



Skills Framework for Air Transport

A Guide to Occupations and Skills

An initiative of

SKILLSfuture

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The information in this publication serves as a guide for individuals, employers and training providers. SkillsFuture Singapore, Workforce Singapore, and Civil Aviation Authority of Singapore provide no warranty whatsoever about the contents of this document, and do not warrant that the courses of action mentioned in this document will secure employment, promotion, or monetary benefits.

About the Skills Framework

The Skills Framework is a SkillsFuture initiative developed for the Singapore workforce to promote skills mastery and lifelong learning. Jointly developed by SkillsFuture Singapore, Workforce Singapore and Civil Aviation Authority of Singapore, together with employers, industry associations, education and training providers and unions, the Skills Framework for Air Transport provides useful information on:



With the Skills Framework, individuals are equipped to make informed decisions about career choices, as well as take responsibility for skills upgrading and career planning.



Assess Career Interests

- Discover employment opportunities
- Understand career pathways
- Recognise personal attributes required



Prepare for Desired Jobs

- Understand skills and competencies required



Find Avenues to Close Skills Gap

- Identify relevant training programmes to equip oneself with the required skills and competencies
- Participate in on-the-job training opportunities provided by companies



Renew, Upgrade and Deepen Skills

- Plan for career development/transition
- Recognise skills and competencies required for the intended job role
- Identify training programmes to upgrade and deepen skills

Singapore's Air Transport Sector: Charting Growth and Opportunities



Over the years, Singapore has built up the air transport sector as a key enabler of the Singapore economy. Our airport connects us to about 400 cities, handles over 62 million passengers annually, and is one of the world's most awarded airports. We have an enviable air safety record, a respected centre for aviation training, and a strong aviation industry. These include airport and airline companies that are world-class leaders in their respective fields, internationally renowned maintenance repair and overhaul (MRO) operations, and leading aviation service providers. These are all results of a commitment to develop a world-class aviation system.

The air transport industry includes a wide range of professional roles in the areas of network planning, flight and cabin operations, customer services, baggage and ramp operations, and airport emergency services. Our air transport sector also links and facilitates critical economic sectors such as manufacturing, logistics, tourism, finance and professional services.

Key Statistics



Skytrax's World's Best Airport for **6** consecutive times (2013-2018), overall **9** times (2000, 2006, 2010, 2013-2018)



6th busiest airport for international passenger traffic [Airport International Council, 2016]



Connections to some **400** cities, in about **100** countries and territories worldwide [CAG website]
*includes passenger, freight and codeshare links



Passenger movement in 2017 – **62** million [CAG website]



Sector contributes a **direct value-add** of about **\$6.6** billion (1.5% of GDP) [MTI]



Over 100 airlines operating **7,200** weekly scheduled flights [CAG website]
*includes passenger, freight and codeshare links



Air freight movement in 2017 – **2.10** million tonnes [CAG website]



Employs about **30,000** workers [MTI]

Future Developments/ Evolving Landscape

Air traffic in the Asia-Pacific region is projected to grow by approximately 4.6% per year for the next twenty years, creating exciting opportunities for Singapore to grow our air transport sector further. To plug into the growth of the region, we have an ambitious expansion plan to develop additional infrastructure for Changi Airport, such as the construction of the three-runway system, the mega Terminal 5, and an underground network of tunnels, people and baggage mover systems. In addition, we plan to expand industrial land for more air cargo and aerospace companies.

The Air Transport Industry Transformation Map (ITM) was also launched in 2017 to provide a roadmap for the future of Singapore aviation. Emerging technologies, such as Fast and Seamless Travel (FAST) kiosks, augmented reality smart glasses, automated passenger loading bridges, and Smart Apron initiative, are key components of the ITM strategy. In addition, CAAS will set up test beds and support companies in experimenting with new technology and processes that can tackle pressing issues faced by aviation today. By accelerating the development and adoption of technology, CAAS seeks to drive higher productivity for the air transport sector, allowing us to do more with less, and overcome our constraints to achieve better outcomes.

For us to keep pace with aviation growth, we must not only build capacity and technology, but also redesign jobs and deepen skills. In this regard, CAAS works closely with unions, industry, Institutes of Higher Learning, and other government agencies to attract, retain and develop workers for the sector. As an outcome of the tripartite effort, the Skills Framework for Air Transport facilitates a common jobs and skills language that enables individuals, employers and training providers to work collaboratively in terms of skills and career development.



