consecutive days of unauthorized absence will be considered as resigning his position unless a verifiable good and sound explanation is given.

#### **ARTICLE X /10**

#### **COMPASSIONATE LEAVE**

1. Leave of Absence with Pay shall be granted to an Employee who suffers the death of an immediate family member, including mother, father spouse, sister, brother, child, grandparents, legal guardian, significant other, step parents, grandchild, niece, nephew

*Request for Proposal-for the Purchase or Franchise Agreement for Nassau Flight Services Airport Ground Handling, Passenger Operations and Ancillary Services (RFP 2019-01-062)*

and step children. (Step children as defined in this agreement are children related to the employee by marriage or from whom he/she has legal guardianship living in the same household). Such leave shall be granted for a maximum of three (3) working days, and if travel is involved a maximum of seven (7) calendar days.

2. Less time shall be granted in the case of death of other close relatives such as aunts, uncles, parents in law and first cousins. In such instances one (1) day will be granted.
3. Compassionate Leave for other unspecified reasons, applied for, may also be granted with or without pay, at the discretion of the Employer.

**ARTICLE XI / 11                      ANNUAL LEAVE**

**Annual Vacation Leave**

1. A year of service is twelve (12) consecutive full calendar months of active service from date of permanent employment.
2. Partial year of service is a year of service broken by leave of absence or the number of consecutive full calendar months of active service from date of employment to the date of the commencement of annual leave.
3. Annual leave shall normally be granted and taken in the year of service, following the year of service for which the entitlement for annual leave has been earned.
4. Annual leave or portion thereof may normally be carried forward up to two (2) years. Longer periods may be agreed at the discretion of Management.
5. On request by the Employee, annual leave may be carried forward provided an application is made by September 30th, of any given year.
6. In calculating annual leave entitlement, any calendar month in which the Employee has been on active service for more than fifteen (15) days shall be considered a full calendar month.

**A VACATION ENTITLEMENT**

Six (6) months but less than one year of service	5 working days
One year but less than three (3) years of service	10 working days
Four (4) years but less than six (6) years of service	15 working days
Seven (7) years or more of service	20 working days

## **B VACATION BONUS**

After each tenth (10<sup>th</sup>) anniversary of service employees shall be entitled to one (1) week vacation bonus in addition to the normal vacation entitlement.

## **C VACATION PAY**

1. When an Employee is granted leave or vacation with pay, the employee shall receive any pay due, at least one banking day or more in advance.
2. The rate of pay for such vacation shall be at the rate the Employee would normally receive at his/her straight time at the time the vacation is taken.

## **BIRTHDAY**

Employees after three (3) years of employment should be given the day of their Birthday off. If the Employee birthday falls on their day off. A subsequent day off must be mutually approved by the Employer and Employee.

## **D ANNUAL LEAVE ROSTER**

1. Preference in the period in which Employees hereunder shall be permitted to take their vacations shall be granted at each Section in the order of Company seniority provided, however, that vacation schedules may be so arranged within each work group or section as to not interfere with the requirements of the service.
2. The Manager or Employee shall have the right to vary the leave date, provided he gives a minimum notice of thirty (30) days to the Employee(s) affected, prior to commencement of the vacation and only for the reasons due to the requirements of the service.
3. If the Employee suffers any financial or monetary loss due to cancelled vacation the Company shall reimburse him/her for the loss, provided the Employee can prove his/her claim.

## **E PUBLIC HOLIDAYS**

1. If a Government Recognized Public Holiday(s) falls within the period of annual leave granted, additional day(s) shall be added to the number of calendar days of annual leave.

**ARTICLE XII /12**

**EDUCATIONAL LEAVE**

1. Employees nominated by the Union for educational purposes may be granted with Management's approval, leave of absence with or without pay by mutual agreement between the Employer and the Union for a period of not more than six (6) months.
2. The Employer will make every effort to give Educational Leave of Absence without pay unless otherwise agreed to an employee who applies for such leave, provided it is job-related and can be used to increase his efficiency, productivity and chances of advancement within the Company.
3. Application for such leave must be in writing to the Employer at least four (4) weeks in advance of the courses, whenever practical, whether non-technical or technical.

**ARTICLE XIII /13**

**UNION LEAVE**

1. Any employee (Union Officer- President, Vice President, General Secretary, Treasurer) to a permanent office in the union, the pursuance of which requires a leave of absence may be granted such leave with pay for a period not to exceed five (5) weeks per annum. Such absence will be limited to two (2) occasions, up to the maximum of four (4) weeks per annum subject to the needs of the Employer.
2. Any employee (Union Officer- President, Vice President, General Secretary, Treasurer) selected or elected as a delegate to any labour or industrial relations programme pertaining to the affairs of the union necessitating a leave of absence, may be granted up to two (2) months leave, with pay at the discretion of the Employer and subject to the demands and requirements of the service as determine by management.
3. An employee returning to work after paid leave of absence granted under this article shall be:
  - a. Returned to his former position or in the event his former position is no longer available, to a similar position in line with his ability and previous experience
  - b. Returned to the salary level he would have been paid had he not been granted such leave of absence.
  - c. Request for leave of absence shall be made in writing from President or General Secretary to the General Manager as far in advance of the effective date as possible, but not later than thirty (30) days.
4. An employee is expected to report to work immediately upon the completion of his leave of absence; any failure to do so extending beyond three (3) days may be

considered a voluntary resignation unless he had previously applied for and been granted an extension of leave from the Employer.

5.
  - a. The Company may grant the above man days paid leave during each year of this agreement, for use by the Union for certifiable, educational purposes locally, subject to the demands of the service.
  - b. Additionally, the Company may grant the above man days paid leave during each year of this agreement for use by the Union for certifiable, educational purposes internationally, subject to the demands or service.
  - c. Union leave will not be granted to more than two (2) employees at any time

#### **ARTICLE XIV / 14      UNPAID LEAVE OF ABSENCE**

1. Leave of Absence without Pay for personal reasons requested in advance may normally be authorized in accordance with the Employer's procedures and limitations, subject to the requirements of the service as determined by Management.
2. Employees who are on authorized leave of absence without pay, for reasons other than sickness or injury, for a period of more than thirty-six (36) calendar months, shall lose their seniority position, except where such leave is granted for the purpose of job-related training or training for advancement within the Company.
3. An Employee on Leave of Absence without Pay shall retain his seniority position, subject to the limitations expressed in Article XIV. However active service for all other purposes shall not continue to accrue during such leave.

#### **ARTICLE XV /15    STUDY LEAVE/JURY DUTY LEAVE/GOVERNMENT BOARD COMMITTEE/COURT SUMMONS/WITNESS & NATIONAL AND GENERAL ELECTIONS**

1. **STUDY LEAVE**
  - a. The Employer will make every effort to give Study Leave of absence up to a maximum of ten (10) working days for the purpose of writing such examination which should be determined by the particular examination requirements. Such employees shall produce satisfactory evidence of the completion and results of the examination.
  - b. Subject to the needs of the Company, an employee may be given day release to attend classes at an accredited institution which are related to the Company's function. Such employees shall produce satisfactory evidence of acceptance to the course, attendance record and course transcript.

## **2. JURY DUTY LEAVE**

The Employer agrees that when Employees are required by law to serve as Jurors, those who actually serve shall be excused from work for those days on which they actually serve and shall be paid their regular salary for those days at their regular rate of pay.

In those cases where an Employee reports for Jury duty and is: -

- (a) Not selected or empaneled or
- (b) Selected or empaneled but later excused for the remainder of the workday, such Employee shall be required to report to work.
- (c) When a Shift Employee is summoned for Jury Duty, he/she will be assigned a day shift for that period.
- (d) Should an employee not return to work after being excused, he/she should be docked a day's pay for each day he/she did not return to work.

## **3. GOVERNMENT BOARD COMMITTEES**

Employees who are appointed Members of the said Board and Committees shall be given time off with pay to attend such meetings; however, prior notice should be given to management.

## **4. COURT SUMMONS/WITNESS**

- (a) Whenever a Court of law summons an Employee, he shall present his summons to the Department Manager who shall permit time off with pay.
- (b) If an employee is called to appear to Court in any jurisdiction on behalf of N.F.S. the duty travel policy will prevail.

## **5. NATIONAL AND UNION ELECTIONS**

- (a) Employees eligible to vote shall be allowed sufficient time off with pay for voting purposes, in accordance with the representation of the Peoples Act.
- (b) All employees who are members of the union shall be given time off with pay to participate in Union Elections. Time off would be scheduled.

1. The Company and the Union will appoint a Working Conditions Health and Safety Committee. The purpose of this Committee shall be to ensure the comfort, protection, safety and health of the employees at the workplace (job site).
2. The Committee shall be appointed no later than thirty (30) days after the signing and registering of this agreement by the Registrar of Trade Unions.
3. The Company and the Union will host an annual Health & Safety Fair for the awareness of Health and Safety in the work place.
4. No Employee will be required to work under unsafe or unsanitary conditions in order to eliminate as far as possible accidents and illnesses.
5. The Working Conditions, Health and Safety Committee's duties shall be:
  - (a) Receive and review Company accident, injury and job-related illness reports and make recommendations to prevent reoccurrences.
  - (b) Receive and investigate complaints regarding unsafe and unsanitary working conditions and make recommendations to resolve such complaints.
  - (c) See that all applicable sanitary and safety regulations are complied with.
  - (d) Make recommendations for the maintenance of appropriate sanitary and safety standards.
  - (e) Inspect all Company operated vehicles and red tag all vehicles found to be unsafe or faulty.
  - (f) Inspect all Fire Extinguishers and have them renewed on a timely basis and ensure that emergency doors and exits are not obstructed.
6. The Working Conditions, Health and Safety Committee shall meet at least once monthly to resolve safety and working conditions issues and review corrective action taken for all industrial injuries that resulted in lost time and accidents which may have occurred. The committee is to produce quarterly reports.
7. In the event that the Working Conditions, Health and Safety Committee is unable within twenty-one (21) days to reach a decision in resolving an issue which has been brought to its attention, either the Company or the Union may submit the issue to the Ministry of Labour for conciliation after following the Grievance Procedure as outlined in Article 14.
8. The Company shall promptly notify the Employees, the Union and the Working Conditions Health and Safety Committee of the use of any material, equipment or procedure known by the Company to be hazardous to the employees exposed and the known procedures to control the hazards.

9. The Company will give proper instructions through training to persons who handle chemicals, cleaning materials and potentially hazardous equipment.
10. Members of the Working Conditions, Health and Safety Committee shall be informed of all industrial accidents within the Company in writing.
11. Whenever the Company conducts any testing for contaminants in the environmental air of work sites, the Committee shall also be informed in writing.
12. The Company and the Union shall encourage employees to utilize the Committee for all unresolved safety and working conditions related matters.
13. The Company shall provide suitable safety equipment for all employees to perform their duties effectively. However, employees should report to the manager before refusing to use any defective or unsafe equipment. The Company will provide any and all equipment that may be necessary for their duties.

## **A GROUP INSURANCE**

1. The Employer is to provide and maintain a good group medical, life and income replacement coverage. The Union and the Employer agree to incorporate as part of the Industrial Agreement the terms and coverage of Insurance agreed to by both parties. The details of the policy shall be provided to each employee in booklet form.

## **B EMPLOYEE PROTECTION**

1. The Company shall cover all medical expenses not covered by National Insurance, incurred by an Employee hurt or injured in a robbery at or on the Company's locations, or on the job. All days missed due to injury in the circumstances shall be considered an Industrial injury.
  - (a) Employees who were victims of a criminal action at the employer's premises and who require counseling shall receive such counseling at the Employer's expense.

## **ARTICLE XVII / 17**

## **UNION DUES**

1. The Employer shall deduct Union dues in accordance with the constitution of the Union as communicated to the Employer by the General Secretary or President of the Union. Employees shall sign a dues deduction form before Union dues are deducted.
2. Deduction shall commence on the next payroll upon receipt of the signed authorization form.

3. Union dues must be deducted before any other deductions are made.
4. The amount of dues deducted shall be remitted by the Company to the Union not later than the fifteenth (15<sup>th</sup>) of the month following the month when such deductions were made and shall be accompanied by a statement showing the amount and the number of employees from whom deductions were made, and any exceptions made.
5. In the event of any action at law against the parties hereto resulting from any deduction or deductions from payroll made by the Company pursuant to this section of the Industrial Agreement, the Union shall indemnify and save harmless the Company from any action, losses, damages, cost, liability or expenses suffered or sustained by the Company.
6. **AGENCY SHOP**
  - (a) The employer and Union shall abide by all Laws relating to and governing Agency Shop.
  - (b) The contributions shall be equivalent to ninety (90%) percent of the amount paid by the union members as union dues agency shop unit not being members of the Union.

## **ARTICLE XVIII /18**

## **REDUNDANCY /LAID OFF STATUS**

### **A. REDUNDANCY**

1. Reduction in the establishment for a given classification shall be made in accordance with seniority except as provided in Article V. The Employee or "Employees" having the least seniority shall be the first to be laid-off. However, prior to any lay-off the Employer and the Union shall consult and agree on how the matter shall be dealt with at least one hundred & twenty days (120) prior to such action.

### **B. LAID-OFF STATUS**

1. When an Employee or Employees have been laid-off due to a staff reduction, their length of service with the Employer at the time of being laid-off shall remain intact but shall not continue to accrue. However, Employees on laid-off status shall continue to hold their established seniority position except as provided below.

## **ADDRESS AND NOTICE OF CHANGE OF ADDRESS**

An employee on laid-off status shall provide the Employer with a reliable point of contact and shall advise the Employer of any changes in his/her address. The employer will have no obligation to employees for whom they have no reliable contact.

### **C. RECALL**

1. In the event of a vacancy, occurring in the establishment or classification, a Notice of Vacancy shall be mailed to those employees holding laid-off status at the last address provided and a copy sent to the Union.
2. Response to Notice of Vacancy — Employees on laid off status shall reply to a Notice of Vacancy within fourteen (14) calendar days of the date of the notice and shall indicate whether or not they will accept re-call to the vacancy or vacancies available. Replies made after this period will not be actioned as provided in paragraph (3) below.
3. The most senior from among those on laid-off status who indicate that they will accept re-call to duty, shall be recalled and the Employer shall notify the Employee, or Employees concerned of the time and place of reporting for duty. Such notification shall provide not less than fourteen (14) days for the interval between the date of such notice and the date the Employees are required to report to duty.
4. An Employee who accepted re-call to duty, and who subsequently changes his decision or fails to confirm his acceptance to a Notice of Vacancy within thirty (30) calendar days of the date of such notice, may have his services terminated by the Employer.

### **D. PAY ENTITLEMENT-LAID OFF STATUS**

A regular Employee covered by this Agreement, who has completed at least three (3) months of active service immediately prior to being laid-off; terminated or made redundant through no fault or action of his own, shall receive pay as provided below,

The amount of pay entitlement shall be based on the length of actual service with the Employer and shall be computed on the basis of the Employee's rate of pay at the time of lay-off as follows:

If the Employee has completed:

Less than 1 year: 2 weeks' pay prorated

1 to 10 years: 2 weeks' pay for every year of service

11 to 16 years: 3 weeks' pay for every year of service

17 years and over: 4 weeks' pay for every year of service to maximum of 54 weeks.

If the Employee holds a supervisory position or whom are in a supervisory capacity, they will be paid in accordance with Section 26B 2(b) of the Employment Act 2017.

An eligible Employee shall receive such pay starting at the time of lay-off and payment of the amount due shall be made on regular pay days, and continue until all pay entitlement is used, except that in no event shall any such pay be due after the effective date of re-call to active service.

1. In the event that a laid-off Employee is re-called to active service or accepts other employment with the Employer before having used all his pay entitlement, the unused time will be credited to his account. However, service, for any additional pay entitlement credit will only be accumulated from his date of re-call to reemployment.
2. An Employee, who resigns in lieu of accepting laid-off status, shall receive his pay entitlements due in a lump sum along with pay in lieu of outstanding annual leave credit for active service and for any other reason.
3. An Employee on laid-off status whose service is terminated as stated above, or who voluntarily resigns while holding laid-off status shall receive the balance of any pay entitlement due, along with pay in lieu of outstanding annual leave credit accrued for active service to the date placed on laid-off status.
4. By mutual agreement between the Employee and the Employer an Employee being placed on laid-off status may take his outstanding annual leave with pay prior to the pay entitlement earned as per paragraph (1) above.

#### **E. REDUNDANCY**

- a. For the purpose of this Agreement, redundancy means whenever work performed by a classification of workers covered by this agreement is discontinued by the Employer. An employee shall be deemed to be dismissed because of redundancy if his dismissal is wholly or mainly attributable to the fact that the requirements of that business for employees has ceased or diminished.
- b. In the event of redundancy of any classification, the most senior Employees will be given first opportunity for reclassification.
- c. Any Employee covered by this Agreement who has been continuously employed by the Company for a period of three (3) months or more and is declared redundant by the Employer shall be paid redundancy pay at the same as indicated above under 'pay entitlement'. This shall be in addition to all other entitlements.
- d. For the purpose of this Agreement, Seniority for lay off and redundancy shall be established in accordance with Seniority already established in this Agreement between the parties.

**ARTICLE XIX /19      GRIEVANCE PROCEDURE**

**Individual Grievance**

**STEP 1** Any Employee desiring to raise a question arising out of the terms or conditions of their employment may discuss the matter with their supervisor, and if they so desire to be represented by a Shop Steward in the aforesaid discussion. The Supervisor shall respond within five (5) working days, excluding Saturdays, Sundays and Holidays.

**STEP 2** Failing satisfaction or a solution of the complaint or grievance the Employee concerned along with the Union Representative may within five (5) working days after the specific cause for complaint has arisen:, and not thereafter, save in exceptional circumstances, approach the Manager of the Department to discuss the matter with all the relevant facts, statements, and evidence in writing to facilitate resolution of the said grievance and such Manager shall render a decision within five (5) working days.

**STEP 3** Failing to resolve the said grievance in STEP 2 above, the aggrieved Employee may submit the cause for complaint within a further five (5) working days to the Head Office of the recognized "Airport, Airline and Allied Workers' Union" who may arrange an interview between Employee and Human Resources Manager and Department Head of the Company for resolution within five (5) working days.

**STEP 4** If a resolution of the specific cause for complaint or grievance is not forthcoming the Union may refer the whole matter to the General Manager of the Company (N.F.S.) or his appointee for resolution, the General manager or his appointee shall render a decision within ten (10) working days of receipt of the grievance.

**STEP 5** If no settlement of the grievance is achieved at stage four (4), the Company or the Union may refer the whole matter at issue to the Ministry / Department of Labour or its successors under the provisions of the Industrial Relations laws for the time being in force. Any matter in dispute which has not been resolved through the above grievance procedure in step-1 through 4 via the Conciliation process, may be referred to the Ministry of Labor, and if needed, to the Industrial Tribunal for final resolution. In the event the Grievance is settled, and it is found that the penalty was too severe, the penalty will be reduced, and salaries withheld, or benefits withdrawn shall be retroactively reinstated.

**ARTICLE XX /20      DISPUTES PROCEDURES - PREVENTION & SETTLEMENT OF GENERAL DISPUTES**

1. The parties on this Industrial Agreement hereunder confirm the provision of section 46 (2) of the Industrial Relations Act. Chapter 321 and agree to the procedure set out for the prevention and settlement of general disputes or the application of any provision of this Industrial Agreement for the reference of any question of difference arising out of the interpretation.

2. The Company and the Union shall meet as often as is reasonably practicable in order to discuss matters of mutual concern which may impact upon the terms and conditions of employment of the employees in the Bargaining Unit.
3. The Company shall take the initiative in setting up and maintaining appropriate consultative arrangements with the Union having regard to the mutual convenience and requirements of the Union and the Company.

A. Amendment Procedure

1. Subject to Section 52 (1) of the Amended Industrial Relations Act Chapter 321 (herein called "the Act") should either party to this Agreement desire to amend the same so as to alter the terms or conditions of employment of the employees in the Bargaining Unit, such party shall notify the other in writing of its intention and forward its proposed amendment (s) in writing.
2. The party receiving the notice and proposed amendment(s) shall within thirty (30) days of receiving the same, forward counter proposals (if any) to the proposed amendment(s).
3. The parties shall without delay but in any case, within thirty (30) calendar days after notice has been given pursuant to subsection (3), or such further time as the parties may agree, meet and commence, or cause authorized representatives on their behalf to meet and commence to negotiate with one another with a view to settling the terms of the amendments(s).
4. Should the parties receiving the said notice fail to enter into or commence negotiations with the other party within thirty (30) days from the receipt of the said notice as aforesaid, or within such further time as the parties have agreed, the party proposing the said amendment(s) may therefore report a trade dispute to the Minister pursuant to Section 68 of the Act.
5. Should the parties enter into or commence negotiations within the said thirty (30) days or within such further time agreed as aforesaid, but fail to arrive at a settlement of the terms of the amendment(s) within thirty (30) days from the commencement of the said negotiations, either party may therefore pursuant to Section 68 of The Act report a trade dispute to the Minister.

**ARTICLE XXI /21**

**DISCIPLINE AND DISCHARGE**

A.

1. An Employee shall not be terminated or have disciplinary action taken against him except for just cause as provided for herein.
2. Just cause shall be a major breach of discipline or three (3) minor breaches of discipline over a twelve (12) month period.

(a) Although fixed penalties are not established, major breaches of discipline will normally call for suspension or dismissal. Listed below but not limited to be examples of major breaches:

(i) However, when the Employee Badge is revoked, such employee will cease to have an employment relationship with Nassau Flight Services (N.F.S.) and will be paid any monies due him forthwith.

### **MAJOR BREACHES**

**B.** The following shall be considered major breaches:

1. Gross negligence with safety and control procedures proven by authorities after investigation.
2. Drunkenness on duty.
3. Use and/or possession and conviction of illegal drugs as defined in the Dangerous Drugs Act.
4. Theft, fraud and embezzlement from the Company, or employee(s) or clients.
5. Handling or facilitating of drug trafficking.
6. Fighting and/or physical violence.
7. Deliberate refusal to carry out a reasonable job-related instruction that is within the scope of his contract of service with the Company or client of Nassau Flight Services.
8. Fraudulent abuse of sick leave or refusal to present a Doctor's Certificate as in Article VII (7) after the employee has been sent to the Company physician.
9. Threats of violence to other persons.
10. Sexual Harassment.
11. Revealing confidential or Classified information/Falsification of Personnel & or Official records.
12. Gross Insubordination.
13. Unauthorized use of company Vehicle / Equipment / Plant.

## **C. CONSEQUENCE OF BREACH**

In cases where major breaches are alleged warranting investigation, the Employer may first suspend the Employee for a period of three (3) working days with pay and shall confirm this suspension in writing to the Union and Employee.

