

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

TSC Category	Airport Engineering					
TSC	Engineering Contract Management					
TSC Description	Analyse and develop tender requirements to define engineering contract structures, terms and financials					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
		ATP-APE-2004-1.1	ATP-APE-3004-1.1	ATP-APE-4004-1.1	ATP-APE-5004-1.1	ATP-APE-6004-1.1
		Conduct feasibility studies to acquire information critical to the development of engineering contracts	Review results from feasibility studies and draft contract specifications and terms to address business needs	Review and recommend changes to contract specifications and terms based on business objectives and legal requirements	Formulate contractual agreements to achieve organisational goals and protect the interests of the organisation	Endorse and govern key decisions notwithstanding the terms and conditions outlined in engineering contracts
Knowledge		<ul style="list-style-type: none"> Data collection techniques Different stages of contract lifecycle Different stages of tender evaluation Common terms and conditions in engineering tenders and contracts Service Level Agreements (SLAs) 	<ul style="list-style-type: none"> Techniques for writing technical specifications Different stages of contract lifecycle Different stages of tender evaluation Common terms and conditions in engineering tenders and contracts Data collection techniques Regulations governing tender processes Service Level Agreements (SLAs) 	<ul style="list-style-type: none"> Cost drivers affecting procurement Standard Operating Procedures (SOPs) governing procurement processes Organisational legal and risk management frameworks Contract law Corporate law disputes, disclosures and resolutions Regulations governing tender processes Service Level Agreements (SLAs) 	<ul style="list-style-type: none"> Cost drivers affecting procurement Standard Operating Procedures (SOPs) governing procurement processes Organisational legal and risk management frameworks Project risks management Contract law Airport business strategies Service Level Agreements (SLAs) 	<ul style="list-style-type: none"> Contract law Organisational legal and risk management frameworks Role and responsibilities of superintending officers Impact of deviations from terms and conditions in engineering contracts Airport business strategies Service Level Agreements (SLAs)
Abilities		<ul style="list-style-type: none"> Collect data required for the scoping of contracts Record findings and report to higher authorities Maintain engineering contract-related documentation Interpret terms and conditions in engineering tenders and contracts 	<ul style="list-style-type: none"> Assess and report findings from feasibility studies to obtain tender process approvals Draft recommended technical specifications to address business needs Make recommendations for award of tenders 	<ul style="list-style-type: none"> Design technical specifications and performance expectations according to business objectives Review and modify contract specifications and terms to minimise financial and legal risks Manage overall procurement processes 	<ul style="list-style-type: none"> Develop overall strategies for tender evaluation Formulate contracts which align with business goals of the organisation Manage project and/or market uncertainties and risks through the contracting process 	<ul style="list-style-type: none"> Serve in the role of superintending officer to endorse all decisions pertaining to engineering contracts Endorse decisions pertaining to variations and deviations from engineering contracts

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				and ascertain adherence to SOPs	<ul style="list-style-type: none"> • Establish principles to evaluate deviations from contract specifications and terms • Advise staff on handling deviations in accordance with contract specifications as well as risk management and legal frameworks of the organisation 	<ul style="list-style-type: none"> • Make decisions to suspend or terminate engineering contracts • Grant extension of time for projects which are not able to abide by timelines stipulated in engineering contracts
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