Desired Attributes and Skills in Demand

A career in the air transport sector provides diverse opportunities to individuals seeking rewarding and enriching careers. If you enjoy the challenge of working in a highly dynamic and technologically advanced sector, delight in a diversity of activities ranging from customer services to infrastructural development and are keen in developing deep technical expertise, the air transport sector offers opportunities to pursue your passion and grow your career.

As the sector continues to transform, these are some examples of skills in demand now and in the future. Those seeking successful careers in the air transport sector can set themselves apart by developing these attributes and acquiring these skills in demand.

DESIRED ATTRIBUTES



Service-oriented

Passengers are at the heart of air travel. Workers, both front and back-end, should share a passion of providing optimal service for all



Team Player

The airport is a diverse environment and workers must be able to communicate and collaborate with various staff, departments, and stakeholders in the airport community



Resilience

Air transportation is a 24-7 service and workers must be prepared to work shift periods, manage changes to flight schedules, and adapt to tough situations on the ground



Attention to Safety

Safety is a top priority in aviation. Workers must pay great attention to safety regulations and protocols in order to ensure a safe flight



Problem Solving

Air transport is a dynamic and fast-paced sector, and workers must be able to respond and resolve problems that arise quickly and efficiently



Responsible

Individuals must have ownership of their work tasks in order for the airport and airlines to run smoothly and reliably

SKILLS IN DEMAND



IT Skills

Acquire information technology skills to solve problems, analyse processes and information to enhance business strategies



Data Analytics and Management

Examine data and patterns to identify trends to make better planning decisions



Robotics and Automation

Adopt and use robotics and automation technologies and applications to increase productivity and improve customer experience



Internet of Things (IoT) and Wearable Technology

Integrate Internet of Things (IoT) technologies and smart wearables into daily operations for optimal efficiency



Equipment Operations and Maintenance

Plan equipment activities and optimise equipment operations and maintenance for maximum functionality

Take Your Career Further

A skilled workforce is essential in sustaining Singapore's global competitiveness as a leading air transport hub. There is a wide range of initiatives and schemes available to both individuals and employers to promote skills acquisition and upgrading.



FOR INDIVIDUALS

Aviation Horizons Scholarship

This scholarship is developed to meet the aspirations of aviation workers who wish to further their studies, be it a part-time/full-time diploma or degree course. CAAS will support up to 50% of the course fee (capped at \$15,000) for Singaporeans with five or less years of aviation working experience.

Aviation Leaders Scholarship

This scholarship is developed to support the development of potential leaders and specialist talents, who wish to take up part-time master's or doctoral courses. CAAS will support up to 70% of the course fee (capped at \$40,000) for Singaporeans with more than five years of aviation working experience. It prepares scholars to take on management roles or to be subject matter experts in their field.

Education and Career Guidance

Education and Career Guidance (ECG) is about equipping students, as well as adults, with the necessary knowledge, skills and values to make informed education and career decisions. With the help of trained ECG counsellors, students will be exposed to a wide range of education and career options, and given the opportunities to make informed post-secondary education choices. Singaporeans in the workforce can benefit from career coaching, employability skills workshops, networking sessions through the Workforce Singapore (WSG) Career Centres and the Employment and Employability Institute (e2i).

Enhanced Internships

The Enhanced Internships are designed to provide students with a more meaningful internship experience through more structured learning and support at the workplace. Participating companies will work closely with the Institute of Technical Education (ITE) and polytechnics to deliver a positive and meaningful internship experience for their interns. The features of the Enhanced Internships include baseline allowance of \$600 a month, structured training plan with clear learning outcomes, assigned mentors to provide guidance to interns and rotation to at least two departments per internship period.



FOR INDIVIDUALS

SkillsFuture Credit

Credit of \$500 for all Singapore Citizens aged 25 and above to defray costs for a wide range of skills-related courses to encourage skills development and lifelong learning.

SkillsFuture Earn and Learn Programme

A work-learn programme designed to give graduates from the ITE and polytechnics a headstart in careers related to their discipline of study. Suitable candidates will be matched with a job related to their field of study, and undergo structured on-the-job training and mentorship in participating companies. They can also gain industry experience and attain an industry-recognised certification concurrently.