(a) If at the end of three (3) days the investigation is not completed, the suspension may be extended for a further period of up to ten (10) working days with pay.

(b) If the charges have been proven to the Employer's satisfaction the employer will inform the Union and implement one of the following:

I. By no later than the third working day, an Employee so suspended shall be notified in writing of the specific charges and the Employer's decision with regard to disciplinary action (letter or verbal reprimand, suspension without pay, demotion, termination, etc.). Upon such receipt of such written notification, the Employee and/or the Union representative acting on his behalf shall meet with the Employer to discuss the alleged breach.

II. Suspend the employee without pay for a period not exceeding thirteen (13) working days or;

III. Dismiss the Employee immediately if in the Employer's view the circumstances justify such action.

1. When the Employer in his judgment determines a major breach (not limited to the above) or three (3) minor breaches over a period of twelve (12) months have been committed, the Employer may suspend the employee pending an investigation and/or hearing for three (3) working days with or without pay.

## **MINOR BREACHES**

**D.** The following shall be considered minor breaches:

1. Repeated absence from assigned job area without permission.
2. Repeated lateness in excess of fifteen (15) minutes more than three (3) times per month.
3. Repeated quarrelling with other Employees.
4. Discourtesy to a passenger or customer.
5. Failure to carry out quality of service instruction made known to the employee by the client.

6. Insubordination.
7. Use of profanity.
8. Use of abusive language.
9. Willful violation of one of the Company's known policies or regulations.
10. Failure to attend and participate in company sponsored training as outlined in Article XXVI / 26.
11. No Show / No Call
12. Negligence with Safety and Control Procedures.

#### **E. RECALLED IDENTIFICATION BADGE**

- (i) Whenever an Employee Identification Badge is revoked, such employee will cease to have an employment relationship with Nassau Flight Services Limited (NFS) and will be paid any monies due him forthwith.
- (ii) Whenever an Employee Identification Badge is recalled or pulled by Airport Authority, such employee employment is suspended until his badge is returned.

#### **F. MISDEMEANORS**

1. Where in the judgment of the Employer, an Employee has committed a minor breach of discipline; the following procedures should be followed.
  - I. On the first and second occurrences of a minor breach, a written notice should be given to the Employee and a copy to the Union within two (2) days.
  - II. After the third occurrence of a minor breach, the Employer may invoke Article 21 C (a) to (b).
  - III. In the case of all minor breaches of discipline, the Employer shall cancel all written adverse reports twelve (12) months after the dates of such reports.

#### **G. GENERAL**

1. If as a result of any investigation, hearing or appeal an Employee is fully exonerated of the charge or charges made, he shall be reinstated without loss of pay or seniority, and shall be given proof in writing that he has been exonerated. Further, the employee's personal record shall be cleared of the charge(s).
2. The Employer reserves the right to reduce any disciplinary penalty awarded but shall not impose a greater disciplinary penalty than that which had been imposed initially.

3. When, after the full application of the foregoing procedures, a dispute arises there from; the matter shall then be handled as provided for in **Article XX Step 4. A-1.**
4. The Union shall be notified immediately whenever an Employee covered by this Agreement is suspended, terminated, dismissed, reprimanded or disciplined in any manner.

**EXONERATION**

1. An Employee unjustly suspended under this section, and subsequently exonerated, shall be compensated for all time lost as a result of such suspension and Employees whose salaries are supplemented by tips/shift premium shall be compensated at time and one half the normal pay for each day of such suspension that they would have been rostered to work.
2. When an Employee is dismissed, he shall be paid promptly all moneys due at the time of dismissal but in any case, within three (3) working days, providing he has returned his identification card, Company uniforms and Company goods.

**G. TERMINATION**

When the services of a permanent Employee are terminated by the Employer for unsatisfactory service or an inability to perform at the agreed standard, the Employee on separation shall be entitled to severance pay in accordance with the scheduled outline in the table below.

- 6 months..... 1 week
- 1 year to 3 years...@..... 2 weeks
- 3 years to 5 years...@..... 2 weeks
- 5 years or more... @..... 2 weeks

Two week’s basic pay (or part thereof on a pro rata basis) for each year up to twenty-four weeks.

Where the employee holds a supervisory position, he is paid in accordance with Section 29 C of the Employment Act 2001:

**(c) Where the employee holds a supervisory or managerial position –**

**(i) One month’s notice or one month’s basic pay in lieu of notice;**

**And**

**(ii) One month's basic pay (or a part thereof on a pro rata basis) for each year up to forty-eight weeks.**

Furthermore, the Company shall have the right to "Set off" against monies due to the employee any debt to the Company incurred in the course of employment.

## **ARTICLE XXII /22 PROVIDENT FUND, GRATUITY AND RETIREMENT**

1. The Company and the Union hereby agrees to maintain a Contributory Provident Fund, to be known as the Nassau Flight Services Limited Employees Provident Fund, established 10<sup>th</sup> October 1981 and is to be registered under the relevant law or laws of the Commonwealth of the Bahamas for the time being enforced.
2. The Company and the Union shall continue to oversee the administration of the Pension Fund until such time as the Deed of Trust is executed.
3. The Company and the Union shall continue to appoint three (3) Trustees each to the Board of Trustees.
4. Further, the Company and the Union shall appoint two Observer Trustees each to the Board of Trustees.
5. The Company shall not have any right, claim or interest in or to the said Fund or any portion thereof, no individual worker shall have any right, title, claim, or interest legal or equitable in or to an Employer's payments towards the said Fund or in the Fund itself or any portion thereof, except as shall be provided by the rules and regulations governing the said fund.

### **A. CONTRIBUTIONS TO THE PROVIDENT FUND**

1. The Company and each individual Employee shall contribute equal sums to the Provident Fund as follows:
2. All Employees upon confirmation of employment and with less than 10 years services - 5% of the Employees basic pay.
3. All Employees with 10 but less than 15 years of service - 7% of the Employees basic pay
4. All Employees with 15 or more years of service - 8% of the Employees basic pay.

## **B. RETIREMENT**

1. The normal retirement age shall be age 65 years, but the Employee may be allowed to continue working provided the employee is still able to perform their normal duties or such duties that may be assigned to them from time to time.
2. An Employee attaining the age of 65, may work a reduced workweek if the Employer so agrees. The Employer shall inform the Union of the terms and conditions of work of any such Employee.
3. It is mutually agreed between the parties that every effort will be made to assist Employees' retirement and to prepare them to enter retirement.
4. Employees having attained age 60 years or more and who have 10 or more years of service reserve the right to retire at any time.
5. The Employer shall provide counseling and any other assistance and information on retirement for persons attaining the age of 60 years and who will be retiring in the near future.

## **C. EX GRATIA PAYMENT-GRATUITY**

1. This gratuity scheme is based in principle on the Bahamas Government Public Service Gratuity Scheme.
2. All Employees with ten (10) or more years of employment upon separation from the Company by early retirement, normal age retirement, resignation, termination or dismissal, (except if theft, fraud, embezzlement, or drug trafficking is involved) shall be entitled to two (2) weeks salary for each year of employment, to a maximum of fifty-four (54) weeks salary.
3. Should the Employee die the Employee's beneficiary shall be entitled to benefits under the Company's Life Insurance Policy as well as any other pecuniary/benefits including gratuity.
4. All employees joining Nassau Flight Services on February 1<sup>st</sup>, 1980 with ten (10) or more years of employment shall be entitled to a payment equal to four (4) weeks of service up to a maximum of eighty-four (84) weeks.

## **ARTICLE XXIII / 23**

## **CREDIT UNION CHECK-OFF**

1. An Employee desiring to have his Credit Union contributions deducted from his pay should complete the voluntary check-off authorization form, which he/she may obtain from the Credit Union of the A.A.A.W.U. office.

2. The completed check-off form specifying the amount and the date from which the deduction is to be made, shall be given to the Personnel Manager, or other suitable official of the Company by the Employee through his credit Union Official.
3. Any Employee desiring to discontinue or increase this contribution from wages must notify his Employer in writing and hand this to the Accounts Department.
4. Cancellation shall not have effect until the last day of the month next succeeding the month in which the notice was given or until the termination of employment (whichever event shall first occur).
5. The deductions from pay can only take account of the regular Credit Union deductions and not initiation fees, which shall be paid by the member directly to the Credit Union, and it is not in any way the responsibility of the Employer to collect such arrears.
6. Deductions shall commence from the first pay in the month following the receipt of the authority.
7. Regardless of how much pay an employee has received during the pay period, deductions at the rate indicated will be made from those wages.
8. Where an Employee going on vacation receives wages in advance, then the Credit Union contributions will be deducted accordingly from those wages.
9. The Employer will make payment to the Credit Union on a monthly basis, the cheques in respect of which will be sent no later than the 15<sup>th</sup> of the succeeding month and accompanying will be a list of the Employees from whose wage's deduction have been made.

#### **ARTICLE XXIV/24**

#### **INDUSTRIAL GOODWILL**

- A. The Company agrees subject to exigencies of the service to allow Employees who hold the office of President and any other Union Executive Officer, respectively reasonable time off with pay during working hours as necessary to attend Union business. The General Manager or the Human Resource Manager shall approve time off.
- B. The Company and the Union recognize the importance of advance consultation where major changes may affect working conditions and the Company shall discuss with the Union all such changes in advance.

#### **UNION NOTICE BOARD**

- C. The Company shall provide notice boards of standard size (no smaller than 2' x 3') in every section of the Company to enable the Union to post its notices to its members.

## **D. COMPANY/UNION BUSINESS**

1. Designated Union representatives or officials who are Employees of the Company will be allowed time off to attend necessary meetings with Company supervisors or management staff. Further, subject to the requirements of the service, Union representatives may be permitted time off from duty with pay to carry out legitimate Union business upon request to the appropriate Company official in accordance with Article 13.

2. In the event of staff reduction as provided in **Article XVIII** - it is agreed that Employees who have been designated as Union Officials or Shop Stewards shall be given preference, provided they are among the more efficient Employees, regardless of seniority rights of other Employees, to remain on active service in the job classification they hold as long as practicable unless the work classification in their department is laid-off. Nothing in the foregoing shall give any such Employees the right to transfer between departments or classifications to avoid lay-off on account of staff reduction.

## **E. INDUSTRIAL RELATIONS COMMITTEE**

The Company and the Union agrees to the establishment of an Industrial Relations Committee, consisting of three (3) Representatives of the Union and three (3) Representatives of the Company for the purpose of reviewing and making recommendations related to Industrial problems arising during the term of this Agreement. This Committee shall meet not less than quarterly except by mutual agreement. The General Manager and President of the Union may be ex officio members of this Committee.

## **ARTICLE XXV/25**      **INCENTIVE BONUS**

A performance incentive bonus shall be paid to each eligible Employee over the qualifying year 1<sup>st</sup> November to 31<sup>st</sup> October. An Employee shall be ineligible for incentive pay as follows, if during the period his performance is such that:

### **NO BONUS FOR EMPLOYEES WHO HAVE THE FOLLOWING:**

- (i) Absence from work exceeds 5 days or,
- (ii) Three (3) or more minor breaches are committed or,
- (iii) Any major breach of policy is committed.

**ONE WEEK BASIC PAY FOR EMPLOYEES WHO HAVE THE FOLLOWING:**

- (i) Absence from work does not exceed 5 sick days and,
- (ii) Does not have more than two minor breaches.
- (iii) Does not have any major breach during the qualifying year 1<sup>st</sup> November to 31<sup>st</sup> October of each year.

AND

**(a) PERFORMANCE REVIEW BONUS:**

- (i) All qualified employees with a Performance Appraisal Rating of 26 -35 shall be given one-week salary as a performance bonus, in addition to any earned Incentive Bonus based on their evaluated job performance.

**(b) QUALIFIED BONUS RECEIPIENTS**

All qualified employees shall be paid their bonuses no later than the first pay period in December of each year.

**ARTICLE XXVI/26**

**TRAINING (JOB RELATED)**

1. The Company and the Union recognize and agree that all forms of training are necessary and compulsory for the improvement of professionalism, efficiency, proficiency, discipline and good Industrial Relations.
2. The Company agrees that programs for further training and retraining shall be afforded to Employees to enable them to acquire new skills made necessary by technological changes and to enhance career prospects by acquiring higher level of skills.
3. The Company will notify the Union of its training and educational programs and where possible will invite the Union's participation and consultation in development of such training and educational programs.
4. Employees who are attending Company sponsored training and are required to attend such sessions beyond the established work periods shall be paid at straight time for any such training and educational programs.

- a. The Company will endeavor to roster training and work within a six-day rotation should training be rostered in excess of six days the employee shall be paid at double time for all hours after six days.
5. If the Company puts new equipment into service, affected employees shall be given every opportunity to become familiar with the new equipment.

**ARTICLE XXVII /27 HOURS OF WORK/OVERTIME**

1. The standard work week shall be forty (40) hours. The standard work day shall be Eight hours inclusive of a meal period.

1A. Shift workers shall work a maximum of five (5) working days totaling 40.0 hours per week inclusive of all breaks.

1.B Upon the official Signing and Register of this Industrial Agreement, Day workers shall be Monday to Friday between the hours of 9:00 a.m. to 5:00 p.m. Employees working any other hours shall be considered shift workers.

C. Duty Roster shall be prepared so that a shift employee is aware of the day's he/she is required to work and the days he / she is scheduled to be off (1) month in advance.

D. The Employer will normally provide forty-eight (48) hours minimum notice of any change in the posted rosters. However, in the case of an emergency a lesser notice can be provided, when this is done the employer will notify the effected individuals personally. (Naturally 27 D.5 is to be taken into consideration).

**REST PERIOD**

2. An employee working on shift duty shall not normally be required to report for duty earlier than eleven (11) hours after the end of his/her cessation of his/her shift. However, when the Employer reduces the rest period and the employee is called out to work prior to not achieving eleven (11) hours of rest the employee shall be paid at a rate of double time for all hours worked up to his/her rostered time.

3. Any day or part of a day not worked for which permission to be absent with pay has not been authorized shall not be paid for. The onus is on the Employee who has been granted permission to have his clock card endorsed, where time off without pay is authorized. The calculation of pay will be such that the authorized times off will not affect overtime previously earned that week. Time off which is not properly authorized will not be paid for when calculating payment. No hours worked on days off or overtime shall be used to make up normal time.

## **OVERTIME**

### **B. APPLICATION FOR OVERTIME**

The following shall rank as overtime:

1. Work before or after the scheduled workday will be calculated to the nearest quarter of an hour.
2. Work on any scheduled day off
3. Work during an official meal period that an alternative and equivalent meal period has not been allowed immediately before or after the time of the normal meal period.
4. Work performed on any of the Government Recognized Public Holidays.

### **C. OVERTIME RATES**

1. After scheduled hours in a normal working day, time and one half for hours up to four (4) **hours and double** time for all hours worked thereafter.
2. Twice the basic hourly rate for all hours worked at the Employer's request on days scheduled off including employees who is called in to work during their rest period.
3. No overtime shall be worked except by the directions of the responsible Manager.
4. Subject to the requirements of this service, and by mutual agreement between the employee and the supervisor or manager of the Department, time off in lieu of accrued over time may be authorized.
5. An Employee who is scheduled to work on a Government Recognized Public Holiday shall be rewarded at the rate of double times the rate for all hours worked. Additionally, all Employees covered by this Agreement shall [receive] payment of basic remuneration for all such Public Holidays whether required to work or not on these holidays.
6. An Employee whose [scheduled] day off coincides with a Government Recognized Public Holiday shall be given a day off to compensate for the loss of the scheduled day off or be paid for the day at straight time, whichever the Employee requests or prefers, within 21 days.
7. Any day designated by the Government, as a Public Holiday shall be paid for by the Employer as outlined above.

#### **D. OVERTIME POLICY AND BREAK PERIODS**

1. Whenever operational conditions and/or staff covered by this Agreement may so require staff employed on any of the above systems to work overtime all refusals and explanations must be acceptable to both Union and Management. The Employer will undertake to advise the staff at least four (4) hours in advance of the need to work overtime, whenever possible.
2. Employees may be allowed by the Manager of the Department to work their lunch period so as to leave work early or take lunch hour prior to arriving at work and thereafter work beyond the scheduled hours.
3. The meal periods shall be granted at a time determined by the Supervisor or Manager so that it will not affect the operation or result in aircraft delays or inconvenience to passengers. The one-hour period for meal breaks shall be one half hour before or after the middle of the shift.
4. Employees covered by this Agreement shall be entitled to two (2) fifteen (15) minute break periods, one before and one after the scheduled meal period.
5. While it is recognized that over time is only a temporary and emergency requirement two weeks prior to the start of each calendar month permanent employees desiring to work over time during the month shall place their names on "Overtime Desired List" which should be on a first come basis.
6. Final selection and scheduling of workers, however, will be decided by the Manager.

#### **E. SHIFT PREMIUM PAY**

1. Employees working any shift starting between 0600-0959 hours shall receive \$1.25 for all hours worked effective February 2015.
2. Employees working any shift starting between 1000-1800 hours shall receive \$1.50 for all hours worked effective February 2015.
3. Employees working any shift starting between 1800-0600 hours shall receive \$1.50 for all hours worked effective February 2015.

#### **ARTICLE XXVIII/28**

#### **UNIFORM DRESS/PROTECTIVE CLOTHING**

##### **GENERAL**

1. Employees who have been supplied with uniforms, or dress of any description, including headgear shall be required to wear these items at all times when on duty.

The Employer will supply the following by no later than 1<sup>st</sup> October of every year:

*Request for Proposal-for the Purchase or Franchise Agreement for Nassau Flight Services Airport Ground Handling, Passenger Operations and Ancillary Services (RFP 2019-01-062)*

### **Maintenance Staff**

Three pairs of slacks and five shirts in the first instance and two pairs of slacks and three shirts every calendar year thereafter, plus, two pairs of overalls - replacement through fair wear and tear.

### **Female Agents/Clerks**

Four bottom pieces (skirts and pants), one dress jacket, five tops (blouses) replacement at the rate of three bottoms and four tops annually. In addition, one jacket will be issued every two years.

### **Male Agents/Clerks**

1. Two jackets, three pairs of slacks, four shirts, replacement at the rate of two pairs of slacks, three shirts and one jacket every two years.

### **Ramp Staff**

1. One weather jacket, three pairs of slacks and four shirts replacement at the rate of two slacks and three shirts annually, and rain gear.
  2. One set of earmuffs or plugs for all Employees regularly working on the ramp.
  3. One set of rain gear (boots, caps, coat with hood and pants) for Employee regularly working on the ramp.
  4. Safety shoes will be provided every two years or replaced at the discretion of management.

## **ARTICLE XXIV / 29 TRANSPORTATION**

1. The Company will make available a scheduled bus service for the purpose of transporting Employees between Lynden Pindling International Airport and Nassau. The schedule may be changed from time to time by the Company to suit the staff rostering requirements and it will be the duty of the Company to acquaint Employees, with such change. Further, the Company shall inform the Union of any and all changes in the Transportation Schedule.
2. Transportation from Lynden Pindling International Airport to the Employees home will be provided for staff required to work after 9:00 p.m.
3. Transportation to Lynden Pindling International Airport shall be provided from the Employee's home for staff required to work before 0600.
4. Whenever an Employee arrives late to work due to the late arrival of the Employer's scheduled bus service, the Employee shall not suffer loss of any time or pay. When the Employer's transportation is not available for staff at the completion or start of their

duties an alternative service shall be provided as a substitute at the expense of the Employer.

5. Employee using their own transportation outside the Employer's bus schedule and service shall be paid \$30 per week and shall be issued a parking card for parking within the Airport Parking Lot.

#### **A PARKING**

The Company shall provide adequately lighted, well-kept parking for all employees covered by this Agreement.

#### **ARTICLE XXX /30 VOLUNTARY OR INVOLUNTARY LIQUIDATION**

In the event of the Company discontinuing its Business Operations in the Commonwealth of the Bahamas, whether by loss of license, voluntary or compulsory liquidation, Employees shall be entitled to be paid at the same schedule as in **Article XVIII (Lay-Off Entitlement)**. This shall be in addition to all other entitlements of the Employee.

#### **A SAVINGS CLAUSE**

1. Should an Article, part, or provisions, of this Agreement be rendered invalid by review of an existing or subsequently enacted legislation, such invalidation of any Article shall not invalidate the remaining portions, thereof, and they shall remain in full force and effect.
2. In the event of any unforeseen circumstances occurring in the operation of the Employer and/or National Economy that will affect the terms and conditions of this Agreement; the parties hereto reserve the right to initiate talks on such effects.

#### **ARTICLE XXXI / 31**

#### **JOB DESCRIPTIONS AND SPECIFICATIONS**

1. The function and purpose of the Employer's business are to provide aircraft, passenger and cargo services. These services include but are not limited to:
  - i. Aircraft on/off loading of baggage and cargo
  - ii. Cleaning of aircraft

- iii. Non-technical aircraft servicing such as sewerage disposal and flushing, supplying potable water, ground power units, air start, and air conditioning vehicles, heavy container lifts, belt loader, step trucks, etc.
  - iv. Processing arriving and departing passengers as required
  - v. Processing arriving and departing cargo as required
  - vi. Provide documentation and briefing for aircraft operators as required
  - vii. Providing airport passenger support services such as portage, passenger individual baggage service-cart circulation, wheel chairs, belt loading services and VIP Services.
  - viii. Support staff.
2. The majority of Employees covered by this Agreement are casual laborers or general Clerical workers trained by the Employer or Clients of the Employer to carry out the non-technical functions enumerated above. Therefore, the job descriptions are for general reference only. The Employer reserves the right to change the Employee's work-assignment and function to meet the Employer's client's needs and to be competitive, without notice and the Union to be advised.

**ARTICLE XXXII / 32 PERFORMANCE APPRAISALS**

1. Management will review the performance of each employee annually and will provide a written evaluation of that performance. Increments will be awarded to deserving employees providing their overall performance during the year has improved or is rated above average and increments are available in the respective scales.
2. An Employee who is not granted an increment shall be notified in writing within one month, of the reason his increment was withheld. If the withholding of the increment is due to poor performance, the employee should have been advised of his unsatisfactory performance in advance. The Employee should be given a period of three (3) to six (6) months to upgrade his standards.
3. All employee evaluation forms should be discussed with the employee by the evaluator and a copy given to the employee.
4. The Company and the Union shall establish a committee whose purpose shall be to hear complaints and grievances of all Employees who feel that that their performances merit bonuses/increments.
5. This committee shall consist of three (3) Company Representatives and three (3) Union Representatives and an Industrial Relations Consultant shall hear appeals expeditiously and judge each case on its merits.

