

SKILLS FRAMEWORK FOR AIR TRANSPORT SKILLS MAP – MANAGER (PASSENGER SERVICES)		
Sector	Air Transport	
Sub-Sector	Airport	
Track	Passenger Services	
Occupation	Passenger Services Manager	
Job Role	Manager (Passenger Services)	
Job Role Description	<p>The Manager (Passenger Services) collaborates with stakeholders to develop strategies to improve customer service standards. He/She is responsible for driving continuous improvement and business development initiatives through recommending new products and services based on customer needs. He leads the development of Standard Operating Procedures (SOPs) and systems to enhance customer satisfaction, mitigates safety and/or security risks and oversees the adherence to safety and/or security standards. He also develops the teams' technical capabilities and maintains positive morale within the teams.</p> <p>The Manager (Passenger Services) possesses an in-depth knowledge of international passenger services operational standards. He is also well-versed in policy and safety requirements and practices of the organisation. He has strong stakeholder management and people management skills to build relationships with various stakeholders of the organisation and lead staff and teams. In addition, he possesses remarkable communication, interpersonal and leadership skills with strategic thinking capabilities and foresight to formulate plans and systems for passenger services.</p>	
Critical Work Functions and Key Tasks	Critical Work Functions	Key Tasks
	Provide quality customer services	Analyse new schedules for airlines and determine implications on manpower requirements
		Develop Standard Operating Procedures (SOPs) for handling dissatisfied customers
		Develop overall customer services strategies and long-term plans
		Consult with airline customers to establish policies and guidelines on customer service delivery
		Endorse corrective measures and prioritise areas for implementation
		Develop policies to ensure high service levels with the implementation of self-service systems, equipment and facilities
	Uphold safety and/or security standards	Identify safety and/or security risks and develop plans to mitigate identified risks
		Develop systems to monitor adherence to safety and/or security standards
		Lead continuous improvement projects to improve safety and/or security in the workplace
	Conduct interviews and make hiring decisions	

	Influence organisational development	Study attrition rates in the organisation to develop manpower forecasts		
		Develop staff through capability development and coaching		
		Address complaints and key concerns impacting staff morale and performance		
		Lead change management in the organisation		
	Drive business development operations	Analyse customers' needs to modify products and services		
		Recommend new products and services to customers		
		Propose initiatives to enhance productivity and innovation		
	Build business network	Build relationships with key organisational influencers and industry peers to promote the organisation		
		Develop partnerships with airport agencies, authorities, customers and/or vendors		
		Work with diverse group of stakeholders to meet the needs of multicultural audiences		
Skills & Competencies	Technical Skills & Competencies		Generic Skills & Competencies (Top 5)	
	Accident and Incident Response Management	Level 3	Leadership	Advanced
	Baggage Lost and Found Operations	Level 4	Interpersonal Skills	Advanced
	Baggage Services Management	Level 4	Service Orientation	Advanced
	Business Development	Level 5	Communication	Intermediate
	Business Negotiation	Level 5	Developing People	Intermediate
	Change Management	Level 5		
	Crisis Communication and Media Management	Level 4		
	Customer and Passenger Handling and Care	Level 4		
	Customer Relationship Management	Level 5		
	Dangerous Goods Management	Level 4		
	Financial Planning and Budget Management	Level 4		
	Ground Handling Services and Operations Management	Level 5		
	Hazard and Risk Control and Policy Management	Level 4		
	Human Factors Management	Level 5		
	Inclement Weather Operations and Planning	Level 5		

	Innovation Management	Level 5	
	International Air Transport Association Safety Audit for Ground Operations Implementation	Level 5	
	Internet of Things Application	Level 5	
	Learning and Development	Level 5	
	Manpower Planning	Level 5	
	Process Improvement and Optimisation	Level 5	
	Service Branding and Coaching	Level 5	
	Service Innovation	Level 5	
	Stakeholder Management	Level 5	
	Standard Operating Procedures Development	Level 5	
	Technology Application	Level 4	
Programme Listing	For a list of Training Programmes available for the Air Transport sector, please visit: www.skillsfuture.sg/skills-framework/air-transport		

The information contained in this document serves as a guide.