

| SKILLS FRAMEWORK FOR AIR TRANSPORT SKILLS MAP – TERMINAL MANAGER | | |
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| Sector | Air Transport | |
| Sub-Sector | Airport | |
| Track | Airport Operations | |
| Occupation | Airport Operations Manager | |
| Job Role | Terminal Manager | |
| Job Role Description | <p>The Terminal Manager is responsible for planning the delivery of airport services and implementing projects to improve the airport user experience. He/She collaborates with internal and external stakeholders to develop and establish compliance standards for airport operations. Besides leading research to identify new service offerings for the airport, he also enforces safety and/or security standards for the organisation. He sources for contractors to perform airport operations and establishes key indicators to track their performances. He also develops on-the-job training programmes for the department.</p> <p>The Terminal Manager possesses a sound knowledge of airport and airside operations, Standard Operating Procedures (SOPs) and airport security and emergency response plans. He travels across the terminals to review operational processes and resolve incidents at the airport. To ensure operational plans and projects are implemented efficiently and effectively, he displays excellent project management skills with strong communication and stakeholder management skills to interact and engage all customers and stakeholders of the organisation.</p> | |
| Critical Work Functions and Key Tasks | Critical Work Functions | Key Tasks |
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| | Administer airport services | Analyse airport users' needs |
| | | Review operational processes to identify areas for enhancements |
| | | Plan delivery of airport services to meet customer requirements |
| | | Engage in projects to enhance the airport users' experience |
| | | Resolve issues and incidents at the airport |
| | | Maintain communication lines with airport agencies, authorities and Airport Operations Centre (AOC) |
| | | Oversee staff on duty to deliver public announcements |
| | Manage airport contractors' activities | Source for contractors to perform airport operations |
| Manage the performance of contractors carrying out airport operations | | |
| Propose inputs and feedback on the capabilities of contractors to perform airport operations | | |
| Establish Key Performance Indicators (KPIs) for airport contractors under purview | | |
| | Review and develop compliance standards | |

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| | Meet compliance standards | Develop plans to ensure terminals comply with established standards | | |
| | | Enforce established organisational and compliance standards | | |
| | Perform service innovation activities | Develop proposals for new service innovation ideas | | |
| | | Promote the generation of new ideas to enhance customer service operations | | |
| | | Manage research to identify opportunities for operations and service enhancements | | |
| | | Review the feasibility of implementing new service offerings for the airport | | |
| | Uphold safety and/or security standards | Enforce a strong safety and/or security culture in the workplace | | |
| | | Recommend action plans to resolve and prevent future safety and/or security breaches | | |
| | | Propose enhancements to safety and/or security operations | | |
| | | Direct resources during safety and/or security operations | | |
| | | Manage simulated training exercises | | |
| | Influence organisational development | Develop on-the-job training programmes | | |
| | | Develop workplace learning plans | | |
| | | Advise direct reports in the execution of new policies | | |
| | Skills & Competencies | Technical Skills & Competencies | | Generic Skills & Competencies (Top 5) |
| Accident and Incident Response Management | | Level 2 | Leadership | Intermediate |
| Airport Audit and Compliance | | Level 4 | Interpersonal Skills | Advanced |
| Airport Collaborative Decision Making Model Application | | Level 3 | Teamwork | Intermediate |
| Airport Operations Management | | Level 4 | Problem Solving | Advanced |
| Airport Safeguarding and Security | | Level 4 | Communication | Advanced |
| Airport Service Quality Management | | Level 4 | | |
| Behavioural Analysis and Predictive Screening | | Level 3 | | |
| Business Negotiation | | Level 4 | | |
| Change Management | | Level 4 | | |
| Crisis Communication and Media Management | | Level 4 | | |
| Financial Planning and Budget Management | | Level 4 | | |

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| | Flight Disruptions and Irregular Operations Management | Level 4 | |
| | Innovation Management | Level 4 | |
| | Internet of Things Application | Level 4 | |
| | Learning and Development | Level 4 | |
| | Manpower Planning | Level 4 | |
| | Market Research | Level 4 | |
| | Passenger Information Systems Management | Level 4 | |
| | Passenger Movement Management | Level 4 | |
| | Process Improvement and Optimisation | Level 4 | |
| | Service Branding and Coaching | Level 4 | |
| | Service Innovation | Level 4 | |
| | Stakeholder Management | Level 4 | |
| | Standard Operating Procedures Development | Level 4 | |
| | 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.