

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

<b>TSC Category</b>	Airport Operations					
<b>TSC</b>	Airport Operations Management					
<b>TSC Description</b>	Manage interconnected airport functions including aircraft operations, airside activities and landside maintenance					
<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-APO-1003-1.1</b>	<b>ATP-APO-2003-1.1</b>	<b>ATP-APO-3003-1.1</b>	<b>ATP-APO-4003-1.1</b>	<b>ATP-APO-5003-1.1</b>	<b>ATP-APO-6003-1.1</b>
	Identify the different functions and duties of airport operations to ensure adherence to airport safety requirements	Coordinate airport operations activities across relevant stakeholders and/or departments to ensure seamless integration of airport operations	Administer airside, terminal and landside operations to deliver services to customers, passengers, businesses and authorities	Review capabilities of airport functions to deliver expected performance standards and propose inputs for the development of master plans for airport operations	Lead stakeholders and develop strategies in the expansion and commercialisation of airport operations	Innovate new service offerings to meet the demands of dynamic international airport operations
<b>Knowledge</b>	<ul style="list-style-type: none"> <li>Roles and responsibilities of different stakeholders and/or departments involved in airport operations</li> <li>Airport safety and security requirements</li> <li>Layouts of airports</li> <li>Activities associated with ground handling services and operations</li> <li>Relationships between airports, airlines, ground handling organisations and authorities</li> <li>Dangerous Goods Regulations (DGR)</li> </ul>	<ul style="list-style-type: none"> <li>Key airport operations such as passenger check-in procedures and ground handling services</li> <li>Layouts of airports</li> <li>Airport safety and security requirements</li> <li>Airport and airline organisational structures and operating models</li> <li>Dangerous Goods Regulations (DGR)</li> <li>Local and international guidelines such as International Civil Aviation Organisation (ICAO) Annex for Security</li> </ul>	<ul style="list-style-type: none"> <li>Terminologies used during communication with ground personnel and/or Air Traffic Control (ATC)</li> <li>Project management techniques</li> <li>Airport ownership and management structures</li> <li>Airport safety and security requirements</li> <li>Airport operations compliance procedures</li> <li>Human factors and their impact on airport operations</li> <li>Audit procedures</li> <li>Airport Collaborative Decision Making (A-CDM) model</li> <li>Local and international guidelines such as International Civil Aviation Organisation (ICAO) Annex for Security</li> </ul>	<ul style="list-style-type: none"> <li>Contemporary issues in the aviation industry</li> <li>Factors influencing airport cost structures</li> <li>International airport performance benchmarks</li> <li>Airport risk assessment techniques</li> <li>Safety and security risk mitigation strategies</li> <li>Concepts and theories of marketing and brand management</li> <li>Business planning</li> <li>Statistical analysis techniques</li> <li>Airport Collaborative Decision Making (A-CDM) model</li> <li>Local and international guidelines such as International Civil Aviation Organisation (ICAO) Annex for Security</li> </ul>	<ul style="list-style-type: none"> <li>Contemporary issues in the aviation industry</li> <li>New trends and technologies affecting airport operations</li> <li>Purposes of different groups, committees and consortiums in the aviation industry</li> <li>Safety and security risk mitigation strategies</li> <li>International airports' business strategies</li> <li>Concepts and theories of marketing and brand management</li> <li>Tools and techniques of marketing research</li> <li>Bid preparation techniques</li> <li>Tools and techniques of strategic and business continuity planning</li> <li>Local and international guidelines such as International Civil Aviation Organisation (ICAO) Annex for Security</li> </ul>	<ul style="list-style-type: none"> <li>Contemporary issues in the aviation industry</li> <li>Future issues and challenges affecting airport operations</li> <li>Formations of groups, committees and consortiums in the aviation industry</li> <li>Safety and security risk mitigation strategies</li> <li>International airports' business strategies</li> <li>Contract negotiation</li> <li>Acquisition and divestment strategies</li> <li>Strategic management</li> <li>Local and international guidelines such as International Civil Aviation Organisation (ICAO) Annex for Security</li> </ul>

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<p><b>Abilities</b></p>	<ul style="list-style-type: none"> <li>• Distinguish the different roles and responsibilities of key functions and their contributions to airport services provision</li> <li>• Identify and report airport-related safety and security hazards</li> <li>• Perform airport operations within the context of organisational structures which exist in the airport operating environments</li> </ul>	<ul style="list-style-type: none"> <li>• Identify operational issues which may impact airport users and community</li> <li>• Determine the interconnectivities and interdependencies of airport operations</li> <li>• Coordinate with relevant stakeholders and/or departments involved in airport operations to fix issues and deliver services</li> </ul>	<ul style="list-style-type: none"> <li>• Determine performance requirements for airport services</li> <li>• Define operational issues faced by airport stakeholders and/or departments</li> <li>• Audit airport operations with reference to safety and compliance standards</li> <li>• Implement plans to mitigate risks in the airports</li> </ul>	<ul style="list-style-type: none"> <li>• Develop performance improvement measures for airport operations</li> <li>• Develop plans to mitigate risks of accidents and damages in the airports</li> <li>• Analyse statistical information pertaining to airport operations</li> <li>• Evaluate the success of airport operations and pinpoint areas for enhancements</li> <li>• Propose inputs for the development of master plans for future airport terminal operations</li> </ul>	<ul style="list-style-type: none"> <li>• Oversee the development of airport master plans</li> <li>• Lead the development of airport business continuity plans to ensure smooth and efficient airport operations</li> <li>• Source for new business opportunities to increase profitability of airport operations</li> <li>• Formulate brand identity for airports</li> <li>• Oversee research to assess the feasibility of new service offerings for the airports</li> <li>• Evaluate the success of new airport policies or programmes</li> <li>• Propose improvements for airport operations</li> <li>• Pitch new concepts to relevant stakeholders supported by business cases</li> </ul>	<ul style="list-style-type: none"> <li>• Set strategic needs and drive strategic directions for airport operations</li> <li>• Establish the impact of key issues and trends on airport and airline operations</li> <li>• Transform airport operations, systems and processes</li> <li>• Initiate novel services for airport operations</li> <li>• Designate airport functions for acquisition or divestment</li> <li>• Collaborate with strategic partners to drive the development of new airports</li> <li>• Lead the implementation of business continuity plans and assure plans are regularly updated</li> </ul>
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