

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

<b>TSC Category</b>	Airport Engineering					
<b>TSC</b>	Engineering Project Management					
<b>TSC Description</b>	Manage engineering projects and work areas by setting objectives, project plans, methodologies and timelines to ensure successful outcomes					
<b>TSC Proficiency Description</b>	<b>Level 1</b>	<b>Level 2</b>	<b>Level 3</b>	<b>Level 4</b>	<b>Level 5</b>	<b>Level 6</b>
		<b>ATP-APE-2005-1.1</b>	<b>ATP-APE-3005-1.1</b>	<b>ATP-APE-4005-1.1</b>	<b>ATP-APE-5005-1.1</b>	<b>ATP-APE-6005-1.1</b>
		Conduct site inspections and collect data to facilitate project delivery	Monitor project progress to ensure compliance with project schedules and quality	Develop overall project plans to guide the teams in project delivery	Lead new engineering projects to implement airport master plans	Drive strategic project portfolios to transform operations and achieve future vision of the airports
<b>Knowledge</b>		<ul style="list-style-type: none"> <li>• Concepts of project management</li> <li>• Site inspection procedures of the organisation</li> <li>• Tools and test equipment to collect and measure data</li> <li>• On-site safety standards</li> <li>• Project plans, objectives and timelines</li> </ul>	<ul style="list-style-type: none"> <li>• Concepts and principles of project management</li> <li>• Tools and techniques of project management</li> <li>• Definitions of contract specifications and terms, Statement of Work (SOW) and Service Level Agreements (SLAs)</li> <li>• Performance indicators to determine project success</li> </ul>	<ul style="list-style-type: none"> <li>• Principles and theories of project management</li> <li>• Tools and techniques of project management</li> <li>• Resource management</li> <li>• Concept of Earned Value Project Management (EVPM)</li> <li>• Frameworks to audit engineering project outcomes</li> <li>• Performance indicators to determine project success</li> </ul>	<ul style="list-style-type: none"> <li>• Principles and theories of project management</li> <li>• Tools and techniques of project management</li> <li>• Resource management</li> <li>• Project risk management</li> <li>• Airport master plans</li> <li>• Performance indicators to determine project success</li> <li>• Stakeholder management</li> </ul>	<ul style="list-style-type: none"> <li>• Best practices for project and risk management</li> <li>• Techniques for Project Portfolio Management (PPM)</li> <li>• Resource management</li> <li>• Negotiation strategies</li> <li>• Airport master plans and utility plans</li> <li>• Stakeholder management</li> </ul>
<b>Abilities</b>		<ul style="list-style-type: none"> <li>• Obtain data through observations and/or other data collection methods</li> <li>• Record results from site inspections</li> <li>• Prepare progress reports to summarise findings from site inspections</li> </ul>	<ul style="list-style-type: none"> <li>• Establish project plans, timelines and budgets</li> <li>• Communicate project schedules, quality requirements and risk management plans to consultants and/or contractors</li> <li>• Monitor the status of projects to ensure adherence to agreed plans and budgets</li> <li>• Compare site inspection results against project</li> </ul>	<ul style="list-style-type: none"> <li>• Allocate roles and responsibilities to team members</li> <li>• Determine factors contributing to performance gaps</li> <li>• Evaluate the feasibility of solutions recommended by consultants and/or contractors</li> <li>• Present project updates to relevant stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Develop project parameters according to business requirements</li> <li>• Advise staff in resolving challenges during project delivery</li> <li>• Anticipate potential risks to project delivery</li> <li>• Devise risk mitigation measures to ensure project success</li> </ul>	<ul style="list-style-type: none"> <li>• Launch new engineering projects based on organisational directions</li> <li>• Oversee project portfolios of strategic importance to the organisation</li> <li>• Drive synergies across project portfolios by optimising project timelines and resources</li> <li>• Drive the adoption of best practices to augment the efficiencies</li> </ul>

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

			specifications and performance indicators <ul style="list-style-type: none"> <li>• Identify gaps in project delivery against expected project outcomes</li> </ul>			and effectiveness of engineering projects <ul style="list-style-type: none"> <li>• Lead negotiations with stakeholders to secure support for new engineering projects</li> </ul>
--	--	--	---	--	--	--