SkillsFuture Fellowships

Monetary award of \$10,000 to recognise Singapore Citizens with deep skills, who are champions of lifelong learning, and committed to contributing to the skills development of others.

SkillsFuture Mid-Career Enhanced Subsidy

Singaporeans aged 40 and above will receive higher subsidies of up to 90% of course fees for over 8,000 SkillsFuture Singapore-supported courses and at least 90% of programme cost for Ministry of Education (MOE) subsidised full-time and part-time courses.

SkillsFuture Series

Targeted at Singaporeans who are keen to either gain a basic understanding or deepen their skills in eight emerging areas*, the SkillsFuture Series comprises training programmes across three proficiency levels, namely Basic, Intermediate and Advanced. Adult learners of different skills proficiency and industry background can therefore benefit from the SkillsFuture Series. Individuals will receive 70-90% course fee subsidy depending on eligibility.

*Eight emerging areas are: *Data analytics, Cybersecurity, Advanced manufacturing, Urban solutions, Finance, Tech-enabled services, Digital media, Entrepreneurship*



FOR INDIVIDUALS

SkillsFuture Qualification Award

This award encourages Singapore Citizens to attain full Workforce Skills Qualifications, which equip them with comprehensive and robust sets of skills to perform their jobs competently, pursue career progression and explore new job opportunities.

SkillsFuture Study Awards

A monetary award of \$5,000 for adults in their early and mid-career to develop and deepen their skills in future economic growth sectors.

Young Talent Programme

Students from ITE, polytechnics, and universities can embark on overseas internships to take on work and study programmes that will prepare them for international assignments in their future careers.

Professional Conversion Programme (PCP)

PCPs are career conversion programmes targeted at Professionals, Managers, Executives and Technicians (PMETs) to undergo skills conversion and move into new occupations that have good prospects and opportunities for progression.



FOR INDIVIDUALS AND EMPLOYERS

MySkillsFuture

MySkillsFuture is a one-stop online portal that enables Singaporeans to chart their own career and lifelong learning pathways, through access to industry information and tools to search for training programmes to broaden and deepen skills. It incorporates MyCareersFuture.sg, presenting an integrated platform for users to access resources related to education, skills training and jobs.

P-Max

The place-and-train programme matches job-seeking Professionals, Managers, Executives and Technicians (PMETs) to suitable positions in small and medium-sized enterprises (SMEs) and assists SMEs to better recruit, train, manage and retain their new PMET hires.

Career Matching Services

(Individuals) Singaporeans and PRs can tap on a suite of Career Matching Services for Career Guidance and Advisory at various stages of their career through services offered at Careers Connect and e2i centres such as self-help resources and career events.

(Employers) Employers can receive recruitment advice to uncover new talent and help them find the right people for their business needs.

MyCareersFuture.sg

MyCareersFuture.sg is the Government's job-matching portal for jobseekers. The portal leverages skills-to-job matching technology to create and deliver a citizen-centric user experience that makes job search smarter and faster. Jobseekers can also find jobs that qualify for funding support under the Adapt and Grow initiatives.

Career Support Programme (CSP)

(Individuals) Singapore PMET Citizens who are made redundant and/or unemployed and actively looking for jobs for six months or more can take on new jobs paying \$3,600 or more.

(Employers) Employers can receive up to \$42,000 in salary support for up to 18 months when they hire eligible Singapore PMET Citizens who are made unemployed for six months or more, or ≥40 years old and made redundant, in jobs that pay a gross monthly salary of at least \$4,000 (\$3,600 for SMEs).



FOR INDIVIDUALS AND EMPLOYERS

Career Trial

(Individuals) The Career Trial aims to help Singaporean jobseekers try out more jobs and assess new careers through a short term work stint in jobs paying \$1,500 or more. Eligible jobseekers who are employed after the Career Trial and stay on the job for six months can receive retention incentives of up to \$1,500.

(Employers) Employers can assess jobseekers' job fit through the Career Trial Programme, a short-term work trial for jobs paying \$1,500 or more before offering formal employment to suitable Singapore Citizens. Eligible employers can also receive up to \$5,400 in salary support for up to six months when they hire eligible Singapore Citizens.

WorkPro

WorkPro encourages employers to implement progressive employment practices to benefit Singaporeans through job redesign, age management practices and flexible work arrangements.