**ARTICLE XXXIII / 33 SALARY PAYMENT GUIDELINE**

Payment of salary shall be made weekly in accordance with the Company's present schedule of weekly payroll periods, unless a Government recognized Public Holiday falls on the Thursday in which case pay will be made available on the Wednesday before the holiday.

1. The Employer reserves the right to make a general adjustment in pay dates, methods and pay periods, whenever this may be necessary for the introduction of improved methods of payroll accounting, or revision to the basic for determining rates of pay, the Union and the Company shall meet, discuss and agree upon such adjustments prior to it becoming effective.
2. The Employer may at his discretion pay higher rates than those established by this Agreement, or increase the rates of advancement in pay, but shall not pay less than the minimum rates of pay established herein.
3. Supervisors and/or Managers shall not be prevented as Policy from recommending special pay awards; salary increases, as meritorious raises to employees under their supervision.
4. Once a year, on or before 30<sup>th</sup> June the Employer shall submit to the Union a list including salaries of all employees covered by this Agreement within ninety (90) days prior to the expiration of this Agreement.

**SALARY INCREASES**

All employees covered by this Industrial Agreement shall receive salary Adjustment as follows:

2015-2016..... **(ALREADY PAID)** ...EARNED INCREMENT

2016 – 2017... **(ALREADY PAID)** ...EARNED INCREMENT

2017 – 2018... **(ALREADY PAID)** ...EARNED INCREMENT

2017 -2018

Six (6) percent salary increase across the board retroactive from March 2017.

2018 – 2019..... EARNED INCREMENT

2019 – 2020. .... EARNED INCREMENT

2019-2020

Plus, One (1) Lump Sum in the form of an increment

**ARTICLE XXXIV / 34**

**DURATION OF AGREEMENT**

1. This Agreement shall come into effect from the 15th day of February 2015 and shall remain in force for a period of sixty (60) months that is until the 14<sup>th</sup> day of February 2020, further, by mutual agreement, this Industrial Agreement may remain in force thereafter, to the extent permitted by law or until replaced by a new agreement. Either party to this Agreement desiring to amend or terminate the same shall, not later than 90 days prior to the expiration date of the said contract, give notice of their purpose and intent in writing and at the same time shall submit all necessary details of the new proposals they desire to be considered.

**2. INCORPORATION OF TERMS INTO INDIVIDUAL CONTRACT**

- The terms and conditions in this Agreement shall be incorporated MUTATIS MATANDIS into the individual contract of employment of each employee within the Bargaining Unit. No employee shall enjoy lesser rights and benefits than any other employee.

**ARTICLE XXXV / 35 EMPLOYER REGULATIONS PAST AND COMMON**

1. Any Employee enjoying better conditions than those established by this Agreement whether such conditions are the result of Contract or are due to a practice which existed immediately prior to this Agreement, then such better conditions whether known to the Employer or not shall continue to be enjoyed by the employee until such time as the Employer and the Union agree to change such condition.

2. The Employer's Policies as they relate to the bargaining unit shall not conflict with this Industrial Agreement and the Employment Act section 4 saving of more favorable terms of employment, and all new policies shall be reviewed with the Union before being implemented.

1. The Union shall be given copies of the Employer's Regulations and when amended the Union shall be given copies of such amendments. The Union may discuss any or all such changes as they relate to the bargaining unit.

**ARTICLE XXXVI /36**      **INTERPRETATION**

1. Either party to this agreement or the Minister may refer any questions or differences arising out of the interpretation or application of any provisions hereof to the Tribunal for final settlement.

**APPENDIX A  
CLASSIFICATIONS OF JOBS**

<p>A1 Messenger Bus Driver Janitor Helper Pump Attendant Mechanic Asst.</p>	<p>A2 Fleet Service Ramp Serviceman I Mechanic I</p>
<p>A3 Customer Service Agent I Cargo Agent I Mechanic II Fleet Service II Ramp Service II (F M C Operators) Clerk I</p>	<p>A4 Cargo agent II Accounts Clerk I Lead Bus Driver Ramp Service III (FMC Operators w/o Qu) Customer Service Agent II Ramp Serviceman III (Shift Leader) Ramp Operation Agent Body Repairman</p>
<p>A5 VIP Concierge Agent Operations Agent HR Assistant Sr. Accounts Clerk Sr. Body Repairman Sr. Customer Service Agent Sr. Mechanic</p>	<p>A6 Ramp Coordinator Clerical Officer Technician Lead Operations Agent Lead Cargo Agent Lead Agent Ticket Counter Trainer</p>
<p>A7 Accounts Supervisor Customer Service Supervisor Ramp Supervisor</p>	<p>A8 IT Department Technician Sr. Supervisor Administrative Assistant</p>

Fleet Supervisor	FMC Operator with SAL Qualification
Operations Supervisor	Senior Supervisor with SAL
Supervisor Mechanic Shop	
Quality Control Coordinator	
Cargo Supervisor	
VIP Service Supervisor	
Trainer Supervisor	

**APPENDIX B  
SALARY SCALE**

STEPS	A1	A2	A3	A4	A5	A6	A7	A8
1	10,949.80	12,720.00	13,780.00	15,423.00	17,649.00	19,080.00	21,783.00	23,320.00
2	11,426.80	13,250.00	14,363.00	16,006.00	18,338.00	19,875.00	22,578.00	24,168.00
3	11,903.80	13,780.00	14,946.00	16,589.00	19,027.00	20,670.00	23,373.00	25,016.00
4	12,380.80	14,310.00	15,529.00	17,172.00	19,716.00	21,465.00	24,168.00	25,864.00
5	12,857.80	14,840.00	16,112.00	17,755.00	20,405.00	22,260.00	24,963.00	26,712.00
6	13,334.80	15,370.00	16,695.00	18,338.00	21,094.00	23,055.00	25,758.00	27,560.00
7	13,811.80	15,900.00	17,278.00	18,921.00	21,783.00	23,850.00	26,553.00	28,408.00
8	14,288.80	16,430.00	17,861.00	19,504.00	22,472.00	24,645.00	27,348.00	29,256.00
9	14,765.80	16,960.00	18,444.00	20,087.00	23,161.00	25,440.00	28,143.00	30,104.00
10	15,242.80	17,490.00	19,027.00	20,670.00	23,850.00	26,235.00	28,938.00	30,952.00
11	15,719.80	18,020.00	19,610.00	21,253.00	24,539.00	27,030.00	29,733.00	31,800.00
12	16,196.80	18,550.00	20,193.00	21,836.00	25,228.00	27,825.00	30,528.00	32,648.00
13	16,673.80	19,080.00	20,776.00	22,419.00	25,917.00	28,620.00	31,323.00	33,496.00
14	17,150.80	19,610.00	21,359.00	23,002.00	26,606.00	29,415.00	32,118.00	34,344.00
15	17,627.80	20,140.00	21,942.00	23,585.00	27,295.00	30,210.00	32,913.00	35,192.00
16	18,104.80	20,670.00	22,525.00	24,168.00	27,984.00	31,005.00	33,708.00	36,040.00
17	18,581.80	21,200.00	23,108.00	24,751.00	28,673.00	31,800.00	34,503.00	36,888.00
18	19,058.80	21,730.00	23,691.00	25,334.00	29,362.00	32,595.00	35,298.00	37,736.00
19	19,535.80	22,260.00	24,274.00	25,917.00	30,051.00	33,390.00	36,093.00	38,584.00
20	20,012.80	22,790.00	24,857.00	26,500.00	30,740.00	34,185.00	36,888.00	39,432.00
21	20,489.80	23,320.00	25,440.00	27,083.00	31,429.00	34,980.00	37,683.00	40,280.00
22	20,966.80	23,850.00	26,023.00	27,666.00	32,118.00	35,775.00	38,478.00	41,128.00
23	21,443.80	24,380.00	26,606.00	28,249.00	32,807.00	36,570.00	39,273.00	41,976.00
24	21,920.80	24,910.00	27,189.00	28,832.00	33,496.00	37,365.00	40,068.00	42,824.00
25	22,397.80	25,440.00	27,772.00	29,415.00	34,185.00	38,160.00	40,863.00	43,672.00
	477.00	530.00	583.00	583.00	689.00	795.00	795.00	848.00
	9.17	10.19	11.21	11.21	13.25	15.29	15.29	16.31

**DURATION OF AGREEMENT**

**IN WITNESS WHEREOF, THE PARTIES HERETO HAVE SIGNED  
THIS AGREEMENT THIS 17<sup>th</sup>, DAY OF December IN THE YEAR 2018**

For Airport, Airline and  
Allied Workers Union

For Nassau Flight Services Limited

\_\_\_\_\_  
Jewel Fountain  
President

\_\_\_\_\_  
The Hon. Howard Rickey Mackey, M.P.  
Chairman of Board of Directors

\_\_\_\_\_  
Carydah Sands  
Vice President

\_\_\_\_\_  
The Hon. Dionisio D'Aguilar-M.P.  
Minister Tourism Aviation & Bahamasair

\_\_\_\_\_  
Susan Palmer  
General Secretary

\_\_\_\_\_  
Ricardo P.E. Rolle - MBA  
General Manager

\_\_\_\_\_  
Huedley Moss  
Government Labour Consultant

SUBSCRIBED AND SWORN TO before me

this \_\_\_\_ day of \_\_\_\_\_, 2018 at \_\_\_\_\_

\_\_\_\_\_  
Veronique Evans - Notary Public

Approval and registered by the Industrial Tribunal /Ministry of Labour

\_\_\_\_\_  
Senator The Hon. Dion Foulkes, M.P.  
Minister of Labour

## **APPENDIX 5**

**FINANCIAL STATEMENTS AND SUPPLEMENTARY INFORMATION ARE A  
SEPARATE ATTACHEMENT.**

**APPENDIX 6**  
**NASSAU FLIGHT SERVICES EQUIPMENT SCHEDULE**

<b>APPENDIX 4 - NFS Equipment Schedule</b>								
<b>NASSAU FLIGHT SERVICES LTD</b>								
<b>EQU.P.#</b>	<b>UNIT</b>	<b>SERIAL#</b>	<b>NASSAU YEAR</b>	<b>MODEL</b>	<b>VALUE</b>	<b>NEW COST</b>	<b>RECON. COST</b>	<b>SALE VALUE</b>
T1	LAV CART				\$ 4,000.00	\$ 7,500.00	\$ 6,000.00	\$ 2,000.00
T2	H2O CART				\$ 3,500.00	\$ 7,000.00	\$ 5,500.00	\$ 1,500.00
1B	EZGO	2554853		txtposcstl	\$ 2,000.00	\$ 8,000.00	\$ 5,000.00	\$ 1,000.00
1D	EZGO	2593932		txtposcstl	\$ 2,000.00	\$ 8,000.00	\$ 5,000.00	\$ 1,000.00
G1	EZGO	2593904		txtposcstl	\$ 2,000.00	\$ 8,000.00	\$ 5,000.00	\$ 1,000.00
G2	EZGO	2593918		txtposcstl	\$ 2,000.00	\$ 8,000.00	\$ 5,000.00	\$ 1,000.00
1	TRACTOR	353-656	1987	CT 30	\$ 6,000.00	\$ 32,000.00	\$ 27,000.00	\$ 3,000.00
3	TRACTOR	6796	1995	HTAD 50	\$ 6,000.00	\$ 33,000.00	\$ 28,000.00	\$ 3,000.00
6	STAIR TRUCK	63579	1999	ABS 580	\$ 25,000.00	\$ 78,000.00	\$ 60,000.00	\$ 12,500.00
7	TRACTOR	20E208957	1974	CT 46	\$ 1,500.00	\$ 32,000.00	\$ 27,000.00	\$ 500.00
9	FORKLIFT	C001B1	1992	H30XL	\$ 500.00	\$ 23,000.00	\$ 14,000.00	\$ 500.00
10	BELT LD	1438	1992	TC886	\$ 10,000.00	\$ 51,000.00	\$ 30,000.00	\$ 5,000.00
11	PUSHBACK	425	1985	GT32	\$ 25,000.00	\$ 125,000.00	\$ 65,000.00	\$ 125,000.00
12	PUSHBACK	793	1997	GT50H	\$ 50,000.00	\$ 225,000.00	\$ 85,000.00	\$ 25,000.00
14	PUSHBACK	530	1993	GT1638	\$ 20,000.00	\$ 105,000.00	\$ 65,000.00	\$ 10,000.00
15	GPU	PSO6707	2000	90DT24PS	\$ 10,000.00	\$ 45,000.00	\$ 28,000.00	\$ 5,000.00
17	FORKLIFT	72191	1998	42-6FGCU	\$ 6,000.00	\$ 26,000.00	\$ 15,000.00	\$ 3,000.00
22	BELT LD	6509843	2012	T-660	\$ 28,000.00	\$ 51,000.00	\$ 30,000.00	\$ 14,000.00
28	STAIR TRUCK	1FDWF36	1999	F-350	\$ 25,000.00	\$ 78,000.00	\$ 60,000.00	\$ 12,500.00
30	STAIR TRUCK	150	1993	TLPH310	\$ 15,000.00	\$ 45,000.00	\$ 25,000.00	\$ 7,500.00
36	PUSHBACK	95920	1997	B350	\$ 45,000.00	\$ 225,000.00	\$ 95,000.00	\$ 25,000.00
37	TRACTOR	13306	1999	MA50	\$ 18,000.00	\$ 33,000.00	\$ 28,000.00	\$ 9,000.00
39	TRACTOR	13308	1999	MA50	\$ 18,000.00	\$ 33,000.00	\$ 28,000.00	\$ 9,000.00
40	BELT LD	145-2-98	1998	TC888	\$ 18,000.00	\$ 51,000.00	\$ 30,000.00	\$ 9,000.00
41	BELT LD	144-2-98	1998	TC888	\$ 18,000.00	\$ 51,000.00	\$ 30,000.00	\$ 9,000.00
44	AIR/CON	T21927	2009	302-C4P	\$ 30,000.00	\$ 65,000.00	\$ 38,000.00	\$ 15,000.00
45	BELT LD	182-7-99	1999	TC888	\$ 18,000.00	\$ 51,000.00	\$ 30,000.00	\$ 9,000.00
46	TRACTOR	97C-1865	1997	F-C64000	\$ 8,000.00	\$ 33,000.00	\$ 28,000.00	\$ 4,000.00
48	LAV TRUCK	1FDRF3G	2012	F-350	\$ 50,000.00	\$ 74,000.00	\$ 48,000.00	\$ 25,000.00
49	H2O TRUCK	1FDWF36	1999	F-350	\$ 35,000.00	\$ 68,000.00	\$ 42,000.00	\$ 16,000.00
57	LOADER	CR99173	1999	FMC-C-15	\$ 80,000.00	\$ 200,000.00	\$ 125,000.00	\$ 30,000.00
58	LOADER	CR99169	1999	FMC-C-15	\$ 80,000.00	\$ 200,000.00	\$ 125,000.00	\$ 30,000.00
59	STAIR TRUCK	1FDX46	2000	F-350	\$ 28,000.00	\$ 78,000.00	\$ 60,000.00	\$ 14,000.00
61	LOADER	CR99258	1999	C-15 UNI	\$ 120,000.00	\$ 240,000.00	\$ 140,000.00	\$ 50,000.00
62	GPU	T36119	2015	409ECUP	\$ 60,000.00	\$ 60,000.00	\$ 30,000.00	\$ 35,000.00
64	FORKLIFT	06-04542	1986	GC-205-2	\$ 3,500.00	\$ 26,000.00	\$ 15,000.00	\$ 1,500.00
66	TRACTOR	C445900	1986	CT30	\$ 5,000.00	\$ 32,000.00	\$ 27,000.00	\$ 2,500.00
67	PUSHBACK	1499801	1966	T-300	\$ 25,000.00	\$ 125,000.00	\$ 65,000.00	\$ 10,000.00
68	BELT LD	4597	1995	T-660	\$ 16,000.00	\$ 51,000.00	\$ 30,000.00	\$ 8,000.00
72	AIR/ST	309	2008	TMD250	\$ 120,000.00	\$ 275,000.00	\$ 160,000.00	\$ 65,000.00
74	BELT LD	1740	1996	T-660	\$ 16,000.00	\$ 51,000.00	\$ 30,000.00	\$ 8,000.00
75	BELT LD	3716	1996	T-660	\$ 16,000.00	\$ 51,000.00	\$ 30,000.00	\$ 8,000.00
AG4295	VAN	1FBSS3B	2011	E-350	\$ 12,000.00	\$ 27,000.00	\$ 16,000.00	\$ 6,000.00
AG4296	PU TRUCK	1FTRF122	2007	F-150	\$ 7,000.00	\$ 25,000.00	\$ 14,000.00	\$ 4,000.00
76	TRACTOR	9470	2015	MA50	\$ 22,000.00	\$ 33,000.00	\$ 28,000.00	\$ 14,000.00
77	TRACTOR	9741	2015	MA50	\$ 22,000.00	\$ 33,000.00	\$ 28,000.00	\$ 14,000.00
AP9693	VAN	RB1312420	2007	ODYSSEY	\$ 6,000.00	\$ 22,000.00	\$ 10,000.00	\$ 3,000.00
					<b>1,140,000</b>	<b>3,208,500</b>	<b>1,920,500</b>	<b>667,000</b>

*Request for Proposal-for the Purchase or Franchise Agreement for Nassau Flight Services  
Airport Ground Handling, Passenger Operations and Ancillary Services (RFP 2019-01-062)*

**NASSAU FLIGHT SERVICES Ltd**

**SAN SALVADOR**

EQUIP#	UNIT	SERIAL#	YEAR	MODEL	VALUE	NEWCOST	RECONCOST	SALEVALUE
	TRACTOR	5795	1995	HTAD50	12,000	33,000	28,000	5,000
	TRACTOR	511	1985	M-30	7,000	32,000	27,000	3,000
	BLT LD	5	1977	TC885	10,000	51,000	30,000	3,000
	BLT LD	4571	1984	TC885	2,000	51,000	30,000	1,000
	GPU	704	1999	TLD 90CUP	20,000	45,000	30,000	10,000
	AIRSTART	T1694	2000	500-200DD	30,000	185,000	125,000	15,000
	LOADER	233	1992	CL7000	15,000	90,000	35,000	7,500
	LOADER	H1140026	1988	JCPL	BER			BER
	ST.TRUCK		1974	TLPH252	5,000	78,000	55,000	2,500
	ST.TRUCK		1979	TLPH252	8,000	78,000	55,000	2,500
	Lav.cart				6,000	8,000	5,000	25,000
	stair				10,000	22,000	17,000	5,000
					<b>125,000</b>	<b>673,000</b>	<b>437,000</b>	<b>79,500</b>

**NASSAU FLIGHT SERVICES Ltd**

**EXUMA**

EQUIP#	UNIT	SERIAL#	YEAR	MODEL	VALUE	NEW COST	RECON COST	SALE VALUE
17	EZGO	2554583		txtpos	2,000	8,000	5,000	1,000
16	EZGO	2593932		txtpos	2,000	8,000	5,000	1,000
19	TRACTOR	C449501	1986	CT30	3,000	32,000	27,000	1,500
8	GPU			HOBART	5,000	45,000	28,000	25,000
19	AIR START	AZ-250-21		TMSS170	20,000	160,000	95,000	10,000
18	BLT LD	243	1979	TC885	5,000	51,000	30,000	2,500
71	STAIR	40AT	2004	FLATRAC	10,000	20,000	15,000	5,000
1	H2O CART		2005		3,500	7,000	5,500	1,700
1A	LAVCART		2005		4,000	8,000	6,000	2,000
					<b>54,500</b>	<b>339,000</b>	<b>216,500</b>	<b>49,700</b>

**APPENDIX 7  
PROPOSERS CHECKLIST/RESPONSE SHEET**

<u>PROPOSER RESPONSE SHEET</u>	
This sheet must be signed and returned with your proposal response	
ACKNOWLEDGEMENT OF	RFP NO: 2016-09-001 Ground Handling, Passenger Services, and Passenger
	Mobility Assistance Services Management

The undersigned hereby acknowledge the receipt of the following documents: *(Mark all applicable forms)*

- (a) \_\_\_\_\_ Request for Proposal Cover Sheet
- (b) \_\_\_\_\_ General Instructions and Requirements
- (c) \_\_\_\_\_ Proposer Response Sheet **(must be completed, signed and returned with proposal)**

- (d) \_\_\_\_\_ Request for Proposal Form **(if provided, must be completed and returned with proposal)**
- (e) \_\_\_\_\_ Specifications (if provided)
- (f) \_\_\_\_\_ Specific Instructions (if provided)
- (g) \_\_\_\_\_ Drawings (if provided)
- (h) \_\_\_\_\_ Other Documents (if provided)

- (i) Addenda (if provided) Addendum No: \_\_\_\_\_ Dated: \_\_\_\_\_
- \_\_\_\_\_ Addendum No: \_\_\_\_\_ Dated: \_\_\_\_\_
- \_\_\_\_\_ Addendum No: \_\_\_\_\_ Dated: \_\_\_\_\_
- \_\_\_\_\_ Addendum No: \_\_\_\_\_ Dated: \_\_\_\_\_

**PROPOSER’S CERTIFICATION:**

The signed proposer certifies that he/she has read and thoroughly understands the terms, conditions, and specifications contained in this RFP, and that the items of material or services offered in its proposal meets the required minimum specifications. It is understood that any item offered as an alternate not meeting specifications might be rejected.

Proposer further certifies that all information contained in this proposal is truthful to the best of proposer’s knowledge and belief and that he/she is duly authorized to submit the proposal on behalf of the vendor/contractor and that the vendor/contractor is ready, willing, and able to perform if awarded a contract.

Proposer offers and agrees to furnish the goods and/or services specified in the RFP at the prices or rates quoted in its proposal, including the following:

Delivery or completion: \_\_\_\_\_ calendar days after receipt of purchase order.

Prices are firm for reorders for \_\_\_\_\_ months after award of contract.

The proposer certifies, by submission and signature of this proposal that the proposer complies fully with the drug-free workplace and will maintain a policy in this regard.

BAHAMAS GOVERNMENT TIN		Area Code	Phone
			Fax
Company Name	Authorized Officer Signature (manual)		
Street Address	Typed/Printed Name		
P.O. Box	Title		
Email Address	Date		

**APPENDIX 8**  
**NON-CONFLICT OF INTEREST AFFIDAVIT**

RFP  
No. \_\_\_\_\_

Bidder must execute either Section I or Section II hereunder. Failure to execute either section may result in rejection of this bid proposal.

**SECTION I**

I hereby certify that no official or employee of the NFS, NAD, AA, or Ministry or independent agency requiring the goods or services described in these specifications has a material financial interest in this company.

Signature	Company Name
Name of Official (type or print)	Business Address
	/City, Island

**SECTION II**

I hereby certify that the following named NFS, NAD, AA, or Ministry official(s) and employee(s) having material financial interest(s) (in excess of 5%) in this company have filed Conflict of Interest Statements with the Supervisor of Elections prior to bid opening.

