

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

TSC Category	Airline Operations					
TSC	Airline Operations Management					
TSC Description	Execute and manage operational activities to contribute to the commercial success of airlines					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
		ATP-ALO-2002-1.1	ATP-ALO-3002-1.1	ATP-ALO-4002-1.1	ATP-ALO-5002-1.1	ATP-ALO-6002-1.1
		Coordinate airline activities across different departments and/or stakeholders to meet the objectives of airlines	Examine the effects and implications of irregular operations on overall airline operations	Evaluate airline performance and recommend initiatives to enhance airline performance	Formulate business models for airlines by taking into account competitive landscapes, regulatory policies and structural constraints in operations	Drive the development of new airline products and/or services to enhance the profitability of airlines
Knowledge		<ul style="list-style-type: none"> Human factors in the aviation industry Principles of airline operations Differences between full service carriers, Low Cost Carriers (LCCs) and charters Principles of fleet management Airport security policies Airline security policies Roles and responsibilities of different departments and/or stakeholders in the aviation industry Local and international guidelines such as International Civil Aviation Organisation (ICAO) Annex for Aerodromes 	<ul style="list-style-type: none"> Human factors in the aviation industry Irregular operations in the aviation industry Differences between passenger and cargo markets and fleet requirements Passenger safety policies and procedures Commercial management in airlines Differences between hub-and-spoke and point-to-point airline networks Concept of transfer schedules Interdependencies between airline operations, airport operations and ground handling services and operations Local and international guidelines such as International Civil Aviation Organisation 	<ul style="list-style-type: none"> Human factors in the aviation industry Passenger safety policies and procedures Business models and strategies of international airlines Competitive landscapes Route forecasting and development Scheduling and slot coordination Network planning Requirements for fleet designs Factors affecting demand for airline services Local and international guidelines such as International Civil Aviation Organisation (ICAO) Annex for Aerodromes 	<ul style="list-style-type: none"> Strategic management Revenue management Airline pricing strategies Competitive positioning and strategies Concept of strategic alliances and proration contracts Airline asset management Acquisition and divestment strategies in the aviation industry Concept of Airport Collaborative Decision Making (A-CDM) model Factors affecting demand for airline services Local and international guidelines such as International Civil Aviation Organisation (ICAO) Annex for Aerodromes 	<ul style="list-style-type: none"> Strategic management Competitive positioning and strategies Productivity improvement methodologies and their applications to airline operations Technologies and trends impacting the aviation industry Acquisition and divestment strategies in the aviation industry Concept of Airport Collaborative Decision Making (A-CDM) model Local and international guidelines such as International Civil Aviation Organisation (ICAO) Annex for Aerodromes

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			(ICAO) Annex for Aerodromes			
Abilities		<ul style="list-style-type: none"> • Determine the nature of airline operations • Identify the duties and interrelationships of different functions in airline organisations • Liaise with different stakeholders and/or departments to execute day-to-day operations 	<ul style="list-style-type: none"> • Identify potential alliance opportunities to enhance airline operations • Assess the impact of irregular operations on aircraft turnaround activities • Determine the implications of irregular operations on overall airline operations • Determine differences in operational requirements between the hub-and-spoke networks and point-to-point networks 	<ul style="list-style-type: none"> • Ascertain fleet requirements for airlines • Collaborate with different stakeholders and/or departments to review the need for acquisition of new fleets for the airlines • Engage potential alliance partners on developing partnerships to enhance airline operations • Benchmark performance of airlines against key performance metrics • Propose strategies to overcome airline operational constraints 	<ul style="list-style-type: none"> • Develop operational strategies in alignment with the commercial objectives of airlines • Develop strategies to establish competitive advantages and deliver the customer value propositions for airlines • Support the implementation of new A-CDM projects and applications to enhance efficiency of airline operations • Drive and justify the acquisition and/or divestment of airline operations and functions • Negotiate strategic alliances to enhance airline operations • Analyse the impact of regulatory changes on overall strategies of airlines 	<ul style="list-style-type: none"> • Define commercial objectives for airline operations • Formulate strategies to expand airline operations • Innovate new products and/or services for airlines • Transform business plans to enhance airline operations and boost long-term commercial success • Champion new A-CDM projects to enhance efficiency of airline operations • Drive continuous implementation of productivity methodologies to augment airline operations