

Skills Framework for Air Transport

Overview of Technical Skills & Competencies (TSC)

TSC Category	TSC Title	Proficiency Levels					
		Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
Aircraft Operations	Aircraft Cruise Operations						
	Aircraft Dispatch						
	Aircraft Emergency Management						
	Aircraft Landing Operations						
	Aircraft Manual Handling						
	Aircraft Performance Management						
	Aircraft Take-Off Operations						
	Flight Deck Communications						
	Post-Landing Operations						
	Pre-Flight Preparation						
Airline Operations	Airline Crew Scheduling						
	Airline Operations Management						
	Airline Representation and Station Management						
	Flight Disruptions and Irregular Operations Management						
	Ground Services Training Delivery						
	Service Branding and Coaching						
	Service Level Agreement Management						
Airport Engineering	Airfield Civil Infrastructure Maintenance and Design						
	Airfield Specialised Systems Maintenance and Design						
	Airport Infrastructure and Facilities Maintenance and Design						
	Engineering Contract Management						
	Engineering Project Management						
	Engineering Safety and Security Standards						
	Engineering Standards Audit and Assessment						
Airport Operations	Airport Audit and Compliance						
	Airport Collaborative Decision Making Model Application						
	Airport Operations Management						
	Airport Service Quality Management						
	Passenger Information Systems Management						
	Passenger Movement Management						
Airside Operations	Airside Driving						
	Airside Operations Management						
	Runway Safety						
	Wildlife Hazard Management						
Business Management	Business Development						
	Business Negotiation						
	Crisis Communication and Media Management						
	Financial Planning and Budget Management						
	Human Factors Management						
	Stakeholder Management						
	Standard Operating Procedures Development						
Cargo Operations	Air Cargo Operations Management						
	Cargo Load Planning						
	Cargo Receipt and Inspection						
	Cargo Tracking Systems Administration						
	Cargo Transit and Transshipment Management						
	Cargo Warehouse Operations						
	Import and Export Documentation Administration						
	Unit Load Devices Operations						
Commercial Management	Airline Distribution Channel Strategies						
	Airline Marketing						
	Airline Revenue Management						
	Airport and Airline Economics						
	Network Planning and Operations						
	Route Forecasting and Development						
	Scheduling and Slot Coordination						
Customer and Passenger Services	Baggage Services Management						
	Call Centre Management						
	Customer and Passenger Handling and Care						
	Customer Relationship Management						
	Customer Service Delivery						
	Flight Check-In Operations						
	People and Relationship Management						
	Service Challenges						
	Service Coaching						
	Service Excellence						
	Service Information and Results						
	Service Leadership						
Service Planning and Implementation							
Flight Operations	Flight Dispatch						
	Flight Planning						
	Flight Watching and Flight Following						
Ground Handling Services and Operations	Aircraft Load Planning						
	Aircraft Movement Management						
	Aircraft Turnaround Coordination						
	Aircraft Weight and Balance Calculation						
	Baggage Handling Operations						
	Baggage Loading and Unloading Administration						
	Baggage Lost and Found Operations						
	Cargo Loading and Unloading Administration						
	Flight Performance Data Calculation						
	Ground Handling Services and Operations Management						
	Ground Support Equipment Failure Analysis						

	Ground Support Equipment Maintenance	
	Ground Support Equipment Operations	
	Ground Support Equipment Safety Audit Inspections	
	Inclement Weather Operations and Planning	
	International Air Transport Association Safety Audit for Ground Operations Implementation	
	Load Control Documentation	
In-Flight Catering	Cabin Loading Activities	
	Food and Beverage Quality Assurance Framework Development	
	Food and Beverage Quality Audit and Assessment	
	Food and Beverage Safety, Hygiene and Security	
	Food Waste Management	
	Kitchen Production Scheduling	
In-Flight Services	Cabin Crew Performance Management	
	Cabin Hygiene and Cleanliness	
	Cabin Preparation	
	Cabin Safety Management	
	Food and Beverage Services	
	In-Flight Customer Services	
	In-Flight Emergency Management	
Organisational Development	Change Management	
	Learning and Development	
	Manpower Planning	
Productivity and Innovation	Data Analytics	
	Innovation Management	
	Market Research	
	Process Improvement and Optimisation	
	Service Innovation	
Safety and Security Management	Accident and Incident Response Management	
	Airport Safeguarding and Security	
	Baggage Security Screening Operations	
	Behavioural Analysis and Predictive Screening	
	Emergency Response Planning	
	Fire Prevention and Firefighting	
Safety Management	Personnel and Equipment Operational Readiness	
	Airside Safety	
	Dangerous Goods Management	
Technology Management	Hazard and Risk Control and Policy Management	
	Human-Robot Collaboration	
	Internet of Things Application	
	Technology Application	

General Descriptors for TSC – For Reference Purposes

Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
Responsibility (Degree of supervision and accountability)					
Work under direct supervision Accountable for tasks assigned	Work with some supervision Accountable for a broader set of tasks assigned	Work under broad direction May hold some accountability for performance of others, in addition to self	Work under broad direction Hold accountability for performance of self and others	Accountable for achieving assigned objectives, decisions made by self and others	Accountable for significant area of work, strategy or overall direction
Autonomy (Degree of decision-making)					
Minimal discretion required. Expected to seek guidance	Use limited discretion in resolving issues or enquiries. Work without frequently looking to others for guidance	Use discretion in identifying and responding to issues, work with others and contribute to work performance	Exercise judgment; Adapt and influence to achieve work performance	Provide leadership to achieve desired work results; Manage resources, set milestones and drive work	Empower to chart direction and practices within and outside of work (including professional field/ community), to achieve/ exceed work results
Complexity (Degree of difficulty of situations and tasks)					
Routine	Routine	Less routine	Less routine	Complex	Complex
Knowledge and Abilities (Required to support work as described under Responsibility, Autonomy and Complexity)					
<ul style="list-style-type: none"> Recall factual and procedural knowledge Apply basic skills to carry out defined tasks Identify opportunities for minor adjustments to work tasks 	<ul style="list-style-type: none"> Understand and apply factual and procedural knowledge in a field of work Apply basic cognitive and technical skills to carry out defined tasks and to solve routine problems using simple procedures and tools Present ideas and improve work 	<ul style="list-style-type: none"> Apply relevant procedural and conceptual knowledge, and skills to perform differentiated work activities and manage changes Able to collaborate with others to identify value-adding opportunities 	<ul style="list-style-type: none"> Evaluate and develop factual and conceptual knowledge within a field of work Select and apply a range of cognitive and technical skills to solve non-routine/abstract problems Manage work activities which may be unpredictable Facilitate the implementation of innovation 	<ul style="list-style-type: none"> Evaluate factual and advanced conceptual knowledge within a field of work, involving critical understanding of theories and principles Select and apply an advanced range of cognitive and technical skills, demonstrating mastery and innovation, to devise solutions to solve complex and unpredictable problems in a specialised field of work Manage and drive complex work activities 	<ul style="list-style-type: none"> Synthesise knowledge issues in a field of work and the interface between different fields, and create new forms of knowledge Employ advanced skills, to solve critical problems and formulate new structures, and/or to redefine existing knowledge or professional practice Demonstrate exemplary ability to innovate, and formulate ideas and structures