Name	Title or Position	Date of Filing

Signature	Company Name
Print Name of Certifying Official	Business Address
	City, Island

**PUBLIC OFFICIAL DISCLOSURE**

Any public official who has a financial interest in a bid or contract make a disclosure at the time that the bid or contract is submitted or at the time, that the public official acquires a financial interest in the bid or contract. Please provide disclosure, if applicable, with bid.

Public  
Official \_\_\_\_\_

Position Held  
\_\_\_\_\_

Position or Relationship with Bidder  
\_\_\_\_\_

**APPENDIX 9**  
**DISCLOSURE OF PENDING LEGAL ACTION(S) AND/OR JUDGEMENT(S)**



27<sup>th</sup> August, 2018

Baker Tilly Gomez  
Chartered Accountants  
Cumberland Hill Street  
P. O. Box N-1991  
Nassau, Bahamas

**Attention: Mr. Dario Pratt**

Dear Mr. Pratt;

**Re: Nassau Flight Services December 31 2017 to present**

Further to our clients' letter of 16<sup>th</sup> August, 2018 we have been asked to provide information relative to the various pending and threatened litigation and unasserted claims and assessments involving the captioned and we now write to do so.

I confirm that I have advised and consulted with Nassau Flight Services ("the Company") in relation to the disclosure of any unasserted claims.

I also confirm that as of today's date there are no legal fees due and owing to Evans & Co. by the Company.

There is only one potential actions which may still be brought in the Supreme Court against the company either in existence as of December 2017 or coming into existence thereafter:

**Nelson Bain and Clint Johnson**

This action was commenced before the Labour Board in December, 2014 and was referred to the Tribunal thereafter. The matter was dismissed by the Tribunal for want of prosecution on the 14<sup>th</sup> December, 2016. Subsequently Counsel for the

Samuel H. Evans House, Christie and Shirley Streets  
P. O. Box N-9298  
Nassau, Bahamas  
T: (242) 328-8510-1 or (242) 322-5178 or (242) 356-7126  
F: (242) 322-5942  
E: info@tevanslaw.com  
website: www.tevanslaw.com

Baker Tilly Gomez  
Page 2  
27<sup>th</sup> August, 2018

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Applicants engaged in correspondence with the Company relative to negotiating a settlement. A settlement with Nelson Bain was agreed in February, 2017 and a payment was made. Negotiations with regard to Mr. Johnson have stalled and it is not clear whether he is still pursuing this action. As the limitation period in his matter has not expired it is still possible that this matter can be revived before the Supreme Court. Should this be the case a ballpark estimate of legal fees would be \$45,000.00.

The foregoing constitutes all of the matters both pending and threatened in relation to the company that we are aware of. Should you have any questions please feel free to contact the undersigned.

Yours faithfully,  
**EVANS & CO.**



Veronique J. N. Evans

Cc: Ms. Sammantha Bannister  
Nassau Flight Services

***EVANS & CO.***

# APPENDIX 10

## JOB DESCRIPTIONS

### ACCOUNTS CLERK

#### Core Functions:

- Manages and reconciles records of financial transactions of the company
- Prepares summaries and statements of financial transactions for management purpose

#### Reporting Relationship:

- Reports directly to the Accounts Manager

#### Duties & Responsibilities:

- Assist with the accounting for Bahamas Experience Tours VIP Account keeping up to date with the posting and Reconciliation of all transactions (invoicing and expenses).
- Assist with the Receivable & Payable areas in the absence of the Receivables and Payables Clerks.
- Assist with writing up daily deposits.
- Compile data and prepare a variety of reports.
- Completing monthly Flight Count Report.
- Enters data into computer system using defined computer programs (QuickBooks & Excel).
- Investigates questionable data.
- Performs a variety of general accounting support tasks in the accounting department including:
  - Recommends actions to resolve discrepancies.
  - Responsible for the Accounts /Administration Filing, ensuring that all boxes are properly labelled, and that Files are signed in and out of the Filing Room.
  - Responsible for the Filing at the Storage Rental-Blake Road – ultimately producing a map of the Location of all Files.
- Any other reasonable duties assigned by management

#### Requirements:

- 3 years' experience
- Ability to maintain confidentiality concerning financial and employee file
- Competency in Microsoft applications including Word, Excel and Outlook.

#### Skills:

- Ability to calculate figures
- Analytical and problem-solving skills
- Attention to detail and ability to multitask is an asset
- Good customer service
- Organizational, verbal and written communication skills

**ACCOUNTS CLERK**

***Certification***

*I, \_\_\_\_\_, certify that I have read, understand and accept the responsibilities assigned to this position.*

\_\_\_\_\_  
*Employee Signature*

\_\_\_\_\_  
*Date*

## ACCOUNTS MANAGER

### Core Functions:

- Supervises the Accounting Dept. to ensure that all financial and accounting transactions are recorded in compliance with accepted accounting procedures.
- Develops, analyzes and interprets statistical and accounting information in order to appraise operating results in terms of profitability, performance against budget and other matters bearing on the fiscal soundness and operating effectiveness of the organization.

### Reporting Relationship:

- Reports directly to the Financial Controller

### Duties & Responsibilities:

- Performs and supervises payroll, accounts receivable and payable and general ledger accounting duties to include developing procedures to ensure all the company's funds are properly accounted.
- Compiles and prepares all accounting reports for management in the form of monthly and quarterly financial statements and the annual report.
- Supervises and evaluated staff including guidance in recording unusual financial transactions, recruiting and interviewing for open positions, assigning duties and responsibilities for Payroll Clerk, Accounting Clerks and Accounting Supervisors
- Responsible for all aspects of payroll, including check issuance as well as compliance with all national and labour procedures.
- Provides financial information in response to requests from the Executive Management and/or the Board of Directors
- Reviews, approves, and signs all disbursement documents.
- Assists auditors in annual review of accounting records statements.
- Assists in the development and issuance of annual financial statements.
- Performs related duties as assigned.

### Requirements:

- Bachelor's Degree in accounting, Finance or related field and three years of accounting experience (accounting experience and supervisory experience preferred), or any equivalent combination of education and experience.
- Minimum of 5 years in related field
- Industry experience desired

### Skills:

- Customer service skills
- Excellent oral and written communication skills.
- Problem solving skills.
- Ability to complete complex mathematical equations.
- Ability to supervise and evaluate employees

**ACCOUNTS MANAGER**

***Certification***

*I, \_\_\_\_\_, certify that I have read, understand and accept the responsibilities assigned to this position.*

\_\_\_\_\_  
*Employee Signature*

\_\_\_\_\_  
*Date*

## ACCOUNTS PAYABLE OFFICER

### Core Functions:

- Ensuring that services are provided in an effective and efficient manner
- Processing and monitoring payments and expenditures
- Provide financial, administrative and clerical services

### Reporting Relationship:

- Reports directly to the Accounts Manager

### Duties & Responsibilities:

- Assist in the accurate, efficient and timely production of the monthly bills and cheques
- Assist the external auditors in the annual financial audit
- Comply with the prescribed and approved accounting and internal control policies and procedures of the company
- Ensure the confidentiality and security of all financial and employee files
- Liaise with the manager of the department to ensure the smooth functioning of the department
- Maintain a filing system for all financial documents
- Maintain inventory files
- Maintain listings of accounts payable
- Perform other related duties as required
- Perform the daily accounting related functions that facilitate the monthly financial results
- Perform the day to day processing of accounts payable transactions to ensure that finances are maintained in an effective, up to date and accurate manner:
- Prepare invoices for payment
- Prepare vendor cheques for mailing
- Provide administrative support in order to ensure effective and efficient office operations:
- Receive and verify invoices and requisitions for goods and services
- Verify that transactions comply with financial policies and procedures
- Any other reasonable duties assigned by management

### Requirements:

- College Graduate degree in accounting
- Knowledge of accounts payable, accounts receivable and maintaining general ledgers
- Proficiency in Peach Tree and Quick Books

### Skills:

- Ability to deal with clients and staff in a positive and motivational manner
- Ability to gather data, compile information and prepare reports
- Ability to maintain a high level of accuracy in preparing and entering financial information
- Ability to maintain confidentiality concerning financial and employee files
- Ability to perform the job functions of subordinates

- Any duties that may be assigned
- Knowledge of planning and scheduling techniques
- Possess a pleasant, helpful and confident manner
- Strong oral and writing skills
- Strong organizational and coordinating skills

***Certification***

*I, \_\_\_\_\_, certify that I have read, understand and accept the responsibilities assigned to this position.*

\_\_\_\_\_  
*Employee Signature*

\_\_\_\_\_  
*Date*

## ACCOUNTS PAYROLL OFFICER

### Core Functions:

- Assists in the preparation of summaries and statements of financial transactions for management purpose
- Assists the Accounts Department in managing and reconciling records of financial transactions of the company
- Completes a variety of payroll office tasks in an efficient and timely manner

### Reporting Relationship:

- Reports directly to the Accounts Manager

### Duties & Responsibilities:

- Calculate Shift Premium & Enter into Time Clock Plus.
- Collect and summarize timekeeping information from Time-Clock Plus and Manual Sheets from San Salvador and Exuma.
- Complete all reports, file & and post in Quick-books.
- Obtain overtime approvals from All Departments (Must be signed and stamped by Senior Management).
- Obtain supervisory approval of time clock punches discrepancies. (Punch Report)
- Prepare Manual Reports for The National Insurance Board and Provident Fund
- Prepare Monthly Salary Deduction Cheques for distribution on the 10<sup>th</sup> and 15<sup>th</sup> of each Month.
- Print Pay-Slips & Prepare direct deposit for distribution.
- Process adjustments from Human Resources (cuts & New Employee information).
- Process and close the previous week's payroll.
- Review Payroll verifying all adjustments, Overtime, and Shift Premium.
- Any other reasonable duties assigned by management

### Requirements:

- Associate degree in accounting or certificate in accounting or bookkeeping
- Proficiency in Peach Tree and Quick Books

### Skills:

- Ability to establish and maintain cooperative and effective working relationships
- Ability to maintain a high level of accuracy in preparing and entering financial information
- Ability to maintain confidentiality concerning financial and employee files
- Ability to perform clerical tasks of average difficulty with efficiency and accuracy
- Ability to perform simple mathematical calculations with speed and accuracy
- Ability to type at a speed not less than 35 WPM
- Ability to understand and carryout oral and written instructions

**ACCOUNTS PAYROLL OFFICER**

***Certification***

*I, \_\_\_\_\_, certify that I have read, understand and accept the responsibilities assigned to this position.*

\_\_\_\_\_  
*Employee Signature*

\_\_\_\_\_  
*Date*

## ACCOUNTS RECEIVABLE OFFICER

### Core Functions:

- Responsible for providing financial and clerical services
- Ensure the collection of finances are accurate and up to date

### Reporting Relationship:

- Reports directly to the Accounts Manager

### Duties & Responsibilities:

- Bill and Invoice all Clients / Airlines / Charters by the 1<sup>st</sup> of the following Month.
- Bill the airlines for Fuel distributed to them on a monthly basis by the 1<sup>st</sup> of the following Month.
- Collect all flight logs from Exuma & San Salvador Stations and ensure that invoices are issued monthly.
- Collect all Logs from the Operations Department to enable the generation of Invoices for Customers (Airlines).
- Follow-up with the collection of payments.
- Generate Invoices for all equipment rented to customers in a timely manner.
- Maintain the Customer Files communicating with the Accounts Payable Department to ensure the timely collection of the Company's Revenue.
- Maintain the Fuel Farm Analysis monthly.
- Maintain the yearly flights per airline Year to Date.
- Monitor customer account details for non-payments, delayed payments and other irregularities.
- Reconcile Daily the Fuel Slips turned in by the Maintenance Department.
- Reconcile the Manual log against Damarel program to ensure all flights are accounted for and invoiced to the customers.
- Review all Invoices and distribute them by the 3<sup>rd</sup> of the following Month.
- Review and post all handling & Exchange Fees to third party invoices that are processed by the Accounts Payable Clerk.
- Assist with all other duties assigned by the Accounts Manager.

### Requirements:

- High School Diploma or equivalent with courses in bookkeeping
- Minimum 2 years office experience or combination of education and experience
- 5 BJC's or 2 BGCSE's Math & English included with grades 'C' or above
- Knowledge of the basic principles of bookkeeping and routine accounting procedures

### Skills:

- Analytical and problem-solving skills
- Attention to detail and high level of accuracy
- Computer skills including the ability to operate computerized accounting, spreadsheet and word processing programs
- Excellent oral and written communication skills
- Team building skills

**ACCOUNTS RECEIVABLE OFFICER**

***Certification***

*I, \_\_\_\_\_, certify that I have read, understand and accept the responsibilities assigned to this position.*

\_\_\_\_\_  
*Employee Signature*

\_\_\_\_\_  
*Date*

## ADMINISTRATIVE ASSISTANT

### Core Functions:

- To provide professional administrative support to the Administration Department

### Reporting Relationship:

- Reports directly to the Office Manager

### Duties and Responsibilities:

- Assist in the development of reports and other documents
- Assist with applications and follow-up of work/residency permits for various airlines
- Assist with the arrangements and preparation for board meetings, seminars and workshops
- Assist with the ordering and issuing of uniforms
- Assist with the processing of identification badges for clients and airline representatives
- Develop and maintain appropriate files and documentations
- Draft, type and file routine correspondence and other materials
- Make, receive, screen telephone calls and make appointments
- Photocopy, fax and mail letters
- Any other reasonable duties assigned by management

### Requirements:

- Associate Degree or equivalent
- 2 –3 years administrative experience

### Skills:

- Ability to multi-task and detail-oriented
- Ability to work in team as well as independently
- Confidential, mature and tactful individual
- Excellent written and verbal communication skills
- Proficient in Microsoft Office (*word, excel, power point*)
- Strong organization skills

### **Certification**

I, \_\_\_\_\_, certify that I have read, understand and accept the responsibilities assigned to this position.

\_\_\_\_\_  
*Employee Signature*

\_\_\_\_\_  
*Date*

## ASSISTANT RAMP MANAGER (ADMINISTRATION)

### Core Functions:

- Manage and lead the company's activities on the ramp by ensuring the smooth coordination, execution and maintenance of schedules, agendas, records and correspondence.

### Reporting Relationships:

- Reports directly to the Ramp Manager / Operations

### Duties & Responsibilities:

- Attend meetings and communicate with all levels of Management and Staff
- Communicate with Assistant Ramp Manager (*Support*) regarding all ramp issues
- Ensure that daily roll call and briefings are conducted
- Execute reprimands and commendations for staff
- Liaise with the Training department on matters pertaining to training and compliance
- Maintain a safe environment according to company policies and procedures
- Maintain records and make recommendations relative to employee performance management.
- Maintain records of all sick, absenteeism, vacations, special request etc.
- Manage and oversee the daily movement and activities of Ramp staff
- Manage and supervise Ramp Personnel
- Manage shift schedules to ensure all functions are completed and safety enforced.
- Manage to ensure the Porter policies are enforced at the Front Door & Customs Hall.
- Monitor baggage belts for staffing and quality assurance (*bags loaded in correct trolley for flight*)
- Prepare requests for equipment, supplies, and materials.
- Report status of Ramp equipment as necessary.
- Submit weekly written reports to DGM Operations
- Submit written reports as required
- Any other reasonable duties assigned by management

### Requirements:

- Ability to assess need for materials and equipment servicing
- Ability to communicate orally and in writing.
- Ability to understand and carry out oral and written instructions.
- Above average knowledge of ramp operations and airport environment.
- Minimum of 3-5 years' experience in Management, Airline or Groundling Handling Company
- Training in Ground Security Co-ordination

### Skills:

- Ability to establish and maintain effective working relationships with clients, subordinates and the general public
- Ability to judge situations, make sound decisions objectively, authoritatively, and wisely.

- Ability to maintain records and prepare reports.
- Ability to plan and organize programs, projects, assignments, and staff.

***Certification***

*I, \_\_\_\_\_, certify that I have read, understand and accept the responsibilities assigned to this position.*

\_\_\_\_\_  
*Employee Signature*

\_\_\_\_\_  
*Date*

## ASSISTANT RAMP MANAGER (SUPPORT)

### Core Functions:

- Ensure that all procedural trainings, airline audits and safety measures related to employees, equipment and aircraft are adhered to
- Overseeing the ramp and its smooth delivery of services in a timely manner
- Make sure the organization is running to meet and exceed the expectation of the clients.

### Reporting Relationships:

- Reports directly to the Ramp Manager / Operations

### Duties & Responsibilities:

- Attend meetings and communicate with all levels of Management and Staff
- Communicate with Assistant Ramp Manager (Administration) regarding all ramp issues
- Daily Monitoring and supervision of ramp staff
- Enforce the 10-minute rule for gate readiness 10 minutes prior to aircraft arrival
- Ensure daily role call and briefings are conducted
- Ensure first set of bags are delivered within 10 minutes of flight arrival
- Ensure that Marshaller and wing walkers are in position for arrivals and departures
- Ensure the last bags are delivered within 20 minutes after arrival
- Maintain a safe environment according to company policies and procedures
- Manage and oversee the daily movement of activities and staffing
- Manage shift schedules to ensure all functions are completed and safety enforced
- Monitor baggage belts for staffing and quality assurance (*bags loaded in correct trolley for flight*)
- Monitor the loading and offloading of aircrafts
- Monitor to ensure the aircraft cargo bins are closed and tow bar attached 5 minutes prior to departure time
- Submit written reports when required
- Write reprimands and commendations for staff
- Any other reasonable duties as assigned by management

### Requirements:

- Ability to assess need for materials and equipment servicing
- Ability to communicate orally and in writing.
- Ability to understand and carry out oral and written instructions.
- Above average knowledge of ramp operations and airport environment.
- Minimum of 3-5 years' experience in Management, Airline or Groundling Handling Company
- Training in Ground Security Co-ordination

### Skills:

- Ability to establish and maintain effective working relationships with clients, subordinates and the general public
- Ability to judge situations, make sound decisions objectively, authoritatively, and wisely.
- Ability to maintain records and prepare reports.
- Ability to plan and organize programs, projects, assignments, and staff.

**ASSISTANT RAMP MANAGER (SUPPORT)**

***Certification***

*I, \_\_\_\_\_, certify that I have read, understand and accept the responsibilities assigned to this position.*

\_\_\_\_\_  
*Employee Signature*

\_\_\_\_\_  
*Date*

## ATC SHUTTLE DRIVER

### Core Functions:

- Ensure transportation safety and passenger safety
- Monitor equipment and performs limited maintenance
- Responsible for cleanliness and general upkeep of vehicle
- Transport passengers safely along pre-assigned route.

### Reporting Relationship:

- Reports directly to the Duty Manager

### Duties & Responsibilities:

- Adhere to all road safety procedures and traffic laws.
- Ensure that vehicle is adequately fueled each day.
- Maintain records of work performed; make timely reports of accidents, incidents, and unusual occurrences
- Performs miscellaneous job-related duties as assigned
- Performs routine vehicle inspection and maintenance including cleaning, checking oil, fuel, brakes, lights, windshield wipers, signals, horn and tire pressures before and after each transport.
- Provide safe and efficient transportation for passengers
- Turn in all lost and found items to the Airport Authority Lost and Found Department.
- Any other reasonable duties assigned by management.

### Requirements:

- Valid Public Driver's License and Airport Driver's License issued by Nassau Airport Development Company.
- 12<sup>th</sup> Grade Education Minimum
- BGCSE's with 'C' or above
- Must be customer service friendly

### Skills:

- Ability to communicate effectively
- Ability to Provide information and other general assistance to the Maintenance Department
- Ability to safely and efficiently operate a loaded passenger vehicle
- Ability to understand and follow safety procedures
- Knowledge of basic vehicle inspection and maintenance including tire pressure, checking oil and water levels

### **Certification**

I, \_\_\_\_\_, certify that I have read, understand and accept the responsibilities assigned to this position.

\_\_\_\_\_  
Employee Signature

\_\_\_\_\_  
Date

## AUTOBODY REPAIRER

### Core Functions:

- Make and form vehicle panels using machine and hand tools
- Repair damage to metal, plastic and fiberglass bodywork on equipment

### Reporting Relationship:

- Reports directly to the Maintenance Manager

### Duties & Responsibilities:

- Assist in spray painting vehicles
- Cut and join replacement sections or damaged panels using oxyacetylene and electric welding equipment
- Fill dents with plastic fillers, and file, grind and sand repaired surfaces using power and hand tools
- Fit the repaired panel on the framework of the vehicle and refit body hardware such as door locks and door trims
- Help vehicle body builders to build custom-designed, specialty or vintage vehicles
- Realign chassis and body frames, and use chassis alignment machines and measuring systems
- Remove and replace auto-electric components
- Remove damaged panels and components by unbolting or cutting them away
- Remove dents by hammering panels with panel beating tools
- Replace badly damaged sections with new or second-hand panels
- Straighten badly damaged equipment using mechanical and hydraulic equipment to obtain door, boot and bonnet clearances
- Any other reasonable duties assigned by management

### Requirements:

- Driver's License
- Flexible approach to working outside of rostered hour
- High School Diploma or equivalent
- Physical Strength

### Skills:

- Ability to visualize the end product
- Ability to work with hand tools and machines
- Be a team player
- Be able to work under stressful conditions
- Good customer service skills
- Have good hand-eye coordination

### ***Certification***

*I, \_\_\_\_\_, certify that I have read, understand and accept the responsibilities assigned to this position.*

\_\_\_\_\_  
*Employee Signature*

\_\_\_\_\_  
*Date*

## BAGGAGE AGENT / PASSENGER SERVICE

### Core Functions:

- Trace missing baggage and provide related customer services to assist airline passengers.

### Reporting Relationship:

- Report directly to Lead Baggage Agent

### Duties & Responsibilities:

- Copy information to recover lost baggage, take corrective measures according to company policies and arrange for delivery of relocated items to passengers.
- Handle equipment to sort and dispatch outbound baggage to departing aircraft, and to dispense inbound baggage being delivered to passengers on arrival at their destinations.
- Prepare lost and found reports, damage reports and forwarding instructions, and complete tracing forms, customs clearances and other documents.
- Receive complaints from passengers regarding lost, mishandled, delayed and damaged baggage.
- Speak with customers to obtain information for tracing lost baggage and communicate with agents at other locations in the airline system.
- Trace lost, delayed and misdirected baggage.

### Requirements:

- High School Diploma with BGCSE passes in English and Mathematics
- Must be able to work with minimal supervision
- Must be willing to work outside of rostered hours

### Skills:

- Be a team player
- Enjoy working with people
- Have a patient and friendly manner
- Have a smart and tidy appearance
- Strong communication and keyboarding skills

### ***Certification***

I, \_\_\_\_\_, certify that I have read, understand and accept the responsibilities assigned to this position.