Employers can get funding support to redesign the workplace or job tasks, or implement age management practices and flexible work arrangements. Companies can receive grants of up to \$425,000 to support the implementation of these initiatives.

SNEF Agency for Productivity Practices, Human Resource and Industrial Relations (SAPPHIRE)

Employers can consider tapping on SAPPHIRE to assist with the adoption of Skills Framework, administered through Singapore National Employers Federation (SNEF), to incorporate progressive Human Resource (HR) practices. Employers will receive a 70% subsidy and pay a net fee of \$3,210 (including GST) for up to 100 hours of consultancy advice per project.

Initiatives and Schemes by:

SkillsFuture Singapore

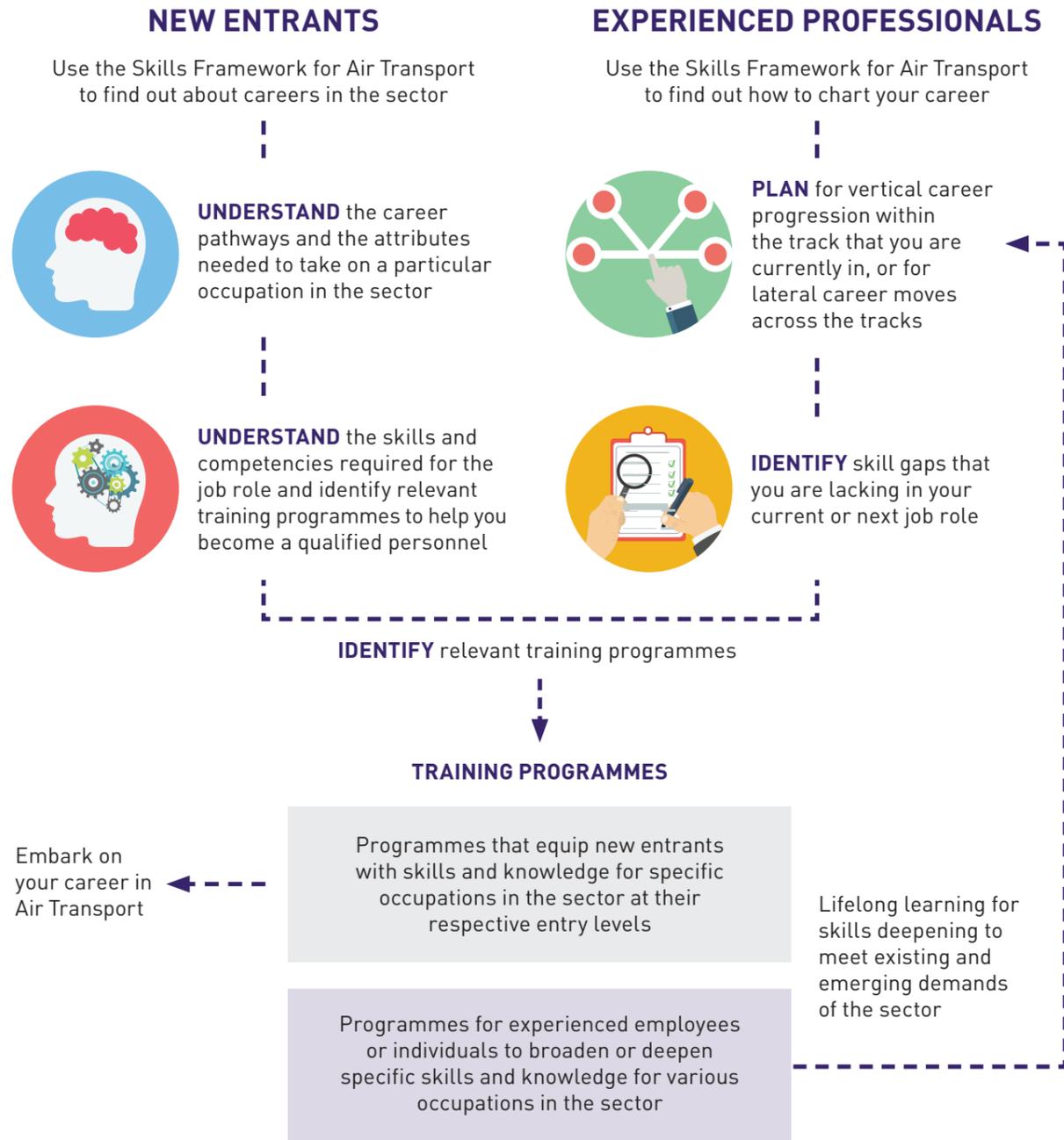
Workforce Singapore

Civil Aviation Authority of Singapore

Realise Your Potential - Take the Next Step Forward

Skills Map

Now that you have some idea of what a career in the Air Transport sector can offer and the available government initiatives and schemes to support your career goals, you are ready to take the next step!



