

<b>SKILLS FRAMEWORK FOR AIR TRANSPORT SKILLS MAP – MANAGER (GROUND SERVICES)</b>		
<b>Sector</b>	Air Transport	
<b>Sub-Sector</b>	Airline	
<b>Track</b>	Ground Services	
<b>Occupation</b>	Ground Services Manager	
<b>Job Role</b>	Manager (Ground Services)	
<b>Job Role Description</b>	<p>The Manager (Ground Services) is responsible for the negotiation of contract fees with stakeholders and implementation of changes to ground service operations. He/She ascertains and quantifies the risk of engaging different ground service providers. He develops plans to support new service improvement programmes and recommends enhancements to ground services policies and standards. He coaches internal team members and external ground service providers to deliver quality services. He cultivates business relationships with airport agencies, authorities, customers and vendors.</p> <p>The Manager (Ground Services) possesses exceptional leadership and communication skills which allow him to lead and communicate with a wide range of audiences and stakeholders. He develops strong rapport with the stakeholders by recognising their interests, establishing common ground and engaging them in making mutually beneficial decisions. Furthermore, he has excellent planning and people management skills to manage teams and staff effectively. He is also highly competent in negotiation with outstanding analytical and problem-solving skills to attain favourable contract terms from ground service providers.</p>	
<b>Critical Work Functions and Key Tasks</b>	<b>Critical Work Functions</b>	<b>Key Tasks</b>
	Manage ground service standards	Analyse regional ground handling service standard agreements and frameworks to augment ground service standards
		Conduct risk analysis of engaging different ground service providers
		Negotiate with internal and external stakeholders to finalise contract fees with ground handling organisations
		Develop plans to support the implementation of new service improvement programmes
		Implement changes to ground services operations
	Administer quality passenger services	Oversee enhancements to ground services policies and standards
		Develop service resolution plans to manage exceptional complaint cases
Coach internal teams and external ground service providers to deliver quality passenger services		
	Develop plans to mitigate identified safety and security risks for passengers	

	Maintain passenger safety and security	Develop systems to monitor adherence to safety and security standards		
		Lead continuous improvement projects to improve passenger safety and security		
	Influence organisational development	Conduct interviews and make hiring decisions		
		Develop staff through capability development and coaching		
		Lead change management in the organisation		
	Build business network	Address complaints and key concerns impacting staff morale and performance		
		Develop partnerships with airport agencies, authorities, customers and/or vendors		
	Work with diverse group of stakeholders to meet the needs of multicultural audiences			
<b>Skills &amp; Competencies</b>	<b>Technical Skills &amp; Competencies</b>		<b>Generic Skills &amp; Competencies (Top 5)</b>	
	Accident and Incident Response Management	Level 3	Leadership	Advanced
	Aircraft Turnaround Coordination	Level 4	Communication	Intermediate
	Airline Operations Management	Level 5	Interpersonal Skills	Advanced
	Airline Representation and Station Management	Level 4	Decision Making	Advanced
	Airport Operations Management	Level 3	Teamwork	Advanced
	Business Development	Level 5		
	Business Negotiation	Level 5		
	Change Management	Level 5		
	Crisis Communication and Media Management	Level 5		
	Customer Service Delivery	Level 4		
	Data Analytics	Level 5		
	Flight Disruptions and Irregular Operations Management	Level 5		
	Ground Services Training Delivery	Level 4		
	Human Factors Management	Level 5		
	Innovation Management	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	
	Service Level Agreement Management	Level 5	
	Stakeholder Management	Level 5	
	Standard Operating Procedures Development	Level 5	
	Technology Application	Level 4	
<b>Programme Listing</b>	For a list of Training Programmes available for the Air Transport sector, please visit: <a href="http://www.skillsfuture.sg/skills-framework/air-transport">www.skillsfuture.sg/skills-framework/air-transport</a>		

The information contained in this document serves as a guide.