\_\_\_\_\_  
*Employee Signature*

\_\_\_\_\_  
*Date*

## BAGGAGE LEAD / PASSENGER SERVICE

### Core Responsibilities:

- Trace missing baggage and provide related customer services to assist airline passengers.

### Reporting Relationship:

- Report directly to Baggage Supervisor

### Duties & Responsibilities:

- Copy information to recover lost baggage, take corrective measures according to company policies and arrange for delivery of relocated items to passengers.
- Handle equipment to sort and dispatch outbound baggage to departing aircraft, and to dispense inbound baggage being delivered to passengers on arrival at their destinations.
- Prepare lost and found reports, damage reports and forwarding instructions, and complete tracing forms, customs clearances and other documents.
- Receive complaints from passengers regarding lost, mishandled, delayed and damaged baggage.
- Speak with customers to obtain information for tracing lost baggage and communicate with agents at other locations in the airline system.
- Trace lost, delayed and misdirected baggage.
- Any other reasonable duties assigned by management

### Requirements:

- High School Diploma with BGCSE passes in English and Mathematics
- Must be able to work with minimal supervision
- Must be willing to work outside of rostered hours

### Skills Required

- Be a team player
- Enjoy working with people
- Good keyboarding skills
- Have a patient and friendly manner
- Have a smart and tidy appearance
- Strong communication skills

### ***Certification***

I, \_\_\_\_\_, certify that I have read, understand and accept the responsibilities assigned to this position.

\_\_\_\_\_  
*Employee Signature*

\_\_\_\_\_  
*Date*

## BAGGAGE SUPERVISOR / PASSENGER SERVICE

### Core Functions:

- Trace missing baggage and provide related customer services to assist airline passengers.

### Reporting Relationship:

- Report directly to Passenger Service Manager

### Duties & Responsibilities:

- Copy information to recover lost baggage, take corrective measures according to company policies and arrange for delivery of relocated items to passengers.
- Handle equipment to sort and dispatch outbound baggage to departing aircraft, and to dispense inbound baggage being delivered to passengers on arrival at their destinations.
- Prepare lost and found reports, damage reports and forwarding instructions, and complete tracing forms, customs clearances and other documents.
- Receive complaints from passengers regarding lost, mishandled, delayed and damaged baggage.
- Speak with customers to obtain information for tracing lost baggage and communicate with agents at other locations in the airline system.
- Trace lost, delayed and misdirected baggage.
- Any other reasonable duties assigned by management

### Requirements:

- High School Diploma with BGCSE passes in English and Mathematics
- Must be able to work with minimal supervision
- Must be willing to work outside of rostered hours

### Skills:

- Be a team player
- Enjoy working with people
- Good keyboarding skills
- Have a patient and friendly manner
- Have a smart and tidy appearance
- Strong communication skills

### **Certification**

I, \_\_\_\_\_, certify that I have read, understand and accept the responsibilities assigned to this position.

\_\_\_\_\_  
Employee Signature

\_\_\_\_\_  
Date

## BUS DRIVER

### Core Functions:

- Ensure transportation safety and passenger safety
- Monitor equipment and performs limited maintenance
- Responsible for cleanliness and general upkeep of bus
- Transport passengers safely along pre-assigned route.

### Reporting Relationship:

- Reports directly to the Office Manager

### Duties & Responsibilities:

- Adhere to all road safety procedures and traffic laws.
- Ensure that bus is adequately fueled each day.
- Maintain records of work performed; make timely reports of accidents, incidents, and unusual occurrences
- Performs miscellaneous job-related duties as assigned
- Performs routine vehicle inspection and maintenance including cleaning, checking oil, fuel, brakes, lights, windshield wipers, signals, horn and tire pressures before and after each transport.
- Provide safe and efficient transportation for passengers

### Requirements:

- BGCSE'S with 'C' or above
- High School Diploma or equivalent
- Must be customer service friendly
- Valid Public Driver's License

### Skills:

- Ability to communicate effectively
- Ability to provide information and other general assistance to the Maintenance Department
- Ability to safely and efficiently operate a loaded passenger bus
- Ability to understand and follow safety procedures
- Knowledge of basic vehicle inspection and maintenance including tire pressure, checking oil and water levels

### ***Certification***

I, \_\_\_\_\_, certify that I have read, understand and accept the responsibilities assigned to this position.

\_\_\_\_\_  
*Employee Signature*

\_\_\_\_\_  
*Date*

## CARGO AGENT

### Core Functions:

- Provide full cargo sales and services for Airlines' clients and company's direct customers

### Reporting Relationship:

- Reports directly to the Lead Cargo Agent

### Duties & Responsibilities:

- Assemble containers and crates used to transport items
- Breakdown the documents on arriving shipments
- Clear all relevant documents with Customs and other Government Agencies
- Handle arriving/departing cargo including:
- Keep records of all goods shipped, received, and stored
- Label Shipment
- Loading pallets ULD
- Notify customers of shipment arrival and departure
- Operate forklift, tractors and other equipment to lift and move Cargo around
- Prepare airway bills and manifest for export and inbound cargo
- Release shipment to consignees
- Retrieve stored items and trace lost shipments as necessary
- Secure high value shipments
- Sort Cargo
- Any other reasonable duties assigned by management

### Requirements:

- Computer literate
- Flexible approach to working outside of rostered hours
- High School Diploma or Equivalent
- Minimum of 1-year experience in the Aviation Industry or similar field

### Skills:

- Ability to gather and compile information
- Be a team player
- Be able to work under stressful conditions
- Good customer service skills
- Good oral and written communication skills
- Physical strength

### **Certification**

I, \_\_\_\_\_, certify that I have read, understand and accept the responsibilities assigned to this position.

\_\_\_\_\_  
Employee Signature

\_\_\_\_\_  
Date

## CARGO BOND AGENT

### Core Functions:

- Provide full cargo sales and services for Airlines' clients and company's direct customers.

### Reporting Relationship:

- Reports directly to the Lead Cargo Agent

### Duties & Responsibilities:

- Assemble containers, pallets and crates used to transport items
- Clear all relevant documents with Customs and other Government Agencies
- Handle and document arriving/departing Government Mail Bags
- Handle arriving/departing cargo including:
- Keep records of all goods shipped, received, and stored
- Label and Sort Shipments
- Live Animals and Human Remains
- Loading Pallets/ULDs
- Maintain a clean and neat appearance of NFS equipment stored on Bahamas Customs grounds
- Maintenance and cleaning of bond area
- Processing documents on arriving shipments
- Refueling & Operation of forklifts, tractors and other equipment to lift and move cargo
- Release shipment to Consignees and Bahamas Customs
- Removal/entry of goods and persons in/out of bond
- Retrieve stored items as necessary
- Secure high value shipments
- Transfer of cargo to and from the ramp
- Any other reasonable duties assigned by management

### Requirements

- 12<sup>th</sup> Grade Education
- BGCSE's Math and English included 'C' or above
- Computer literate
- Flexible approach to working outside of rostered hours
- Minimum of 1-year experience in the Aviation Industry or similar field

### Skills

- Good Customer Service skills
- Good team player
- Physical Strength

### **Certification**

I, \_\_\_\_\_, certify that I have read, understand and accept the responsibilities assigned to this position.

\_\_\_\_\_  
Employee Signature

\_\_\_\_\_  
Date

## CARGO CLERK

### Core Functions:

- Provide full cargo sales and services for Airlines' clients and company's direct customers

### Reporting Relationship:

- Reports directly to the Cargo Supervisor

### Duties & Responsibilities:

- Assemble containers and crates used to transport items
- Clear and prepare all relevant documents for Customs and other Government Agencies
- Handle arriving/departing cargo including:
  - Loading/Unloading of Pallets/ ULDs
  - Label Shipments
  - Sort and process Post & Diplomatic mail
  - Release shipment to consignees
  - Secure high value shipments
- Keep records of all goods shipped, received, and stored
- Notify customers of shipment arrival and departure
- Operate forklift, tractors and other equipment to lift and move Cargo around
- Prepare airway bills and manifest for export and inbound cargo
- Prepare month end reports of all transactions and tonnage
- Processing of documents on arriving shipments
- Any other reasonable duties assigned by management

### Requirements:

- Computer literate
- Flexible approach to working outside of rostered hours
- High School Diploma or Equivalent
- Minimum of 1-year experience in the Aviation Industry or similar field

### Skills:

- Ability to gather and compile information
- Be a team player
- Be able to work under stressful conditions
- Good customer service skills
- Good oral and written communication skills
- Physical strength

### **Certification**

I, \_\_\_\_\_, certify that I have read, understand and accept the responsibilities assigned to this position.

\_\_\_\_\_  
Employee Signature

\_\_\_\_\_  
Date

## **CARGO MANAGER**

### **Core Functions:**

- Plays the leading role in managing both raw materials and personnel.
- Oversight of cargo inventory and supplies is central to the job.
- Determining employees' needs, overseeing assignment of employees for cargo needs and planning for cargo department development.
- Supervise, direct, control and coordinate all the cargo activities of the company during the work day, and planning cargo development.
- Ensure that the company services are delivered to its clients safely and efficiently, at the standard of quality required by clients.

### **Reporting Relationship:**

- Reports directly to General Manager

### **Duties & Responsibilities:**

- Supervise, direct, control and coordinate all functions of all cargo staff.
- Brief staff at the start of the shift of their required duties of the day.
- Liaise with clients to ensure their schedule and services requirements are known and communicated to staff as required.
- Ensure the collection of client's and company's revenue.
- Ensuring company's financial controls are adhered to.
- Represent the company at various Government Agencies of The Bahamas, U.S. and other agencies as the case may be, regarding our handling performance.
- Counsel and train staff as necessary.
- Evaluate, reward and discipline staff as the need arises in accordance with company policy.
- Oversee all aspects of customer service functions.
- Act as Ground Security Coordinator (GSC) and liaise with Department of Transport and the US based Transportation Security Administration on security related matters.
- Check flight information and disseminate.
- Aid the Operations Agent with various and diverse duties relating to the planning and monitoring of a cargo flight.
- Supervise all aspect of ramp and cargo to ensure compliance to safety and quality assurance
- Investigate and document incidents/accidents.
- Any other duties that management may assign.

### **Requirements:**

- Minimum associate degree or certificates in related field
- A minimum of 3 years airline customer service/ramp experience, including at least 1 year at a supervisory level.
- Proven experience in Ground Handling or similar industry.
- Good knowledge of Aviation Operations.

**Skills:**

- Strong oral and writing skills
- Strong organizing and coordinating skills
- Ability to gather data, compile information, and prepare reports
- Knowledge of planning and scheduling techniques
- Ability to deal with clients and staff in a positive and motivational manner
- Ability to react quickly to given situations, using innovative, creative solutions
- Ability to perform the job functions of their subordinates.

***Certification***

*I, \_\_\_\_\_, certify that I have read, understand and accept the responsibilities assigned to this position.*

\_\_\_\_\_  
*Employee Signature*

\_\_\_\_\_  
*Date*

## CARGO DEPARTMENT

### Core Functions:

- Cash Management Control.
- Preparation of Daily Deposits and submission to the Accounting Department

### Reporting Relationship:

- Report directly to the Cargo Manager and Accounts Manager

### Duties & Responsibilities:

- Assist the Accounting Department in research of items relating to Cargo invoicing monthly.
- Begin capturing transactions for Delta, Air Canada and other carriers through the accounting system QuickBooks
- Eliminate the daily use of manual documents by ensuring proper controls and entry into the automated accounting system (*QuickBooks*)
- Oversee and control the management of manual cash receipts and sales. invoices issued for trolley rentals
- Preparation of Daily Deposits and submission to the Accounting Department
- Proper setup of credit facilities for brokers in the QuickBooks system ensuring all bills are captured and monthly statements issued and paid for in a timely manner
- Such other duties as may be deemed necessary by the Cargo Manager
- Training of Staff in the use of QuickBooks, as a substitute, and management of their activities daily to ensure compliance
- You will be called upon time to time by the Financial Controller to give a report on the progress being made as it relates to Cash Management
- Any other reasonable duties assigned by management

### Requirements:

- 5 BJC's or 2 BGCSE's Math & English included with grades 'C' or above
- High School Diploma or equivalent with courses in bookkeeping
- Knowledge of the basic principles of bookkeeping and routine accounting procedures
- Minimum 2 years office experience or combination of education and experience
- Proficient in QuickBooks

### Skills:

- Analytical and problem-solving skills
- Attention to detail and high level of accuracy
- Computer skills including the ability to operate computerized accounting, spreadsheet and word processing programs
- Excellent oral and written communication skills
- Team building skills

**CARGO DEPARTMENT**

*Certification*

I, \_\_\_\_\_, certify that I have read, understand and accept the responsibilities assigned to this position.

\_\_\_\_\_  
*Employee Signature*

\_\_\_\_\_  
*Date*

## CARGO SUPERVISOR

### Core Functions:

- Responsible for the department's shift operations by performing duties personally or through subordinate employees.
- Supervises and coordinates the provision of full cargo sales and services for Airlines' clients and company's direct customers.

### Reporting Relationship:

- Reports directly to the Cargo Manager

### Duties & Responsibilities:

- Assist in all related activities in the Cargo Department
- Be aware of and enforce aviation regulations and security directives on cargo handling
- Check Cargo
- Communicate with customers one on one and relay cargo and flight information
- Enforcement of attendance and appearance policies
- Ensure compliance with all company's policies
- Ensure compliance with security, customs and other government agencies
- Ensure safety and accident prevention
- Fiscal control and staff scheduling
- New employee orientation and recurrent training
- Supervise, direct and control the Cargo Department
- Any other reasonable duties assigned by management

### Requirements:

- 12<sup>th</sup> Grade Education with BGCSE passes in Math and English
- Flexible approach to working outside of rostered hours
- Knowledge of administrative and clerical procedures and systems such a word processing, managing files and records
- Minimum of 1-year experience in the Aviation Industry, or similar field

### Skills:

- Ability to gather and compile information
- Be a team player
- Be able to work under stressful conditions
- Good customer service skills
- Good oral and written communication skills

### **Certification**

I, \_\_\_\_\_, certify that I have read, understand and accept the responsibilities assigned to this position.

\_\_\_\_\_  
Employee Signature

\_\_\_\_\_  
Date

## **DUTY MANAGER**

### **Core Functions:**

- Ensure that the company services are delivered to its clients safely and efficiently, at the standard of quality required by clients.
- Human resources tasks include determining needs, to cover assigned shift of employees and planning staff development.
- Oversight of inventory, purchasing and supplies is central to the job.
- Performs airport management duties with Ramp / Operations shift.
- Plays leading role in managing both raw materials and personnel.
- Responsible for the safe, efficient and secure operation of the entire NFS during assigned shift, including aircraft operations, terminal buildings, leased areas.
- Supervise, direct, control and coordinate all the operations activities of the company during the work day.

### **Reporting Relationship:**

- Reports directly to Operations Manager

### **Duties & Responsibilities:**

- Act as Ground Security Coordinator (GSC) and liaise with Department of Transport and the US based Transportation Security Administration on security related matters.
- Aid the Operations Agent with various and diverse duties relating to the planning and monitoring of a flight.
- Any other duties that management may assign.
- Brief staff at the start of the shift of their required duties of the day.
- Counsel and train staff as necessary.
- Ensure the collection of company's revenue.
- Ensuring company's financial controls are adhered to.
- Evaluate, reward and discipline staff as the need arises in accordance with company policy.
- Investigate and document incidents/accidents.
- Liaise with clients to ensure their schedule and services requirements are known and communicated to staff as required.
- Manage and check flight information.
- Supervise baggage, porters and all other ramp operation functions.
- Supervise to ensure compliance to safety and quality assurance
- Supervise, direct, control and coordinate all functions of all operations and ramp staff

### **Requirements:**

- A minimum of 3 years airline customer service/ramp experience, including at least 1 year at a supervisory level.
- Good knowledge of Aviation Operations.
- Knowledge of planning and scheduling techniques
- Minimum associate degree or certificates in related field

- Proven experience in Ground Handling or similar industry.

**Skills:**

- Ability to deal with clients and staff in a positive and motivational manner
- Ability to gather data, compile information, and prepare reports
- Ability to perform the job functions of their subordinates.
- Ability to react quickly to given situations, using innovative, creative solutions
- Strong oral and writing skills
- Strong organizing and coordinating skills

***Certification***

*I, \_\_\_\_\_, certify that I have read, understand and accept the responsibilities assigned to this position.*

\_\_\_\_\_  
*Employee Signature*

\_\_\_\_\_  
*Date*

## FLEET SERVICE SUPERVISOR

### Core Functions:

- Assist the Duty Managers and Assistant Ramp Managers in the direct oversight of the Fleet Service operations

### Reporting Relationship:

- Reports directly to the Duty Managers and Assistant Ramp Managers

### Duties & Responsibilities:

- Brief shift leaders on their assignments at the beginning of the day
- Ensure equipment is fueled and ready for service
- Ensure that staff is equipped with tools necessary to perform their jobs
- Ensure that tools are available at the beginning of the day and secured at the end of the work day
- Liaise with clients to ensure that their service requirements are met
- Operate ground support equipment
- Promote team work through motivational and directional coaching
- Report all out of service equipment
- Any other reasonable duties assigned by management

### Requirements:

- Flexible approach to working outside of rostered hours
- High School Graduate
- Knowledge of planning and scheduling techniques
- Minimum of 2 years' experience in airline or groundling handling

### Skills:

- Ability to deal with clients and staff in a positive and motivational manner
- Ability to gather data, compile information and prepare reports
- Ability to perform the job functions of subordinates
- Ability to react quickly to given situations
- Get on well with people from widely different backgrounds
- Possess a pleasant, helpful and confident manner
- Strong oral and writing skills
- Strong organizational and coordinating skills

### ***Certification***

I, \_\_\_\_\_, certify that I have read, understand and accept the responsibilities assigned to this position.

\_\_\_\_\_  
*Employee Signature*

\_\_\_\_\_  
*Date*

## FLEET SERVICEMAN / WOMAN

### Core Functions:

- To clean and prepare the interior of the aircraft.
- Ensure aircraft appearance is in compliance with the client's standards

### Reporting Relationship:

- Reports directly to the Ramp Supervisor

### Duties & Responsibilities:

- Arrange magazines and safety information sheets
- Clean offices, toilets and any area of facility designated by the company
- Ensure that cleaning tools are in good condition
- Fold blankets
- Operate ground support equipment (Lavatory truck, water truck, ground power unit, air start, air condition unit, etc.)
- Pick up trash from floor and seat pockets
- Refill drinking water supply
- Replace head-rests and pillow covers
- Responsible for cleaning and preparing the interior of the aircraft, which includes:
- Vacuum floor
- Wash toilets and buffets
- Any other reasonable duties assigned by management

### Requirements:

- 12<sup>th</sup> Grade Education Minimum
- BGCSE's with 'C' or above
- Driver's license

### Skills:

- Able to work quickly
- Be able to pay attention to details
- Customer service skills

### **Certification**

I, \_\_\_\_\_, certify that I have read, understand and accept the responsibilities assigned to this position.

\_\_\_\_\_  
Employee Signature

\_\_\_\_\_  
Date

## HUMAN RESOURCES ADMINISTRATIVE ASSISTANT

### Core Functions:

- To provide professional administrative support to the Human Resources Department.

### Reporting Relationship:

- Reports directly to the Human Resources Manager

### Duties & Responsibilities:

- Apply and follow-up on employees' identification badges
- Assist in the development of reports and other documents for the Human Resource & Training Department
- Assist with explaining and administering HR benefits
- Assist with reference check
- Create and maintain employee database
- Develop and maintain appropriate files and documentations
- Draft, type and file routine correspondence and other materials
- Make, receive, screen telephone calls and make appointments
- Organize and maintain records and personnel files
- Photocopy, fax and mail letters
- Responsible for the input of vacation schedule
- Any other related duties assigned by management

### Requirements:

- Associate Degree or equivalent
- 2 –3 years administrative experience

### Skills:

- Ability to multi-task and detail-oriented
- Ability to work in team as well as independently
- Confidential, mature and tactful individual
- Excellent written and verbal communication skills
- Proficient in Microsoft Office (word, excel, power point)
- Strong organization skills

### **Certification**

I, \_\_\_\_\_, certify that I have read, understand and accept the responsibilities assigned to this position.

