

TSC Category	Productivity and Innovation					
TSC	Process Improvement and Optimisation					
TSC Description	Implement improvements to current processes to maximise efficiency and effectiveness of operations					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
		ATP-PIN-2004-1.1	ATP-PIN-3004-1.1	ATP-PIN-4004-1.1	ATP-PIN-5004-1.1	ATP-PIN-6004-1.1
		Execute process improvement benchmarking and studies for efficient and effective operations	Assess and identify areas for operations and processes enhancement	Oversee the development of plans and projects to implement new initiatives on operations and process improvements	Devise strategies to optimise processes and boost the efficiency and effectiveness of operations	Apprise operating strategies and processes in the context of organisational goals and market dynamics to establish areas for improvements across the organisation
Knowledge		<ul style="list-style-type: none"> Overview and interdependencies of different processes in operations and services Performance metrics used to benchmark process efficiency and effectiveness Concept of Total Quality Management (TQM) in best practices benchmarking for organisation's operations 	<ul style="list-style-type: none"> Overview and interdependencies of different processes in operations and services Information flow between different organisations, stakeholders and/or departments in the aviation industry Performance metrics used to benchmark process efficiency and effectiveness Concept of Total Quality Management (TQM) in best practices benchmarking for organisation's operations Concept of business intelligence and its application to organisation's processes Concept, theories and techniques of data analysis 	<ul style="list-style-type: none"> Overview and interdependencies of different processes in operations and services New developments in operations and process improvements Lean management strategies Concept of Total Airport Management (TAM) Concept of Airport Collaborative Decision Making (A-CDM) model Concept, theories and techniques of data analysis 	<ul style="list-style-type: none"> Overview and interdependencies of different processes in operations and services Organisational goals vis-à-vis stakeholder expectations and requirements New developments in operations and process improvements Lean management strategies Concept of process management Process improvement models Process continuous improvement methodologies used by organisations 	<ul style="list-style-type: none"> Overview and interdependencies of different processes in operations and services New developments in operations and process improvements Lean management strategies Concept, theories and techniques of advanced data analytics Automation technologies Cost-benefit analysis Critical success factors for business process improvement

**SKILLS FRAMEWORK FOR AIR TRANSPORT
TECHNICAL SKILLS & COMPETENCIES (TSC) REFERENCE DOCUMENT**

<p>Abilities</p>		<ul style="list-style-type: none"> Identify the interdependencies of different processes used Benchmark efficiency and effectiveness of different processes used Assist senior stakeholders in processes which can be further enhanced 	<ul style="list-style-type: none"> Identify and monitor critical parameters which affect operations and processes Review operational data and display data using graphical representations Assess operational performance Recommend process enhancements based on detailed data analysis 	<ul style="list-style-type: none"> Initiate projects to enhance efficiency and effectiveness of operations and processes Develop plans for the implementation of process improvements Review shortcomings and refine processes in collaboration with various stakeholders or departments Determine and deploy resources to elevate processes and operations 	<ul style="list-style-type: none"> Devise transformational initiatives to streamline operations and processes Formulate guidelines for process enhancements Initiate reformation of processes in the organisation to boost efficiency and effectiveness of operations Determine skills and training required for the adoption of process changes 	<ul style="list-style-type: none"> Scope different processes and operating models in the context of organisational goals and market dynamics Determinate new processes to initiate for the organisation Enumerate and justify costs of new process improvement initiatives for the organisation Institute rewards and recognition programmes and systems for successful process improvement initiatives
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