Airport Ground Handling Job Roles

Cover a wide variety of services required by airlines between landing and take-off so as to ensure timely aircraft turnaround.

| | |
|----------------------------------|----|
| Passenger Services | 19 |
| Baggage Services | 25 |
| Flight Operations | 30 |
| Load Control Services | 35 |
| Technical Services | 40 |
| Cargo Operations | 45 |
| Catering Services | 50 |
| Ramp and Technical Ramp Services | 55 |



Airport Management Job Roles

Cover all facets of airport operations and coordinate activities at the landside and airside.

| | |
|----------------------------|----|
| Airport Operations | 66 |
| Airside Operations | 70 |
| Airport Engineering | 74 |
| Airport Emergency Services | 79 |

Skills Map



Airline Ground Operations Job Roles

Involve crew scheduling, tracking of flight services and dissemination of necessary flight operational data to flight crew to ensure safe air and ground operations.

- Ground Services 87
- Flight Operations 93



Airline Flight Operations Job Roles

Involve the execution of aircraft operations in a safe manner, in compliance with regulatory requirements and service standards.

- Pilot Operations 101
- Cabin Operations 105



Airline Commercial Management Job Roles

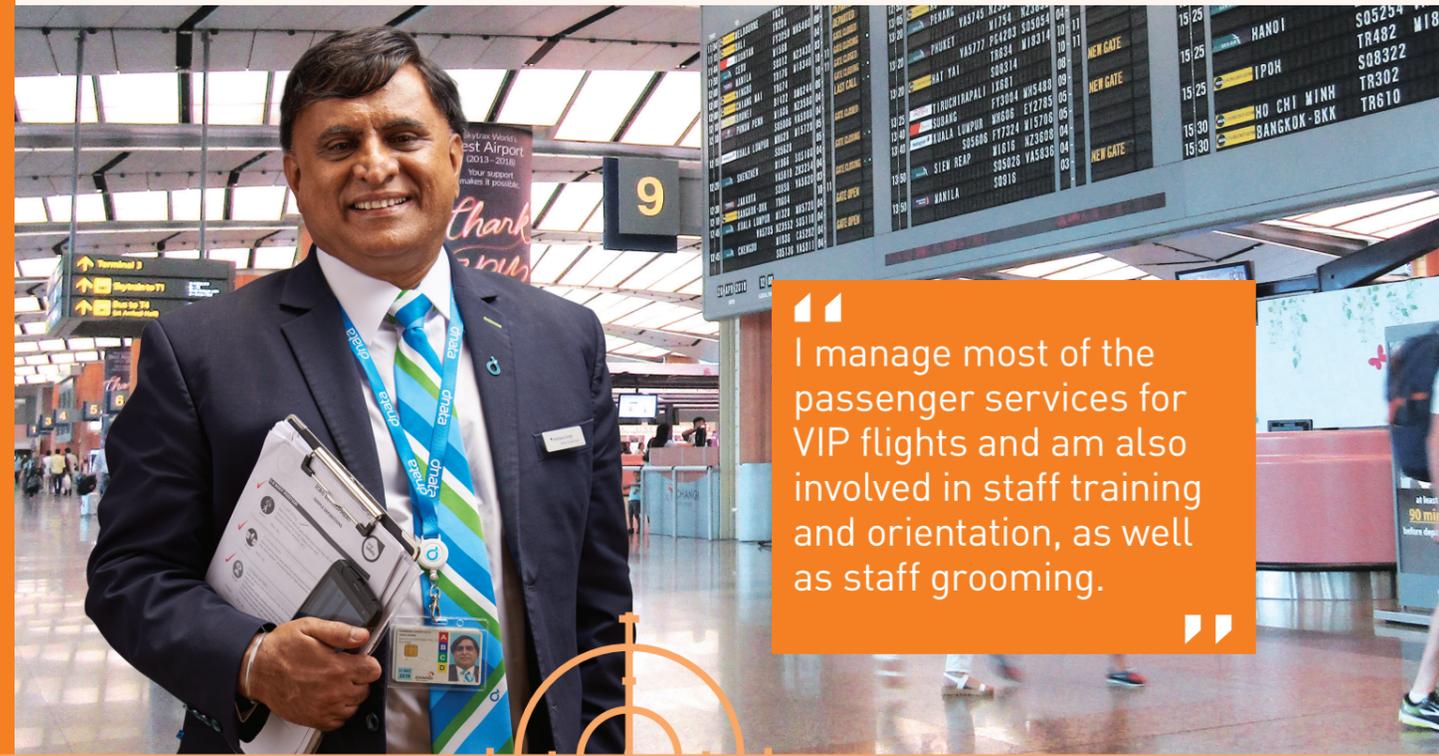
Involve route forecasting and analysis of airline operations, products, pricing and assets to plan new network structures. It also includes the delivery of quality customer services.