\_\_\_\_\_  
*Employee Signature*

\_\_\_\_\_  
*Date*

## HUMAN RESOURCES ASSISTANT

### Core Functions:

- To provide professional administrative support to the Human Resources Department
- To maintain confidentiality of all information, records and data in Human Resources

### Reporting Relationship:

- Reports directly to the Senior Supervisor

### Duties & Responsibilities:

- Assist in the development of forms, reports and other documents for the Human Resources Department.
- Assist with special projects.
- Compiling reports and spreadsheets and preparing spreadsheets.
- Conducting benefit enrollment process.
- Draft, type and file routine correspondence and other materials.
- Ensuring background checks and reference checks are completed.
- Maintaining computer system by entering and updating employee database.
- Make, receive, screen telephone calls and make appointments.
- Participating in recruitment efforts.
- Photocopy, fax and mail letters.
- Planning and overseeing Employee Recognition events.
- Posting job ads and organizing resumes and job applications.
- Preparing new employee files.
- Processing payroll, which includes ensuring vacation and sick are tracked in the system.
- Responsible for maintaining organized and up-to-date HR files, personnel files and documentations.
- Responsible for orienting new employees.
- Scheduling interviews and assisting in interviewing process.
- Updating and maintaining employee benefits, employment status, and other records.
- Any other related duties assigned by management

### Requirements:

- Associate Degree or equivalent
- 2 –3 years administrative experience

### Skills:

- Ability to multi-task and detail-oriented
- Ability to work in team as well as independently
- Confidential, mature and tactful individual
- Excellent written and verbal communication skills
- Proficient in Microsoft Office (word, excel, power point)
- Strong organization skills

**HUMAN RESSOURCES ASSISTANT**

***Certification***

*I, \_\_\_\_\_, certify that I have read, understand and accept the responsibilities assigned to this position.*

\_\_\_\_\_  
*Employee Signature*

\_\_\_\_\_  
*Date*

## HUMAN RESOURCES MANAGER

### Core Functions:

- Liaise with other support functions such as payroll and advising staff on HR policy
- Maintain functions such as employee compensation, recruitment, personnel policies and regulatory compliance
- Manage HR operations by recruiting, selecting and orienting.
- Participate in all Industrial Relations matters
- Plan, direct and coordinate the day to day human resources management activities
- Promotes and implements human resource values by planning and managing human resources programs and directing staff training, counseling and disciplining staff
- Take the lead on developing organization strategies by identifying and researching human resources issues

### Reporting Relationship:

- Reports directly to the General Manager

### Duties and Responsibilities:

- Ability to coach and mentor team members through the process of understanding the needs and responsibilities of human resources within a large multi-national organization
- Ability to work closely with international counterparts to limit workplace issues due to the multicultural nature of our business
- Administer compensation, benefits, performance management and separations from the company, voluntary and involuntary
- Advise management on matters related to staff training, continued education and motivation
- Assists management with analyzing the staff vacancies and recruit, interview and select applicants
- Counsel staff on career issue
- Ensure that salary and benefits are paid in accordance with the Industrial Agreement
- Establishes and maintains company records and reports; able to direct others in the organization and adherence to record-keeping guidelines
- Guides management and employee actions by developing HR guidelines, communicating the guidelines and enforcing organization values
- Leads company's compliance with all existing governmental and labor legal requirements including any related to the Equal Employment, Opportunity (EEO), the Americans With Disabilities Act (ADA), the Family and Medical Leave Act (FMLA), the Department of Labor, worker compensation, the Occupational Safety and Health Administration (OSHA)
- Maintain records such as hires, transfers, performance appraisals and absenteeism
- Maintains company organization charts and employee directory
- Maintains minimal company exposure to lawsuits
- Other Administrative duties that may be reasonably assigned from time to time

- Participate in all Industrial Relations matters such as disciplinary hearing, conciliations, negotiations and legal proceedings
- Plan, direct and coordinate the day to day human resources management activities to maximize strategic use of human resources
- Supports management by providing human resources direction, advice and counsel
- Understanding of cultural norms, traditions, and working with diverse teams

**Requirements:**

- Over 7 years' experience in an HR role and experience leading international teams
- College degree with major in Human Resources, Personnel Administration or Labour Relations
- Knowledge of labour laws and government regulations
- Knowledge of principles and procedures for recruitment, selection, compensation and benefits, labour relations and negotiations

**Skills:**

- Strong oral and writing skills
- Ability to motivate and direct people

***Certification***

*I, \_\_\_\_\_, certify that I have read, understand and accept the responsibilities assigned to this position.*

\_\_\_\_\_  
*Employee Signature*

\_\_\_\_\_  
*Date*

## INVENTORY/ORDERING CLERK

### Core Functions:

- Coordinate incoming and outgoing process of products for the department.
- Handles the day-to-day parts inventory control and supplies.
- Continually monitor inventory stock for re-order.

### Reporting Relationship:

- Report directly to the Maintenance Manager

### Duties & Responsibilities:

- Assists in year-end inventories of equipment and supplies of the department.
- Files all work orders on a timely basis.
- Maintains a list of all parts ordered and received from suppliers locally and abroad.
- Perform internet searches for parts and supplies necessary for day-to-day repairs and service of equipment.
- Tags new equipment with inventory tags and completes paperwork necessary to record inventory information.
- Verifies physical count of equipment and supplies, stock, investigates and reports reasons for discrepancies.
- Any other reasonable duties assigned by management

### Requirements:

- Driver's License
- Flexible approach to working outside of rostered hours
- Knowledge of basic arithmetic and business English.
- Knowledge of inventory record keeping methods
- Minimum 12<sup>th</sup> Grade Education

### Skills:

- Ability to maintain an effective working relationship with fellow workers
- Ability to perform clerical tasks of average difficulty with efficiency and accuracy
- Be a team player
- Be able to work under stressful conditions
- Computer literate
- Customer service skills

### ***Certification***

I, \_\_\_\_\_, certify that I have read, understand and accept the responsibilities assigned to this position.

\_\_\_\_\_  
Employee Signature

\_\_\_\_\_  
Date

## INFORMATION TECHNOLOGY TECHNICIAN

### Core Functions:

- Assist the IT Director/Manager as needed in providing services and solutions to employees and systems management.

### Reporting Relationship:

- Reports directly to the IT Director / Manager.

### Duties & Responsibilities:

- Assist in research of new technologies and software that might be beneficial.
- Assist with Active Directory (AD) management. Including: Adding/deleting configuring users and user rights and access.
- Assist with creation and documentation of IT systems and network.
- Assist with data storage management.
- Assist with deploying and implementing new servers, technology, etc.
- Assist with end user systems updates and monitoring. Including: Patch management, spyware/malware/virus scanning and removal, ensuring backup of data files, etc.
- Assist with network and security management.
- Assist with technical documentation of systems and process.
- Assist with the documentation of technical knowledge base for common issues experienced by users.
- Assists with systems development.
- Monitor printers, copiers and fax machines.
- Perform other related duties as required and assigned.
- Provide high degree of professionalism and end user satisfaction and work well with others
- Provide user level technical support for end users, computers, printers, etc.
- Provide user level training on limited applications used, including, but not limited to MS Word, MS Excel, MS Outlook, MS Publisher, Adobe Acrobat and other basic computer related skill.
- Any other reasonable duties assigned by management

### Requirements:

- Ability to be courteous and helpful
- Able to adapt to change and meet deadlines.
- Be able to communicate clearly and precisely, both orally and in writing
- Experience and/or knowledge of various networking systems concepts including email, firewalls, client-servers, networks security, network protocol, etc.
- Experience with Microsoft Office Products.
- Must demonstrate creativity and good design skills for different applications.
- Must have basic knowledge of current technologies available in the IT world.
- Must show aptitude and desire to learn new skills on the job.
- One to two years' experience.
- Physical ability to perform essential job functions.
- Previous experience with computers and printer repairs and maintenance.
- Require flexible work schedules. Including early mornings, weekends and evening hours.
- Satisfactory interpersonal and communication skills.

- Willingness to work with many different people.
- Work as a team member and to promote a positive work environment.
- Work under pressure with interruptions and challenging deadlines.
- Works independently and assist with multiple projects, priorities, and locations.

**Skills:**

- Ability to determine computer problems and to coordinate hardware and/or software solutions
- Ability to establish and maintain cooperative and effective working relationships
- Ability to perform clerical tasks with efficiency and accuracy
- Ability to understand and carryout oral and written instruction
- Apple product knowledge (*MAC OSX, iPad, iPhone, etc.*)
- Comprehend and apply technical information and present technical information to the general public in a non-technical manner.
- Deal effectively and tactfully with upset end users.
- Experience with Microsoft products like Exchange, Active Directory, and Server platforms.
- Technical writing experience

***Certification***

*I, \_\_\_\_\_, certify that I have read, understand and accept the responsibilities assigned to this position.*

\_\_\_\_\_  
*Employee Signature*

\_\_\_\_\_  
*Date*

## INFORMATION TECHNOLOGY MANAGER

### Core Functions:

- Provide system-level support of multi-user operating systems, hardware and software tools, including installation, configuration, maintenance, and support of these systems
- Responsible and accountable for the smooth running of the computer systems within the limits of requirements, specifications, costs and timelines.
- Responsible for the operating system and all associated subsystems
- Supervises the implementation and maintenance of the Company's computing needs.

### Reporting Relationship:

- Reports directly to the Deputy General Manager, Administration & Finance

### Duties & Responsibilities:

- Connect and set up hardware
- Maintain current and accurate inventory of technology hardware, software and resources
- Monitor security of all technology
- Provide orientation to new users of existing technology
- Responsible for the operating system and associated subsystems
- Troubleshoot hardware, software and network operating system, and all technology issues
- Any other reasonable duties assigned by management

### Requirements:

- 3 to 5 years of programming or system analysis experience
- Degree or Microsoft
- Have improved skills, a proven professional experience and a detailed knowledge of industry's best practice processes.
- Knowledge of company supported hardware, software and operating systems to include configuration and connectivity

### Skills:

- Ability to determine computer problems and to coordinate hardware and/or software solutions
- Ability to establish and maintain cooperative and effective working relationships
- Ability to perform clerical tasks with efficiency and accuracy
- Ability to perform simple mathematical calculations with speed and accuracy
- Ability to understand and carryout oral and written instruction

### **Certification**

I, \_\_\_\_\_, certify that I have read, understand and accept the responsibilities assigned to this position.

\_\_\_\_\_  
Employee Signature

\_\_\_\_\_  
Date

## JANITRESS

### Core Functions:

- Cleans assigned premises and facilities as required. Includes, receiving instruction from supervisor, sweeping and mopping floors, dusting and cleaning furniture, cleaning and disinfecting telephones and ticket counters

### Reporting Relationship:

- Report directly to the Office Manager

### Duties & Responsibilities:

- Assist with the preparation of Board Room for Board meetings
- Checks and reports to Executive Officer for replenishment of cleaning materials
- Clean Board Room and utensils after Board meetings
- Dusts furniture and fixtures, ticket counters, empty wastebaskets, cleans kitchen twice daily, cleans staff bathrooms and adds disinfectant where necessary.
- Prepares coffee in the Board Room on a daily basis
- Secure the required soaps, liquids and detergents required for cleaning
- Sweeps and mops floors in offices and other assigned areas
- Any other reasonable duties assigned by management

### Requirements:

- Minimum 12<sup>th</sup> Grade Education

### Skills:

- Ability to clean
- Pleasant personality
- Team player

### **Certification**

I, \_\_\_\_\_, certify that I have read, understand and accept the responsibilities assigned to this position.

\_\_\_\_\_  
*Employee Signature*

\_\_\_\_\_  
*Date*

## LEAD BUS DRIVER

### Core Functions:

- Monitor equipment and performs limited maintenance
- Responsible for cleanliness and general upkeep of bus
- Responsible for ensuring safe and efficient delivery of services
- Supervises the company's bus transportation services for Nassau Flight Services' employees

### Reporting Relationship:

- Reports directly to Office Manager

### Duties & Responsibilities:

- Maintain records of work performed; make timely reports of accidents, incidents, and unusual occurrences
- Make runs for the company when required
- Performs miscellaneous job-related duties as assigned
- Performs routine vehicle inspection and maintenance including cleaning, checking oil, fuel, brakes, lights, windshield wipers, and tire pressures
- Provide information and other general assistance to the Maintenance Department
- Supervises and drives company-owned bus, providing safe and efficient transportation for employees
- Any other reasonable duties assigned by management

### Requirements:

- 12 grade level education (*BGCSE Level minimum*)
- Driver's License

### Skills:

- Ability to communicate effectively
- Ability to safely and efficiently operate a loaded passenger bus
- Ability to understand and follow safety procedures
- Knowledge of basic vehicle inspection and maintenance including tire pressure, checking oil and water levels
- Possess record maintenance skills

### **Certification**

I, \_\_\_\_\_, certify that I have read, understand and accept the responsibilities assigned to this position.

\_\_\_\_\_  
Employee Signature

\_\_\_\_\_  
Date

## CARGO LEAD AGENT

### Core Functions:

- Provide full cargo sales and services for Airlines' clients and company's direct customers

### Reporting Relationship:

- Reports directly to Cargo Supervisor

### Duties & Responsibilities:

- Detail staff as directed by management
- Ensure client's standards of service are met
- Ensure that Government regulations are met regarding Cargo documentation
- Follow-up any irregularities with consignees and shippers
- Lead by example of good behavior and discipline
- Liaise with Ramp and Operations regarding flight for cargo loading
- Prepare and check shipping documents
- Any other reasonable duties assigned by management

### Requirements:

- 12<sup>th</sup> Grade Education with BGCSE passes in Math and English
- Flexible approach to working outside of rostered hour
- Minimum of 1-year experience in the Aviation Industry or similar field

### Skills:

- Be a team player
- Be able to work under stressful conditions
- Good customer service skills
- Good oral and written communication skills
- Physical strength

### **Certification**

I, \_\_\_\_\_, certify that I have read, understand and accept the responsibilities assigned to this position.

\_\_\_\_\_  
Employee Signature

\_\_\_\_\_  
Date

## PASSENGER SERVICE LEAD AGENT

### Core Functions:

- Coordinate the passenger services functions on a shift basis as directed by the Shift Supervisor.

### Reporting Relationship:

- Reports directly to the Passenger Service Supervisor

### Duties & Responsibilities:

- Detail agents for boarding, handling wheelchairs, check-in or other functions as needed.
- Ensure adequate staffing for all flights
- Ensure Departure Taxes are paid, and receipts accounted for.
- Ensure especially that baggage tags and other materials are locked away or returned to the tag room.
- Ensure flight files are stored away properly.
- Ensure that agents are briefed as to the requirements of the various carriers for the processing of their flights, on a daily basis.
- Ensure that agents are in their respective places (counter, gate, jet bridge, etc.) at all times
- Ensure that the aircraft's door is closed allowing for a timely departure
- Ensure that wheelchairs are secured for use.
- Ensure the kits (boarding passes, tags, etc.) for working the various flights are prepared in advance.
- Monitoring the check-in process to ensure that the level of services to the passengers is efficient and the Carriers Service Standards are met.
- Review the appearance of staff, to ensure neat and professional appearance is maintained.
- See that appearance of the counter area before and after flights is clean, (reminding the cleaners and out agents of their duties).
- Any other reasonable duties assigned by management

### Requirements:

- 5 BGCSE's including Mathematics and English with 'C' or above
- Minimum 12<sup>th</sup> Grade education or equivalent
- Must be able to work with minimal supervision
- Working knowledge of computers

### Skills Required:

- Ability to deal with clients and staff in a positive and motivational manner
- Ability to gather data, compile information, and prepare reports
- Ability to perform the job functions of their subordinates.
- Ability to react quickly to given situations, using innovative, creative solutions
- Knowledge of planning and scheduling techniques
- Strong oral and writing skills
- Strong organizing and coordinating skills

**PASSENGER SERVICE LEAD AGENT**

***Certification***

*I, \_\_\_\_\_, certify that I have read, understand and accept the responsibilities assigned to this position.*

\_\_\_\_\_  
*Employee Signature*

\_\_\_\_\_  
*Date*

## MAINTENANCE MANAGER

### Core Functions:

- Determine repairs and improvements for equipment
- Ensure that your colleagues have the best physical resources available to complete their duties according to budget.
- Ensure the company facilities are well-cared for and adequate to support the company's business operations.
- Has a solid understanding of all systems as well as crafts needed to make Nassau Flight Services successful.
- Have aptitude in undertaking administrative tasks such as reporting, budgeting etc.
- Oversees all installation, repair and upkeep operations of the company's facilities.
- Supervise, direct, control and coordinate all the operations of the maintenance department activities during the work day
- Well-versed in all maintenance process and health and safety regulations.

### Reporting Relationship:

- Reports directly to the Executive Manager

### Duties & Responsibilities:

- Assists in the research and preparation of vehicle and equipment specifications.
- Coordinates and directs the day-to-day operations of the maintenance shop including determining needed repairs and improvements, establishing project priorities and assigning work tasks, and scheduling work to most effectively meet company needs.
- Coordinates and operates the equipment management information system.
- Coordinates work scheduling with other departments. Develops and implements quality control programs. Provides technical advice as needed to other departments.
- Documents departmental activity through preparation of various reports, work orders, maintenance schedules and other incidental record keeping.
- Manages the parts, tools and fuel inventories. Maintains the accuracy of those inventories and their support systems. Evaluates parts vendors. Supervises the year-end inventory audit.
- May be required to respond to after-hours emergency conditions.
- Performs research and writes reports and memoranda as required. Assists in the evaluation of vehicle replacements. Assists in budget preparation.
- Prepares and issues work order assignments and performs quality control on completed work.
- Schedules and prioritizes maintenance, preventive maintenance and repair of company vehicles and equipment. Insures timely completion of work.
- Supervises and coordinates one or more maintenance and parts shifts.
- Supervises vehicle maintenance division personnel; assigns work, schedules leave and evaluates performance.
- Any other reasonable duties assigned by management.

### Requirements:

- Certificates in auto mechanics
- Driver's License
- Flexible approach to working outside of rostered hour
- High School Diploma or equivalent

- Physical Strength

**Skills:**

- Ability to gather data, compile information and prepare reports
- Ability to perform the job functions of subordinates
- Ability to react quickly to given situations
- Be a team player
- Be able to work under stressful conditions
- Good customer service skills
- Knowledge of planning and scheduling techniques
- Possess knowledge of tools, procedures, technical skills and safety rules used in the maintenance and repair of gasoline and diesel-powered vehicles and equipment.
- Strong organizational and coordinating skills

***Certification***

*I, \_\_\_\_\_, certify that I have read, understand and accept the responsibilities assigned to this position.*

\_\_\_\_\_  
*Employee Signature*

\_\_\_\_\_  
*Date*

## MECHANIC ASSISTANT

### Core Functions:

- To provide mechanical assistance to the entire Maintenance Department.

### Reporting Relationship:

- Report directly to the Lead Mechanic

### Duties & Responsibilities:

- Assist all Mechanics and Body Repair men as instructed
- Assist with fuel pumping in the absence of the Pump Attendant
- Assist with the repairs of all mechanical equipment
- Change and repair tires
- Keep tools and working environment in order
- Repair and maintain all mechanical equipment
- Any other reasonable duties assigned by management

### Requirements:

- Driver's License
- Flexible approach to working outside of rostered hours
- Minimum 12<sup>th</sup> Grade Education
- Physical Strength

### Skills:

- Be a team player
- Be able to work under stressful conditions
- Customer service skills

### ***Certification***

I, \_\_\_\_\_, certify that I have read, understand and accept the responsibilities assigned to this position.

\_\_\_\_\_  
*Employee Signature*

\_\_\_\_\_  
*Date*

## MECHANIC

### Core Responsibilities:

- Services and repairs ground service equipment including portable stairs, fuel trucks, towing tractors, aircraft tugs, manlifts, APU's, company automobiles and employee buses.

### Reporting Relationship:

- Report directly to the Lead Mechanic

### Duties & Responsibilities:

- Adjust, repair, rebuild, or replace damaged or poorly working parts or units
- Carry out minor body repairs and minor trim repairs on equipment
- Conduct routine services on equipment, inspecting and lubricating engines and parts
- Diagnose, repair and replace engine management/fuel injection components
- Operate vehicles or mechanized equipment
- Reassemble, test, clean and adjust repaired or replaced parts or assemblies, use various instruments to make sure they are working properly and put them back into the vehicle
- Repair and maintain all mechanical equipment
- Repair and/or replace worn and faulty equipment
- Tune engines using special electronic equipment and make fine adjustments for smoother running
- Any other reasonable duties assigned by management

### Requirements:

- Certificate in automobile mechanics
- Driver's License
- Flexible approach to working outside of rostered hours
- Minimum 12<sup>th</sup> Grade Education

### Skills:

- Be a team player
- Be able to work under stressful conditions
- Customer service skills
- Physical Strength

### Certification

I, \_\_\_\_\_, certify that I have read, understand and accept the responsibilities assigned to this position.

\_\_\_\_\_  
*Employee Signature*

\_\_\_\_\_  
*Date*

## OFFICE MANAGER

### Core Functions:

- Coordinate and manage Office Support, Provident Fund administration and Client assistance
- Organizing activities that ensures the smooth running of the administrative offices
- Purchasing and/or renting Facilities

### Reporting Relationship:

- Reports directly to the General Manager

### Duties & Responsibilities:

- Assist clients with work permits and licenses.
- Assist with cost centre management of office supplies
- Assist with responding to customer enquiries and complaints as required.
- Key custodian for all buildings/offices
- Liaise with Airport Authority on management staff security clearances and ID badges.
- Liaise with all managers on necessary office repair; including Cargo and Maintenance facilities management.
- Maintain and administer Provident Fund records and payments
- Maintain office supplies to ensure adequate inventory for distribution
- Manage FedEx and courier services
- Oversee purchase and distribution of all employee uniforms and work-related accessories (e.g. rain-gear, ear plugs etc.)
- Oversee the application and distribution of employee parking access card
- Oversee the coordination of all on/off site meetings and functions
- Prepare memorandums, proposals and correspondence
- Supervise and manage employee locker control
- Supervise Office administration, Reception, Janitorial staff and Bus drivers
- Any other reasonable duties assigned by the General Manager

### Requirements:

- College Education or 10 years' experience in an executive administration position

### Skills:

- Able to multitask
- Computer literate (Working knowledge Microsoft office, email, scheduling and spreadsheets)
- Excellent oral and written communication skills
- Good planning, decision making, and follow-up skills
- High Level knowledge of office procedures and practices
- Highly organized and flexible
- Maintains staff confidentiality
- Self-directed and able to complete projects with limited supervision

**OFFICE MANAGER**

***Certification***

*I, \_\_\_\_\_, certify that I have read, understand and accept the responsibilities assigned to this position.*

\_\_\_\_\_  
*Employee Signature*

\_\_\_\_\_  
*Date*

## OPERATIONS AGENT

### Core Functions:

- Coordinate information from airlines, aircraft and aircraft owners/operators
- Disseminate information to the various units of the company for action
- Provide information and documentation to airlines and aircraft

### Reporting Relationship:

- Reports directly to Duty Manager.

### Duties & Responsibilities:

- Advise the various unit of the company on flight arrival and departure information
- Answer radio transmissions
- Any other reasonable duties assigned by management
- Brief Duty Manager on relevant flight arrival and departure information
- Communicate with dispatch and local control tower of all applicable, non-routine activities at the station
- Prepare documentation for aircrafts such as:
  - Weather
  - Flight plans
  - General Declarations/Transires
  - Load Sheet/Weight and Balance
  - Passenger Manifest/APIS
  - Security documentation
  - Cargo Manifest
- Record arrival and departure times of aircraft
- Relay efficient radio communication to the Ramp Supervisor on the proper loading of baggage
- Send flight information message to airlines

### Requirements:

- 12<sup>th</sup> Grade Education Minimum
- Be computer literate
- BGCSE's including Mathematics and English with 'C' or above
- Flexible approach to working outside of rostered hours
- Minimum of 3 years' experience in the Aviation Industry

### Skills:

- Ability to gather and compile information
- Ability to make quality decisions
- Be a team player
- Be able to work under stressful conditions
- Computer skills
- Good customer service skills
- Good oral and written communication skills

**OPERATIONS AGENT**

***Certification***

*I, \_\_\_\_\_, certify that I have read, understand and accept the responsibilities assigned to this position.*

\_\_\_\_\_  
*Employee Signature*

\_\_\_\_\_  
*Date*

## OPERATIONS MANAGER

### Core Function:

- A senior role which involves overseeing the production of goods and/or provision of services
- Ensure that all procedural trainings, airline audits and safety measures related to employees, equipment and aircraft are adhered to
- To make sure the organization is running as well as it possibly can, with a smooth efficient service that meets the expectations and needs of customers and clients

### Reporting Relationships:

- Reports directly to Deputy General Manager

### Duties & Responsibilities:

- Determine and maintain the necessary and appropriate amount of personnel equipment necessary to fulfill these requirements
- Ensure compliance with ALL aviation/airport facilities entities i.e. NAD, Airport Authority, Customs, Immigration, US Border Patrol, Union etc.
- Manage inventory and maintain a log of ALL equipment on a regular basis and recommend to management, service schedule, salvage ability, replacement etc.
- Must familiarize him/herself with Industry manuals, Union Contract, Labor Laws etc.
- Must have thorough knowledge of scheduling during peak and slow periods
- Provide the necessary mentoring and discipline as needed
- Review, recommend and oversee security procedures, ensuring compliance with established company safety policies and procedures
- Supervise, assist and manage of the scheduling for all Ramp Personnel based on business requirements
- Understand contract requirements and client's expectations

### Requirements:

- College Degree required
- Must be knowledgeable of aviation policies and procedures and services so as to give guidance to associates and clients
- Must have worked or is knowledgeable of Union environment
- Knowledge of the airline/aviation business
- 2-3 years of experience in management position

### Skills:

- Ability to be flexible and work under tight deadlines as the need arises
- Excellent organizational, oral and written communication skills
- Must be able to multi-task in a fast-paced working environment while maintaining accuracy and efficiency with regards to safety and security policies
- Must be meticulous with attention to all
- Strong PC skills are necessary, including a working knowledge of MS Word, Excel, PowerPoint
- Strong supervisory and analytical management skills

- Work with minimal supervision

***Certification***

*I, \_\_\_\_\_, certify that I have read, understand and accept the responsibilities assigned to this position.*

\_\_\_\_\_  
*Employee Signature*

\_\_\_\_\_  
*Date*

## PASSENGER SERVICE AGENT

### Core Functions:

- Works directly with the passengers to help them complete their travel with a minimum of inconvenience.

