

SKILLS FRAMEWORK FOR AIR TRANSPORT SKILLS MAP – MANAGER (CONTACT CENTRE OPERATIONS)/ MANAGER (SERVICE CENTRES)/ MANAGER (PREMIUM PASSENGER SERVICES)		
Sector	Air Transport	
Sub-Sector	Airline	
Track	Customer Services	
Occupation	Customer Services Manager	
Job Role	Manager (Contact Centre Operations)/Manager (Service Centres)/ Manager (Premium Passenger Services)	
Job Role Description	<p>The Manager (Contact Centre Operations)/Manager (Service Centres)/Manager (Premium Passenger Services) leads and guides the customer services teams to provide professional customer services in line with the airline’s customer service standards. He/She forecasts customer needs in order to enhance the airline customer service offerings and competitiveness. He establishes benchmark criteria and Key Performance Indicators (KPIs) on service excellence and proposes actions for service recovery. He leads research to identify opportunities for operations and service enhancements and evaluates customer service satisfaction against industry norms. He drives business development opportunities and builds business networks by developing strategic industry partnerships. He also leads change management initiatives for the organisation.</p> <p>With deep industry expertise, the Manager (Contact Centre Operations)/Manager (Service Centres)/Manager (Premium Passenger Services) anticipates the needs and preferences of airline customers and achieves superior customer satisfaction. He also has strong analytical skills to evaluate internal and external alternatives or circumstances and identify favourable unique opportunities to create value for the organisation. He displays exceptional leadership capabilities and communication skills in order to lead his teams as well as engage other managers and staff across the organisation.</p>	
Critical Work Functions and Key Tasks	Critical Work Functions	Key Tasks
	Provide quality customer services	Forecast customer needs to enhance service offerings and competitiveness
		Establish relevant benchmark criteria and Key Performance Indicators (KPIs) on service excellence
		Develop intervention strategies to bridge service delivery gaps
		Endorse service recovery actions in line with organisation’s customer service policies, strategies and goals
		Develop policies and procedures to foster quality service delivery
		Analyse service quality and customer satisfaction results
		Review processes and policies related to customer service

	Perform service innovation activities	Promote the generation of new ideas to enhance customer service operations		
		Lead research to identify opportunities for operations and service enhancements		
		Develop proposals for new service innovation ideas		
		Evaluate customer service satisfaction levels against industry norms		
	Influence organisational development	Conduct interviews and make hiring decisions		
		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	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)	
	Airline Distribution Channel Strategies	Level 5	Leadership	Intermediate
	Airline Marketing	Level 5	Decision Making	Advanced
	Airline Operations Management	Level 5	Developing People	Intermediate
	Airport Operations Management	Level 3	Interpersonal Skills	Advanced
	Business Development	Level 5	Service Orientation	Advanced
	Business Negotiation	Level 5		
	Call Centre Management	Level 4		
	Change Management	Level 5		
	Crisis Communication and Media Management	Level 5		
	Customer Relationship Management	Level 5		
	Customer Service Delivery	Level 4		
	Ground Services Training Delivery	Level 4		
	Human Factors Management	Level 5		
	Innovation Management	Level 5		
Learning and Development	Level 5			

	Manpower Planning	Level 5	
	Market Research	Level 4	
	Service Branding and Coaching	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.