- Customer Services 113
- Network Planning 119

Skills Map

| Track | Sub-Track | Descriptions | Page |
|-------------------------------|---|---|-----------|
| Airport Ground Handling | Passenger Services | The Passenger Services sub-track involves the delivery of quality customer services to provide a seamless travel experience from check-in to boarding and from disembarkation to baggage collection. | 19 - 55 |
| | Baggage Services | The Baggage Services sub-track involves the loading/unloading of baggage from/to the aircraft, assisting customers with baggage pick-up and resolving issues related to delayed, lost or damaged items. | |
| | Flight Operations | The Flight Operations sub-track delivers flight watching services, coordinates flight documentation and crew management for clients. | |
| | Load Control Services | The Load Control Services sub-track oversees the planning and distribution of passengers and cargo in the aircraft to achieve the optimum payload for safe and on-time departures. | |
| | Technical Services | The Technical Services sub-track handles the efficient servicing, maintenance and repair of Ground Support Equipment (GSE) to meet operational requirements and ensure the on-time performance of aircraft. | |
| | Cargo Operations | The Cargo Operations sub-track involves the delivery of air freight services and development of supporting facilities to ensure safe, reliable and efficient air cargo solutions. | |
| | Ramp and Technical Ramp Services | The Ramp and Technical Ramp Services sub-track comprises the loading/unloading of baggage and cargo, marshalling and servicing of the aircraft during the period it remains on the ground. | |
| Catering Services | The Catering Services sub-track involves the management of production schedules, preparation of in-flight meals, as well as transport and transfer of meals onto/from the aircraft. | | |
| Airport Management | Airport Operations | The Airport Operations sub-track oversees daily operations and services at the passenger terminals, ensuring that airport users have a safe, secure and pleasant experience. | 66 - 79 |
| | Airside Operations | The Airside Operations sub-track oversees operations and maintenance of infrastructure at the airside in order to ensure a safe, secure and efficient airside flow. | |
| | Airport Engineering | The Airport Engineering sub-track oversees the airport's capacity planning and development, as well as the maintenance of various operational systems. | |
| Airport Emergency Services | The Airport Emergency Services sub-track coordinates all firefighting and rescue operations in the event of airport and aircraft emergencies and accidents. | | |
| Airline Ground Operations | Ground Services | The Ground Services sub-track manages and coordinates all aspects of ground-handling services and contracts so as to ensure that organisational service standards are complied with. | 87 - 93 |
| | Flight Operations | The Flight Operations sub-track oversees the planning, tracking and coordination of flight plans as well as crew scheduling in accordance with safety and security standards. | |
| Airline Flight Operations | Pilot Operations | The Pilot Operations sub-track involves the manning and operation of commercial aircraft to transport passengers, crew, baggage and cargo through controlled airspace to a destination airport. | 101 - 105 |
| | Cabin Operations | The Cabin Operations sub-track oversees the safety, care and comfort of passengers on board flights and is expected to deliver passenger services that meet organisational standards and goals. | |
| Airline Commercial Management | Customer Services | The Customer Services sub-track manages customer queries, feedback, ticketing and reservations to deliver and achieve premium passenger services. | 113 - 119 |
| | Network Planning | The Network Planning sub-track analyses and develops flight routes and schedules so as to optimise the short- and long-term network plans of the organisation. | |

Airport Ground Handling



“ I manage most of the passenger services for VIP flights and am also involved in staff training and orientation, as well as staff grooming. ”

Senior Supervisor, Customer Services

Harbans Singh
dnata Singapore Pte Ltd

PUTTING CUSTOMER EXPERIENCE AT THE HEART OF SERVICE

Harbans has met all sorts of passengers and is very familiar with dealing with various customer service issues in his 25-year long service career.