### Reporting Relationship:

- Reports directly to the Lead Agent and PSA Supervisor respectively.

### Duties & Responsibilities:

- Abide by company's safety and security regulations
- Assist with the boarding and deplaning of special needs passengers, including, but not limited to, unaccompanied children, families with small children, sick and invalids, and VIPs
- File appropriate documentation with Customs and other Governmental agencies.
- Greet incoming flights
- Issue tickets and manifest
- Make announcements (boarding calls, paging passengers, updated flight information)
- Perform all aspects of gate functions, including the processing of passengers
- Place jet bridge at the aircraft to allow boarding and deplaning of passengers
- Provide information to passengers on delayed/interrupted flights
- Provide service to customers, answer phones, give out fares and schedule information, and take reservations when necessary
- Any other reasonable duties assigned by management

### Requirements Required:

- BGCSE's including Mathematics and English with 'C' or above
- Minimum 12<sup>th</sup> Grade education or equivalent
- Must be able to work with minimal supervision
- Working knowledge of computers

### Skills:

- Be a team player
- Enjoy working with people
- Good keyboarding skills
- Have a patient and friendly manner
- Have a smart and tidy appearance
- Strong communication skills

### **Certification**

I, \_\_\_\_\_, certify that I have read, understand and accept the responsibilities assigned to this position.

\_\_\_\_\_  
Employee Signature

\_\_\_\_\_  
Date

## PASSENGER SERVICE SUPERSVISOR

### Core Functions:

- Directs, coordinates and supervises the activities of Passenger Services Department to ensure maximum efficiency in the handling of passengers
- Ensures that standards established by Nassau Flight Services and procedures established by the airlines are properly maintained

### Reporting Relationship:

- Reports directly to the Passenger Service Manager

### Duties & Responsibilities:

- Allocate staff to jobs on a Rotation basis
- Deal with passenger complaints
- Encourage staff to meet targets
- Ensure that passengers and baggage flows are maintained
- Help passengers who are facing delays, including arranging refreshments, meals and accommodations
- Keep record and write reports
- Provide assistance to passengers with special needs, such as disabled and elderly passengers, and children who are about to travel unaccompanied by an adult
- Provide cover for staff absent due to vacation or sickness
- Supervise the check-in process to make sure that correct procedures are being followed
- Supervise the handling of lost, damaged or misdirected property on behalf of the airlines
- Any other reasonable duties assigned by management

### Requirements:

- College Graduate or certificate in supervisory management
- Computer literate including working knowledge of Microsoft Word, Excel and Outlook
- Experience of report writing
- Flexible approach to working outside of rostered hours when situations dictate
- Minimum of 2 years' experience in supervisory, airline, or ground handling
- Proven track record of people management

### Skills:

- Articulate, well presented and reliable
- Be able to communicate with different passengers assertively, but tactfully and politely
- Be able to keep calm under pressure and cope with stress
- Be able to lead and work well in a team
- Be flexible to respond to changing priorities
- Be patient
- Be security conscious
- Get on well with people from widely different backgrounds
- Have excellent customer service skills
- Have good communication skills, spoken and written
- Possess a pleasant, helpful and confident manner
- Well organised

**PASSENGER SERVICE SUPERVISOR**

***Certification***

*I, \_\_\_\_\_, certify that I have read, understand and accept the responsibilities assigned to this position.*

\_\_\_\_\_  
*Employee Signature*

\_\_\_\_\_  
*Date*

## PASSENGER SERVICES MANAGER

### Core Functions:

- Manage and lead the planning, delivery and organization of all passenger services activities
- Manage and oversee the daily activities of the passenger services team
- Responsible for daily management and organization of ticket counter personnel and passenger service operation.
- Responsible for day to day operational performance, safety, security and customer satisfaction of the product through effective support and management of delivery areas.
- Responsible for ticket sales counters, check-in processes appearance of check-in counter and other front counters

### Reporting Relationship:

- Reports directly to Office Manager

### Duties & Responsibilities:

- Act as a role model to front-line and supervisory personnel
- Adjust staffing needs according to present and future flight schedules
- Advise on policy and strategic developments in relation to passenger services
- Answer letters of complaints / concern from passengers
- Anticipates problems related to the operation as to reduce operational or customer impact
- Any other reasonable duties assigned by management
- Communicate with air carrier for specific direction during delay
- Health and Safety Responsibilities:
  - Completing daily reports
  - Comply with air carrier's security procedures and specifications
  - Comply with TSA's Environmental Safety and Health program and procedures
- Qualifications:
  - Ensure staff is friendly, attentive and able to respond to customers' questions
  - Ensure staff meets uniform standards
  - Explore new initiatives to provide better service
  - Follow up on progressive situation, such as late arrivals, employee attendance, disciplining and other items
  - Manage and lead the planning, delivery and organization of all passenger services activities
  - Manage staff and delegate duties
  - Monitor passenger services personnel's activities to assure that they are in accordance with the company's expectations and goals
  - Must complete paperwork accurately and have basic computer skills

- Must possess required knowledge, skills, abilities and experience and be able to explain and demonstrate, with or without reasonable accommodations, that the essential functions of the job can be performed.
- Organize work shifts rotation, ensuring coverage at all times
- Proactively seek a solution to operational problems
- Provide and maintain equipment/tools for employees to do their jobs superior customer service
- Provide consistent positive and constructive feedback to employees for personal and professional development
- Report immediately to management, all occurrences that cause injury or damage to any person or property
- Report immediately to management, all unsafe and unhealthy conditions
- Responsible for tactical decision-making relating to passenger services
- Responsible for ticket sales counters, check-in processes appearance of check-in counter and other front counters
- Supervise, lead and motivate employees in the workplace
- Take all reasonable and necessary precautions to ensure personal health and safety, as well as that of co-workers and passengers
- Update and disseminate information and procedures pertinent to the operation

#### **Working Conditions:**

- **Physical Effort:** While performing the duties of the position, the employee is regularly required to sit, stand and walk for extended periods of time throughout the course of daily activities. The Manager is required to lift and move baggage of up to 50 pounds on a consistent basis. The employee is occasionally required to climb, balance, stoop, kneel, or crouch. The employee is required to work on a computer, in addition to doing paper work.
- **Mental Effort:** Position involves encounters with members at every level of the organization, airline employees, vendors, subcontractors and members of the public, and requires a sense of responsibility to provide a high level of service and accurate information. The position involves stress associated with responding to/solving problems. The position requires the exercise of discretion and independent judgment, as well as a creative approach to formulating responses and making recommendations regarding changes in company policy and/or procedures, as required. Operations are dynamic and situations may require immediate attention. This position requires a professional approach and demeanor under all conditions.

#### **Requirements:**

- 5 BGCSE's Math & English included with grades 'C' or above
- High School diploma
- Minimum of one year supervisory, airline or ground-handling experience
- Pass a required pre-employment drug screen and background check

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- Strong operational and business understanding

**Skills:**

- Ability to read, write, speak and understand English.
- Ability to work varied shifts, including weekends
- Computer skills with MS Office products
- Demonstrated ability to effectively motivate front-line personnel and supervisors to obtain results
- Demonstrated analytical thinking skills
- Demonstrated verbal and written communication skills
- Excellent customer service skills and a strong work ethic
- Present a neat professional appearance and demeanor

***Certification***

*I, \_\_\_\_\_, certify that I have read, understand and accept the responsibilities assigned to this position.*

\_\_\_\_\_  
*Employee Signature*

\_\_\_\_\_  
*Date*

## PUMP ATTENDANT

### Core Functions:

- Provide fueling services for client's equipment and company's vehicles and equipment

### Reporting Relationship:

- Reports directly to the Maintenance Manager

### Duties & Responsibilities:

- Ensure the correct loading and balancing of fuel
- Fueling and servicing equipment and other company vehicles
- Maintain equipment in a clean and functional condition
- Perform daily quality control checks on equipment
- Perform fueling in a safe and an efficient manner
- Responsible for the accurate accounting of fuel transactions
- Any other reasonable duties assigned by management

### Requirements:

- Driver's License
- Flexible approach to working outside of rostered hours
- High School Diploma or equivalent
- Physical Strength

### Skills:

- Be a team player
- Be able to work under stressful conditions
- Good customer service skills

### ***Certification***

I, \_\_\_\_\_, certify that I have read, understand and accept the responsibilities assigned to this position.

\_\_\_\_\_  
*Employee Signature*

\_\_\_\_\_  
*Date*

## QUALITY CONTROL COORDINATOR (SAL)

### Core Functions:

- Assist Ramp Managers in analyzing and investigating problems which may adversely affect daily service delivery to our Clients.

### Reporting Relationship:

- Report directly to the Ramp Manager

### Duties & Responsibilities:

- Assess client needs to ensure they are met
- Enforce ten-minute rule for teams
- Ensure aircraft is offloaded and loaded correctly and in a timely manner and all bags scanned if applicable
- Ensure bingo sheets are used
- Ensure load is accurate, loaded properly and numbers passed to crew / air carrier station ops 10-15 minutes prior to departure
- Ensure personnel are available for GSE if required, both arrival and departure
- Ensure pre-departure prep is completed (*tow bar, push tug, departure inspection, all equipment out of safety zone etc.*)
- Ensure that the FOD walk is completed
- Liaise with airline representative as it relates to load changes etc.
- Marshall and secure A/C (*chocked / coned in accordance, safety walk around*)
- Prepare gate for flight arrival
- Set quality assurance compliance objectives and ensure that targets are achieved
- Any other reasonable duties assigned by management

### Requirements:

- 12<sup>th</sup> Grade Education with passes in BGCSE
- Driver's license
- Flexible approach to working outside of rostered hours when situations dictate
- Minimum of 2 years' experience in airline or groundling handling

### Skills:

- Be a good problem solver
- Be a good team player
- Strong customer service skills
- Strong oral and writing skills

### **Certification**

I, \_\_\_\_\_, certify that I have read, understand and accept the responsibilities assigned to this position.

\_\_\_\_\_  
Employee Signature

\_\_\_\_\_  
Date

## RAMP COORDINATOR

### Core Functions:

- Manage and lead team members activities for the work day
- Ensure the passenger luggage is handled in a courteous manner at all times
- Render quality customer service to our client in a safe and efficient manner to the client's standards

### Reporting Relationship:

- Reports directly to the Ramp Supervisor

### Duties & Responsibilities:

- Brief and issue work assignments daily
- Monitor the work stations regularly
- Ensure proper lifting techniques are being used
- Liaise with the clients to ensure their service requirements are met
- Promote team work through motivational and directional coaching
- Reward and discipline staff as the need arises in accordance with the company's policy
- Report all safety and security issues to the Ramp Supervisor
- Responsible for baggage scanning
- Responsible for pushback flights using headset
- Any other related duties assigned by management

### Requirements:

- 12<sup>th</sup> Grade Education w/ BGSCCE passes in Math and English
- Able to work with minimum supervision
- Flexible approach to working outside of rostered hours when situations dictate

### Skills:

- Get on well with people from widely different backgrounds
- Good communication skills
- Good writing skills
- Possess a pleasant, helpful and confident manner

### **Certification**

I, \_\_\_\_\_, certify that I have read, understand and accept the responsibilities assigned to this position.

\_\_\_\_\_  
Employee Signature

\_\_\_\_\_  
Date

## RAMP MANAGER

### Core Functions:

- Manage and lead the company's activities on the ramp
- Ensure safe and efficient delivery of our services
- Maximizes the use of the company's resources and physical assets in the unit
- Responsible for Ramp Services, Fleet Services and Push-Back Operators

### Reporting Relationship:

- Reports directly to the Executive Manager

### Duties & Responsibilities:

- Manage and oversee the daily movement of activities and staffing
- Responsible for the acquisition of equipment for the proper operation of the ramp
- Ensure safe and efficient delivery of our services
- Responsible for ramp, fleet, white cap and push back/FMC services
- Ensure that the ramp services of the company are delivered on a safe and timely basis
- Maintain clients' service standards
- Ensure employees adhere to the various security and safety regulations
- Implement control procedures to prevent damage and abuse of company's ramp equipment
- Improve the customer services of staff working the tipping areas
- Assist in other areas as needed
- Any other duties assigned

### Requirements:

- College Graduate or equivalent
- Minimum of 5 years' experience in management, airline or groundling handling
- Flexible approach to working outside of rostered hours

### Skills:

- Possess a pleasant, helpful and confident manner
- Get on well with people from widely different backgrounds
- Strong oral and writing skills
- Strong organizational and coordinating skills
- Ability to gather data, compile information and prepare reports
- Knowledge of planning and scheduling techniques
- Ability to deal with clients and staff in a positive and motivational manner
- Ability to react quickly to given situations
- Ability to perform the job functions of subordinates

### ***Certification***

I, \_\_\_\_\_, certify that I have read, understand and accept the responsibilities assigned to this position.

\_\_\_\_\_  
*Employee Signature*

\_\_\_\_\_  
*Date*

## RAMP / OPERATIONS PAPER-RUNNER

### Core Functions:

- Responsible for delivery of documents to and from Operations

### Reporting Relationship:

- Reports directly to the Duty Managers, Operations Agents and Ramp Supervisors

### Duties & Responsibilities:

- Responsible for handling paper work from Operations to aircraft and various offices and agencies
- Any other reasonable duties assigned by management

### Requirements:

- 12<sup>th</sup> Grade Education Minimum
- BGCSE's with 'C' or above

### Skills:

- Customer service skills
- Be a team player

### ***Certification***

*I, \_\_\_\_\_, certify that I have read, understand and accept the responsibilities assigned to this position.*

\_\_\_\_\_  
*Employee Signature*

\_\_\_\_\_  
*Date*

## RAMP SERVICEMAN

### Core Functions:

- To load and unload passenger baggage, containers of airmail, air express, and air cargo shipments.
- To ensure that luggage arrives according to its final destination tag, on time.
- Responsible for sorting, stacking baggage on specified carts or conveyors to see that it gets to its proper destination.

### Reporting Relationship:

- Reports directly to the Ramp Coordinator

### Duties & Responsibilities:

- Direct aircraft from obstacle (Wing Marshall)
- Lift heavy luggage, mail sacks, and fasten freight under pressure and time
- Operate baggage tugs, conveyor, forklifts and other baggage and air freight handling equipment
- Sort, load and unload baggage, cargo, client co-mat etc. onto trolleys ULD, X-ray machines, aircraft etc.
- Use trucks, forklifts, baggage carts, and conveyors to load aircraft in a safe and cautious manner
- Any other reasonable duties assigned by management

### Requirements:

- 12<sup>th</sup> Grade Education Minimum
- BGCSE's with 'C' or above
- Driver's License

### Skills:

- Be a team player
- Be able to read and write
- Be able to work under pressure
- Customer service skills
- Physical Strength

### Certification

I, \_\_\_\_\_, certify that I have read, understand and accept the responsibilities assigned to this position.

\_\_\_\_\_  
Employee Signature

\_\_\_\_\_  
Date

## RAMP SUPERVISOR

### Core Functions:

- Assist the Duty Managers and Assistant Ramp Managers in the direct oversight of the ramp staff and operation
- Leading role in managing both raw materials and personnel
- Oversight of inventory and supplies is central to the job
- Utilize all resources assigned to ensure the requirements and efficient Ramp operations are met

### Reporting Relationship:

- Reports directly to the Duty Managers and Assistant Ramp Managers

### Duties & Responsibilities:

- Be an excellent role model for ramp employees
- Communicate with Duty Managers and Assistant Ramp Managers regarding all ramp issues
- Direct the parking and dispatching of aircraft
- Ensure all ramp employees are following prescribed safety guideline
- Ensure equipment is fueled and ready for service
- Ensure on-time performance
- Ensure that equipment is being used properly and is in good working condition
- Ensure that staff is equipped with tools necessary to perform their jobs
- Ensure that tools are available at the beginning of the day and secured at the end of the work day
- Ensure the efficient and effective handling of baggage to/from the aircraft
- Maintain a safe working environment according to corporate procedures and policies
- Manage shift schedules to ensure all functions are being completed
- Monitor and supervise Ramp Agents with the day-to-day operations
- Operate ground support equipment
- Prepare and conduct daily shift briefings as required, ensuring that staff adhere to company's policies (e.g. uniform, appearance, personal protective equipment)
- Report all out of service equipment
- Supervise the loading and unloading of aircraft
- Any other reasonable duties assigned by management

### Requirements:

- 12 grade level education (BGCSE Level minimum)
- Ability to lift baggage of 70lbs
- Ability to work in a high pressure, constantly changing environment
- Driver's License
- Flexible approach to working outside of rostered hours
- Knowledge of ramp operations

### Skills:

- Motivational and leadership skills
- Good organizational skills
- Possess good computer skills
- Good communication skills

- Good customer service skills

***Certification***

*I, \_\_\_\_\_, certify that I have read, understand and accept the responsibilities assigned to this position.*

\_\_\_\_\_  
*Employee Signature*

\_\_\_\_\_  
*Date*

## RECEPTIONIST

### Core Functions:

- Answering the telephone
- Filing

### Reporting Relationship:

- Report directly to the Office Manager

### Duties & Responsibilities:

- Answer the phone and transfer calls to the appropriate individuals or departments
- Greet visitors to the office, answer questions and direct them to the appropriate individuals
- Organize and maintain office files and resources
- Provide basic flight information when requested
- Take telephone messages for the staff
- Any other reasonable duties assigned by management

### Requirements:

- BGCSE's Math & English included with grades 'C' or above
- High School Diploma

### Skills:

- Ability to be flexible with the many interruptions
- Be a people person
- Be able to answer multiple telephone lines in timely manner and direct calls to appropriate person
- Be able to operate the copy and fax machines
- Be able to use discretion when screening telephone calls and walk-ins
- Be friendly, caring and helpful

### ***Certification***

I, \_\_\_\_\_, certify that I have read, understand and accept the responsibilities assigned to this position.

\_\_\_\_\_  
*Employee Signature*

\_\_\_\_\_  
*Date*

## SHIFT LEADER

### Core Functions:

- Ensure the passenger luggage is placed on the baggage belt in a courteous manner
- Manage and lead shift members activities for the work day
- Render quality customer service to our client in a safe and efficient manner to the client's standards

### Reporting Relationship:

- Reports directly to the Ramp Supervisor

### Duties & Responsibilities:

- Brief and issue work assignments daily
- Ensure proper lifting techniques are being used
- Liaise with the clients to ensure their service requirements are met
- Monitor the work stations regularly
- Promote team work through motivational and directional coaching
- Report all safety and security issues to the Ramp Supervisor
- Reward and discipline staff as the need arises in accordance with the company's policy
- Any other related duties assigned by management

### Requirements:

- 12<sup>th</sup> Grade Education w/ BGSCCE passes in Math and English
- Able to work with minimum supervision
- Flexible approach to working outside of rostered hours when situations dictate

### Skills:

- Get on well with people from widely different backgrounds
- Good communication skills
- Good writing skills
- Possess a pleasant, helpful and confident manner

### **Certification**

I, \_\_\_\_\_, certify that I have read, understand and accept the responsibilities assigned to this position.

\_\_\_\_\_  
Employee Signature

\_\_\_\_\_  
Date

## TRAINING ASSISTANT

### Core Functions:

- Training Assistant will provide support and assistance to the Training Coordinators.

### Reporting Relationship:

- Reports directly to Training Manager

### Duties & Responsibilities:

- Arranging training provision as required by the business during annual leave / other absence of the Training Coordinator.
- Assisting in the delivery of training sessions at a basic / administrative level if required.
- Assisting in training course set up and breakdown before and/or after a training event.
- Assisting with the scheduling of training sessions and booking / notifying all relevant parties.
- Creation of Training & Safety Manuals.
- Develop and implement In-House Training.
- Ensuring approval of training course content is obtained in advance.
- Keeping data of training and training materials up to date.
- Keeping training records and files up to date.
- Other training admin tasks not covered by the above
- Preparation of staff manuals for all new employees.
- Printing up of training support materials / handouts for training courses and assisting with the creation or formatting of these where relevant.
- Recording all employees' training attendance.
- Requesting and compiling all employees' objectives in advance of training courses.
- Sending out appropriate pre-course information to employees/managers in advance of training courses.
- Sending out course evaluation (*feedback*) questionnaires following training courses and compiling / communicating feedback to the training manager.
- Taking responsibility for ensuring all training rooms / venues, equipment, catering arrangements, and other requirements are booked up or canceled in advance.
- Any other reasonable duties assigned by management

### Qualifications:

- 3 years training experience in Airline Industry
- Associates Degree

### Skills:

- Ability to gather data, compile information and prepare reports
- Database management skills
- Knowledge of planning and scheduling techniques
- Proficient in computer software (word, excel, power-point)

- Strong oral and writing skills
- Strong organizing and coordination skills

***Certification***

*I, \_\_\_\_\_, certify that I have read, understand and accept the responsibilities assigned to this position.*

\_\_\_\_\_  
*Employee Signature*

\_\_\_\_\_  
*Date*

## TRAINING COORDINATOR (ABOVE WING)

### Core Functions:

- The Above Wing Trainer is responsible for providing day-to-day administrative support to the Training Manager, while initiating and coordinating the Above Wing training needs for the Training Department.

