

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

TSC Category	Business Management					
TSC	Financial Planning and Budget Management					
TSC Description	Maximise cost efficiency of organisational operations through financial planning, budget management and optimisation of operations					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
			ATP-LDR-3004-1.1	ATP-LDR-4004-1.1	ATP-LDR-5004-1.1	
			Assess operating costs and expenditures and ensure adherence to established budgets	Develop budgets for organisational operations and propose strategies to maximise revenues for the organisation	Lead financial planning and budget management operations and develop strategies to attain commercial objectives of the organisation	
Knowledge			<ul style="list-style-type: none"> • Concept of cost centres and profit centres • Principles of accounting • Cost structures of organisational operations • Manpower and process optimisation techniques • Cost control techniques • Procurement processes of the organisation • Airport master plans • Organisation's strategic directions and plans • Service Level Agreements (SLAs) 	<ul style="list-style-type: none"> • Concept of cost centres and profit centres • Principles of accounting • Cost structures of organisational operations • Techniques to develop cost estimates for projects • Manpower and process optimisation techniques • Cost optimisation strategies for organisational operations • Procurement processes of the organisation • Airport master plans • Organisation's strategic directions and plans • Service Level Agreements (SLAs) • Concept of residual and compensatory strategies in financial management • Local and international guidelines such as International Civil 	<ul style="list-style-type: none"> • Concept of cost centres and profit centres in organisational operations • Cost structures of organisational operations • Techniques to develop cost estimates for projects • Manpower and process optimisation techniques • Cost optimisation strategies for organisational operations • Procurement processes of the organisation • Airport master plans • Organisation's strategic directions and plans • Service Level Agreements (SLAs) • Micro- and macro-economic trends applicable to the aviation industry 	

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				Aviation Organisation (ICAO) Policies on Charges for Airports and Air Navigation Services	<ul style="list-style-type: none"> • Passenger volume and aircraft movement projections • Local and international guidelines such as International Civil Aviation Organisation (ICAO) Policies on Charges for Airports and Air Navigation Services 	
Abilities			<ul style="list-style-type: none"> • Monitor costs and expenditures against established budgets • Review manpower productivity to identify opportunities to reduce manpower costs • Approve procurement of goods and/or services within budgetary discretions 	<ul style="list-style-type: none"> • Integrate data from multiple sources to support operational budgeting processes • Produce cost estimates for improvement projects • Propose and develop strategies to maximise revenues for the organisation • Recommend pricing strategies for the organisation • Approve operational spending within budgetary norms and limitations 	<ul style="list-style-type: none"> • Develop operational budgets in alignment with commercial objectives of the organisation • Convey the rationales for capital and operating expenditures • Oversee budget allocation to attain organisational objectives • Formulate pricing strategies for the organisation • Approve capital projects and major expenditures 	