

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

TSC Category	Airport Operations					
TSC	Airport Service Quality Management					
TSC Description	Implement and drive improvements in service quality standards at the airports					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
			ATP-APO-3004-1.1	ATP-APO-4004-1.1	ATP-APO-5004-1.1	ATP-APO-6004-1.1
			Administer terminal operations to ensure adherence to airport quality standards	Review Standard Operating Procedures (SOPs) to enhance service quality of terminal operations	Develop quality standards to boost the effectiveness of terminal operations	Establish strategies to drive and sustain a culture of continuous improvements for terminal operations
Knowledge			<ul style="list-style-type: none"> Terminal services and facilities Standard Operating Procedures (SOPs) for the delivery of terminal operations Concept of customer satisfaction in airport management Processes for recording and resolving customer complaints and feedback 	<ul style="list-style-type: none"> Terminal services and facilities Standard Operating Procedures (SOPs) for the delivery of terminal operations Joint SOPs with other units and functions in the airports Concept of customer satisfaction in airport management Performance indicators to measure service quality for airports Common customer complaints Concept of service improvement plans 	<ul style="list-style-type: none"> Terminal services and facilities Standard Operating Procedures (SOPs) for the delivery of terminal operations Joint SOPs with other units and functions in the airports Key drivers of customer satisfaction in airport management Customer feedback analysis Performance indicators to measure service quality for airports Airports Council International (ACI) Airport Service Quality (ASQ) benchmarking programme 	<ul style="list-style-type: none"> International best practices in airport terminal operations Customer feedback analysis New technologies deployed in international airports Concepts and principles of continuous improvement programmes Airports Council International (ACI) Airport Service Quality (ASQ) benchmarking programme
Abilities			<ul style="list-style-type: none"> Comply with SOPs to execute terminal operations Monitor adherence of terminal operations to SOPs and address instances of non-compliance 	<ul style="list-style-type: none"> Analyse customer complaints and feedback to develop service improvement plans Implement plans to improve service quality of terminal operations 	<ul style="list-style-type: none"> Define and endorse SOPs for overall airport operations Develop policies for handling customer complaints in accordance with airport service quality standards 	<ul style="list-style-type: none"> Establish service enhancement strategies in accordance with international standards Set key performance indicators to measure and track service quality

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			<ul style="list-style-type: none"> • Record customer complaints and feedback • Handle customer complaints and issues • Report and escalate exceptions, errors and unplanned events to higher authorities 	<ul style="list-style-type: none"> • Conduct internal audits to evaluate service quality standards of terminal operations • Resolve complex customer complaints 	<ul style="list-style-type: none"> • Analyse and review qualitative and quantitative customer feedback • Benchmark terminal service standards against established performance indicators • Actuate gap analysis to determine areas for improvements 	<ul style="list-style-type: none"> • Decide target levels for service quality performance indicators • Develop continuous improvement programmes in collaboration with relevant stakeholders and/or departments • Lead organisational efforts to achieve service quality awards
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