### Reporting Relationship:

- Report directly to the Training Manager

### Duties & Responsibilities:

- Assist in operating all departments with functions when required by the Training Manager.
- Develop and implement as directed new employee training programs.
- Maintain employee-training files with compliance to the Client, Airport Authority, and Federal and State agencies.
- Maintain policy and procedure manuals and all client files as they pertain to the operation in accordance with established guidelines. These files may include specific training for each individual airline, and other regulatory matters, etc.
- Participate in all safety and training meetings.
- Participates in the 'needs analysis' studies to determine the training needs of the organization.
- Perform weekly audits, as required by the client.
- Print training support materials/handouts for training courses and assist with creation or formatting of these where relevant.
- Record all Above Wing employees' training attendance.
- Schedule and perform recurrent training for above the wing.
- Send appropriate pre-course information to employees/managers in advance of training course.
- Setup and breakdown before and/or after a training event.
- Train employees on computerized check-in procedures as directed by various airlines.
- Update and send employee matrixes.
- Any other reasonable duties assigned by management

### Requirements:

- Associates Degree or equivalent
- 3 years relevant professional experience

### Skills:

- Ability to gather data, compile information and prepare reports
- Database management skills
- Knowledge of planning and scheduling techniques
- Knowledgeable and proficient in computer software (*Word, Excel, Power-point*)
- Strong oral and written skills
- Strong organizing and coordination skills

**TRAINING COORDINATOR (ABOVE WING)**

***Certification***

*I, \_\_\_\_\_, certify that I have read, understand and accept the responsibilities assigned to this position.*

\_\_\_\_\_  
*Employee Signature*

\_\_\_\_\_  
*Date*

## TRAINING COORDINATOR (BELOW WING)

### Core Functions:

- The Below Wing Trainer is responsible for providing day-to-day administrative support to the Training Manager, while initiating and coordinating the Below Wing training needs for the Training Department.

### Duties & Responsibilities:

- Develop and implement new employee training programs as needed.
- Maintain employee-training files with compliance to the Clients and Airport Authority, and other related Aviation agencies.
- Maintain policy and procedure manuals and all client files as they pertain to the operation in accordance with established guidelines. These files may include specific training for each individual airline, and other regulatory matters, etc.
- Participate in all safety and training meetings.
- Participates in the 'needs analysis' studies to determine the training needs of the organization.
- Perform weekly audits, as required by the client.
- Print training support materials/handouts for training courses, and assist with creation or formatting of these where relevant.
- Record all employees' attendance to Below Wing training.
- Schedule and perform recurrent training for Below Wing (Ramp and Fleet).
- Send appropriate pre-course information to employees/managers in advance of training course.
- Setup and breakdown before and/or after a training event.
- Update and send employee matrixes.
- Any other reasonable duties assigned by management

### Requirements:

- 3 years relevant professional experience
- Associates Degree or equivalent in a related field

### Skills:

- Ability to gather data, compile information and prepare reports
- Database management skills
- Knowledge of planning and scheduling techniques
- Knowledgeable and proficient in computer software (*Word, Excel, Power-point*)
- Presentation Skills
- Strong oral and written skills
- Strong organizing and coordination skills

### **Certification**

I, \_\_\_\_\_, certify that I have read, understand and accept the responsibilities assigned to this position.

\_\_\_\_\_  
Employee Signature

\_\_\_\_\_  
Date

## TRAINING MANAGER

### Core Functions:

- Develop a comprehensive training program in an effort to maintain a motivated and skilled workforce
- Enhance employees' skills and an organization's overall quality of work
- Organizing training programs, including creating or selecting course content and materials

### Reporting Relationship:

- Reports directly to the Human Resources Manager

### Duties & Responsibilities:

- Assisting line managers and trainers in specific training areas, such as one-one one or in groups.
- Conducting regular staff appraisals and reviews to keep an eye on their progress
- Co-ordinate and schedule staff training with company's clients
- Co-ordinate the courses and ensures it works for the organization's present and future needs
- Ensuring everyone is fully trained and can do their job effectively, training managers help employees learn new skills and develop existing ones
- Ensuring other opportunities are available for ongoing development
- Evaluation for employees who have finished their training to confirm success for both individual employees and the overall company
- Helping to design and develop the schemes, they also work with the employers and managers to establish the company's needs
- Identify training and development needs within the organization through job analysis, employee appraisal and consultation with managers
- Maintain and update training records and manuals
- Monitoring and reviewing the progress o trainees through discussions with manager
- Multi-tasking and organizing which involves:
  - Deliver training
  - Drawing up a training plan
  - Managing budgets
  - Producing materials needed for training
  - Working with training providers to develop suitable content for the courses
- Produce or coordinate the production of instructional materials required for in-house workshops
- Register workshop participants and generate relevant documents
- Research availability of courses offered by internal/external organizations and present information to managers
- Review training requests and make adjustments where necessary
- Schedule workshops and assist instructors with course setup and other training requirements
- Training managers often confer with managers of each department to identify its training needs
- Any other reasonable duties assigned by management

### Requirements:

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- 3 years relevant professional experience
- Bachelor's Degree in related field or equivalent

**Skills:**

- Ability to gather data, compile information, and prepare reports
- Database management skills
- Knowledge of planning and scheduling techniques
- Proficient in computer software (word, excel, power-point)
- Strong oral and writing skills
- Strong organizing and coordination skills

***Certification***

*I, \_\_\_\_\_, certify that I have read, understand and accept the responsibilities assigned to this position.*

\_\_\_\_\_  
*Employee Signature*

\_\_\_\_\_  
*Date*

## ASSISTANT VIP MANAGER

### Core Functions:

- Ensuring the upholding and operation of the department in keeping with the Terms of Service.
- Manage all functions and staff of the NFS VIP Fast Track Services department.

### Reporting Relationship:

- Reports directly to the Executive Manager-Projects and in his or her absence the General Manager.

### Duties & Responsibilities:

- Carry out administrative operations of NFS VIP Fast Track Services.
- Carry out Arrival Meet & Greet procedures.
- Carry out Departure Fast Track procedures.
- Communicate service bookings and obtain authorization by airport partners where necessary.
- Ensure that VIP is present on all websites in the Tourism Business and business partners and enable wire payments online.
- File keeping and maintenance.
- Flight, tracking, monitoring and maintain customer-client point of contact.
- Follow up with current clients for service quality updates.
- Full application of knowledge of NFS VIP Fast Track Terms of Service.
- Handle all emails and request for VIP Services via department email address.
- Identify new opportunities that will enhance and grow the VIP Department.
- Incident reporting and handling.
- Liaise with Accounts department on client account payments and balances.
- Liaise with all business partners regularly including Airport Authority, NAD, Bahamas Customs, Bahamas Immigration, USCBP and Bahamas Tourism among others.
- Participate in the screening and interview of possible VIP Agents.
- Perform monthly and annual performances appraisal on staff in VIP.
- Prepare CC authorizations, billing and transactions.
- Prepare service confirmations pertinent to clients' requests.
- Prepare weekly work schedules for concierges' agents and confirm bookings for VIP Services.
- Refine and improve current procedure and methods of VIP Service.
- Report writing and record keeping.
- Research and identify potential VIP clients both locally and internationally.
- Seek opportunities for marketing and promotion of services offered.
- Service reports and monthly summary preparations.
- Set goals and objectives for Department and put measuring tools in place to measure same in accordance with company objectives.
- Identify and report

### Requirements:

- Associate or Bachelor's degree preferred.
- Proficient in Microsoft Office (word, excel, power point, publisher)
- 2-3 years' experience in VIP Concierge and/or Customer Service.

### Skills:

*Request for Proposal-for the Purchase or Franchise Agreement for Nassau Flight Services Airport Ground Handling, Passenger Operations and Ancillary Services (RFP 2019-01-062)*

- Ability to multi-task and detail-oriented.
- Ability to think actively and professionally resolve conflicts.
- Ability to work in team as well as independently.
- Confidential, mature and tactful individual.
- Enjoy working with and meeting new people.
- Excellent team player and coach.
- Excellent written and verbal communication skills
- Have a patient and friendly manner.
- Have a smart and tidy appearance.
- Proven Managerial and Leadership skills.
- Strong leadership ability and communication skills.
- Strong organization skills.

***Certification***

*I, \_\_\_\_\_, certify that I have read, understand and accept the responsibilities assigned to this position.*

\_\_\_\_\_  
*Employee Signature*

\_\_\_\_\_  
*Date*

## VIP CONCIERGE

### Core Functions:

- Working directly with special VIP travelers to provide professional arrival, departure and connecting fast track services
- Ensuring a seamless transit through the airport

### Reporting Relationship:

- Reports directly to the VIP Assistant Manager.

### Duties & Responsibilities:

- Abide by company's safety and security regulations
- Book airport lounge accommodations and collect necessary statements
- Carry out Meet & Greet Fast Track procedures on arrival, departure and connections.
- Communicate with ground transportation and/or external meet & greet clients to coordinate times and any changes that may occur.
- Flight, tracking, monitoring and maintain customer-client point of contact
- Full application of knowledge of NFS VIP Fast Track Terms of Service
- Issue a request and collect pertinent information from client representative for advanced preparation of service as directed.
- Issue an official confirmation of service to client once details are verified and valid.
- Report all incidents and unusual occurrences to VIP Customer Service Supervisor for immediate action.
- Update VIP handling record at the end of each fast track, detailing porter usage and luggage details.
- Any other reasonable duties assigned by management

### Requirements:

- BGCSE's Math & English included with grades 'C' or above
- Computer literate with working knowledge of Microsoft Word and Excel
- Minimum 12<sup>th</sup> Grade Education or equivalent
- Must be able to work with minimal supervision
- Substantial experience in the field of Customer Service

### Skills:

- Approachable and enjoys working with people
- Be a team player
- Be able to work flexible schedules
- Discreet troubleshooting ability
- Have a compassionate, patient and friendly manner
- Presents a strong, positive and professional image
- Strong communication and organization skills

### ***Certification***

I, \_\_\_\_\_, certify that I have read, understand and accept the responsibilities assigned to this position.

\_\_\_\_\_  
*Employee Signature*

\_\_\_\_\_  
*Date*

## APPENDIX 11 ANNUAL OPERATING BUDGET

Base the Annual Operating Budget on estimated annual Prices to provide Ground Handling, Passenger Services, and Passenger Mobility Assistance Services Management. Please provide sufficient detail for the proposed Prices. Add additional categories or attach additional sheets if required.

<b><u>Salary/Wages and Benefits:</u></b>	<b><u>\$\$</u></b>
Contract Management Salaries (identify hourly or salary)	_____
Ground Services Managers (identify hourly or salary)	_____
Ground Services Supervisors (identify hourly by position in staff plan)	_____
Training/Safety Coordinator Salaries	_____
Cargo Agent Salaries	_____
Ramp Agent Salaries	_____
Ticket/Gate/Mobility Assistance Service Agent Manager	_____
Ticket/Gate Agent Supervisor Salaries	_____
Ticket/Gate Agent Salaries	_____
Mobility Assistance Service Agent Salaries	_____
Others Salaries ( <b>Specify</b> )	_____
Federal/State Taxes	_____
Unemployment Insurance	_____
Other Benefits ( <b>Specify</b> )	_____
<b>Sub-total</b>	_____
<b><u>Other Expenses:</u></b>	
Transition/Start-Up Prices	_____
Supplies	_____
Uniforms & ID Badges	_____
Equipment Maintenance	_____
Small Tools	_____
Vehicle Expenses	_____
Insurance ( <b>Specify</b> )	_____
Equipment Rental	_____
Miscellaneous ( <b>Specify</b> )	_____
<b>Sub-total</b>	_____
<b>Fee Percentage (X%)</b>	_____
<b>GRAND TOTAL</b>	_____

# APPENDIX 12

## Proof of Insurance (LIV)



Policy Number: RNMAV1800570

RFI  
750

### RISK DETAILS

**UNIQUE MARKET REFERENCE:**

B0750RNMAV1800570

**TYPE:**

AVIATION LIABILITY INSURANCE.

**INSURED:**

**NASSAU FLIGHT SERVICES LIMITED**

Address: P.O. Box AP-59203,  
Nassau,  
Bahamas

**BROKER:**

RFIB Group Limited.  
20 Gracechurch Street, London, EC3V 0AF, United Kingdom.

**PERIOD:**

Effective: From: 14<sup>th</sup> May 2018

To: 14<sup>th</sup> May 2019

Both days at 00:01 hours Local Standard Time at the address of the Insured.

**INTEREST:**

To cover Premises, Hangar-keepers and Products Legal Liability arising from the Insured's aviation operations at various locations as detailed in the information section.

**TERRITORIAL SCOPE:**

Bahamas, but Worldwide in respect of products.

**SUM INSURED:**

Combined Single Limit: BSD 50,000,000 any one occurrence / offence and in the aggregate in respect of Section 3 (Products Liability), with Personal Injury limited to policy limits (or equivalent in BSD subject to a maximum of BSD 25,000,000) any one offence and in the aggregate.

Personal Injury is subject to a limit of USD 25,000,000 (or currency equivalent) any one offence and in the aggregate, being within the liabilities Sum Insured and not in addition thereto.

Legal Costs and Expenses are payable in addition to Sum Insured.

**DEDUCTIBLE:**

Applicable to Property Damage only:

BSD 3,000 each and every loss, but BSD 15,000 in respect of damage to aircraft.

**CONDITIONS:**

- 1) Global GTP100A Wording Sections 1,2 and 3 only.

Notwithstanding General Exclusion 3, Additional Insured's, waivers of subrogation, indemnity provisions, hold harmless agreements, cross liability clauses and other contractual arrangements in force prior to the commencement of this insurance are automatically incorporated herein. New agreements entered into by the Insured during the Period of insurance are automatically included hereon provided such agreements are entered into in pursuance of normal commercial operations in accordance with the usual practice of the Insured. Other agreements outside the scope of the normal commercial operations of the Insured during the Period of insurance are subject to prior approval by Insurers.

- 2) War, Hi-jacking and Other Perils Exclusion Clause (Aviation) (AVN48B), all paragraphs except (b) deleted subject to Extended Coverage Endorsement (Aviation Liabilities) (AVN52G) subject to policy limit any one occurrence (or currency equivalent) and in the annual aggregate.
- 3) Noise and Pollution and Other Perils Exclusion Clause (AVN46B) but paragraph 1 (b) not applicable to pollution or contamination of a product sold or supplied by the Insured.
- 4) Nuclear Risks Exclusion Clause (AVN38B).
- 5) Cross Liability Clauses (AVN63).
- 6) Contracts (Rights of Third Parties) Act 1999 Exclusion Clause (AVN72).
- 7) Personal Injury Extension (AVN60A).
- 8) Asbestos Exclusion Clause (2488AGM0003).
- 9) Date Recognition Exclusion Clause (AVN2000A).
- 10) Date Recognition Limited Coverage Clause (AVN2002A).
- 11) 30 days cancellation notice period.
- 12) Sanctions and Embargo Clause (AVN111).
- 13) The Insured's business operations include but are not limited to Ground Handlers. Excluding heavy maintenance of aircraft.

- 14) The Premises at which the Insured operates include but are not limited to: Lynden Pindling International Airport, Nassau, San Salvador International Airport, San Salvador and George Town International Airport, Exuma, Bahamas.
- 15) Overseas Jurisdiction Clause (NMA1483), completed as follows:-
- Bahamas
  - Higgs and Johnson
  - Ocean Centre, Montago Foreshore, East Bay Street, P.O. Box N-3247, Nassau, Bahamas.
- 16) Intermediary Clause, as follows:
- RFIB Group Limited of 20 Gracechurch Street, London, EC3V 0AF, United Kingdom are recognised as the intermediary negotiating this Contract, through whom all premiums, losses and communications shall be transmitted between the parties.

**EXPRESS  
WARRANTIES:**

None.

**CONDITIONS  
PRECEDENT:**

As set out within Global 100A

1. Upon the happening of any event likely to give rise to a claim under this Policy, notice in writing with full particulars shall be given to the Insurers as soon as possible. Every letter, claim, writ, summons or process shall be forwarded to Insurers immediately on receipt by the Insured. The Insured shall render such further information and assistance as the Insurers may reasonably require and shall not act in any way to the detriment or prejudice of the interests of the Insurers.

All notices as specified above shall be given by the Insured to the firm named for the purpose in Item 7 of the Schedule.

2. No liability shall be admitted and no offer or promise of payment shall be made by the Insured without the written consent of Insurers.
3. The Insured shall exercise due diligence and ensure that all reasonable safeguards and precautions against Occurrences are provided and used.
4. The Insured shall comply with all international and government regulations and civil instructions.

**Failure to comply with any of the Conditions Precedent may result in (Re)insurer(s) having the right to be discharged from liability.**



*A* 

**CHOICE OF LAW  
AND JURISDICTION:**

This Contract shall be governed by and construed in accordance with the law of Bahamas and each party agrees to submit to the exclusive jurisdiction of the Courts of Bahamas.

**PREMIUM:**

BSD *65,000* including AVN52G

*4/5/18*  
*At 100%  
SML to order  
Valid 10  
days*

**PREMIUM is subject to the "Premium Payment Clause" (AVN6A) as detailed below.**

**TRIA: NOT APPLICABLE**

**PREMIUM  
PAYMENT TERMS:****PREMIUM PAYMENT CLAUSE**

1) It is understood and agreed that the premium due at the inception of this Policy shall be payable in the following instalments:-

25% 14<sup>th</sup> May 2018  
25% 14<sup>th</sup> August 2018  
25% 14<sup>th</sup> November 2018  
25% 14<sup>th</sup> February 2019

2) In the event of a claim hereunder which exceeds the instalments of premium paid on this Policy, the instalments of premium then outstanding shall become payable forthwith.

3) Notwithstanding any cancellation provision contained within the Policy, in the event that an instalment of premium is not paid by its due date Insurers shall have the right to terminate the cover afforded by the Policy to the Insured and any other party(ies) protected thereby, whether by endorsement or otherwise, by the giving of not less than Thirty (30) days' notice in writing to the Appointed Broker. Notice shall be deemed to commence from the date such notice is given by the Insurers.

Appointed Broker: RFIB Group Limited (20 Gracechurch Street, London, England, EC3V 0AF, United Kingdom).

AVN6A  
17.10.96

- **Failure to comply with the Premium Payments Clause (AVN6A), will/may result in (re)insurer(s) exercising their right to terminate the cover afforded by this Policy.**

*A*

*[Signature]*

- In order that RFIB Group Limited has adequate time to satisfy the above premium settlement terms, the (Re)Insured must provide cleared funds within a reasonable time frame to RFIB Group Limited before the above specified dates.

**TAXES PAYABLE  
BY (RE)INSURER(S)  
AND ADMINISTERED  
BY THE (RE)INSURED  
OR THEIR AGENT:**

3.00% Bahamian Tax (deduction) paid locally.

**TAXES PAYABLE  
BY THE (RE)INSURED  
AND ADMINISTERED  
BY (RE)INSURER(S):**

None applicable.

**RECORDING  
TRANSMITTING &  
STORING  
INFORMATION:**

Where the RFIB Group Limited maintains risk data, claim data, information and documents the RFIB Group Limited may hold such data, information and documents electronically.

All parties to this Contract are aware that slip and underwriting documentation in relation hereto is scanned and retained within RFIB Group Limited systems, and the original documents are destroyed by RFIB Group Limited one year after expiry of this Contract, and if no instruction to the contrary is received in writing prior to the expiry of this Contract it is deemed that the foregoing procedure is accepted by all parties.

**(RE)INSURER  
CONTRACT  
DOCUMENTATION:**

This document details the Contract terms entered into by the (Re)Insurer(s), and constitutes the contract document. Any Endorsement attaching hereto shall form the evidence of the contract changes agreed.

The (Re)Insured and (Re)Insurers agree all contract documentation shall be issued in English.

Standard Clauses specified herein which state their applicable registration number(s) and are not fully detailed within this Agreement, are available from the Broker on request.

## INFORMATION

### INFORMATION:

The following Information was provided to (Re)Insurer(s) to support the assessment of the risk at the time of underwriting:-

- The Insured operate as a Ground Handler at Lynden Pinding International Airport – Nassau, Bahamas, San Salvador International Airport – San Salvador, Bahamas and George Town International Airport - George Town Exuma, Bahamas.
- The Insured commenced operations in 1980
- Ground handling – 71% other income 29% - see Insured's e-mail dated 3/5/16.

Estimate Turnover 2017/18 – BDS 8,000,000

Actual Turnover 2017/18 – BDS 7,800,000

Estimate Turnover 2018/19 – BDS 7,900,000

- Loss information:

There has been no major losses in the past 12 months of operations.

#### Southwest Airlines – DOL 03/11/14

2014 YOA – Southwest Airlines DOL 03/11/14 Passenger being wheeled in a wheelchair when footrest caught in Carpet, allegedly causing injury. Fees PTD USD 22,276.85 & USD 41,920.15 Fee reserve. No Indemnity reserve established as investigations continue but latest report from appointed Lawyers suggest that there are numerous defences available to NFS, injuries by the claimant appear not to be too severe but she has sued Southwest Airlines (held Harmless by NFS per the Service agreement) and also a 'John Doe', a person she believed to have been employed by Southwest Airlines but in fact was an employee of NFS. The suit refers to the Claimants damages as over USD200k but under USD1m . Please see attached Report – Beasley, Demos Brown LLC dated 31<sup>st</sup> January 2017 for detailed information.

#### Florida Air Cargo – DOL 14/12/16

Florida Air Cargo DC3 struck by ground vehicle causing damage to wing – Reserve USD 40,000 (net) – Surveyor (Global Aerospace) awaiting copy of contract between Nassau Flight Service and Florida Air Cargo before updating insurers further (report dated January 2017) but underwriters have agreed to establish the reserve of USD 40,000.

**DUTY OF  
DISCLOSURE:**

Should there be any change in the supplied information we would request that this be transmitted to as soon as possible so that we may ensure underwriters are kept advised of all facts they consider material to the coverage provided. We would take this opportunity to remind you of your continuous duty to advise (re)insurers of any changes to the information you have provided.

Failure to advise (re)insurers of any change they consider material may result in (re)insurers denying what would otherwise be a valid claim.

**RFIB CONTACTS:**

Broker: Neil Coldwell 020 7621 8304  
neil.coldwell@rfib.co.uk

Broker Support: Spencer Hendy Lee Faulkner  
020 7621 8387 020 7621 8241  
spencer.hendy@rfib.co.uk lee.faulkner@rfib.co.uk

Tech Support: Colin Webb  
020 7621 6803  
colin.webb@rfib.co.uk

Claims: Shaun Warbey  
020 7621 8357  
shaun.warbey@rfib.co.uk