As Senior Supervisor with dnata, Harbans oversees the day-to-day operations of passenger services for various airline clients. These operations include ensuring that check-in counters open on time and that flights depart on time with all passengers accounted for. “I manage most of the passenger services for VIP flights and am also involved in staff training and orientation, as well as staff grooming”, he shares.

Thinking on the feet under pressure is one of the many talents Harbans has mastered over the years. Dealing with unforeseen circumstances such as last-minute flight cancellations and delays, emergency aircraft maintenance, overbooked flights and unhappy customers are all part of the daily challenges he tackles.

When Harbans is on duty, he is often expected to call the shots and decide between on-time performance of flights and the safety of flights during threatening weather. “There were instances when I decided to stop operations due to lightning warnings. Though flights were delayed, it was important to ensure everyone’s safety and avoid mishaps”, Harbans says.

Harbans understands that customer service delivery evolves with technology as well. In order to keep up with developments, he plans on taking up courses specified in the Skills Framework for Air Transport to upgrade his customer service and IT skills to become an even more competent trainee instructor.

“The Skills Framework offers upgrading courses in customer services, management of difficult and unhappy passengers and even people and relationship management courses, which are especially beneficial for airport staff. It also enables employers to identify the appropriate skills required to prepare their employees for career progression”, he says.



“ The Skills Framework, specifically the career pathways, is useful in providing the possible options for vertical and lateral progression for advancement and growth in any of the five different tracks in the air transport sector. ”



Assistant Vice President, Ramp Services

Ramanathan Rajamani
SATS Ltd

RAMPING UP SERVICE DELIVERY

When Ramanathan first crossed over from the defence industry to the engineering sector, he did not think he would make such a big career move again, but he did. Six years ago, he made another move to the aviation industry. Today, as Assistant Vice President of Ramp Services at SATS, he ensures flights at various terminals in Changi Airport arrive and take off on time. Collaborating closely with airline customers, the Civil Aviation Authority of Singapore (CAAS) and the Changi Airport Group (CAG), Ramanathan is continuously elevating the operational effectiveness of SATS as a service provider and bringing the best in class ramp services to meet the growing demands of the air transport sector.

“The opportunity to leverage my engineering background and manage the entire fleet of equipment in Changi Airport motivated me to make the move to the aviation industry”, says Ramanathan. With the enormous growth of the air transport sector in the region and Singapore seeing an annual 5 percent growth in aviation, he is convinced that this is the industry to stay and excel in.

The aviation industry offers a rewarding career, but there are challenges to overcome. Ramanathan explains, “Air transport operations are round-the-clock, and one is expected to be responsive at all times. A concerted effort is required to ensure

effective time management and prioritisation to allow quality time for work and home.”

As part of SATS Human Capital’s “Grow with SATS” people initiative, Ramanathan was sponsored jointly by SATS and CAAS to pursue an executive MBA in Aviation and Air Transport under the Aviation Leaders Scholarship. By enhancing his knowledge and skills in the Internet of Things (IoT) applications, Ramanathan will be better enabled to contribute to SATS digital transformation journey.

To do so, he will be acquiring skills highlighted in the Skills Framework for Air Transport to advance his professional growth. “I will be equipped with the skills and competencies required to augment my ambition to grow with SATS, in its overseas expansion by bringing our experience and expertise to emerging nations”, Ramanathan shares.

On how the Skills Framework helps in his current career progression, he says, “It contains excellent information on trends, career pathways, occupations and the training programmes that are available. As such, the Skills Framework, specifically the career pathways, is useful in providing the possible options for vertical and lateral progression for advancement and growth in any of the five different tracks in the air transport sector.”



“ As a liaison agent for the airline, we have to relay information to passengers, which can be challenging as we have to listen and empathise with them but also be firm. ”



Customer Services Agent

Chew Yi Fei
SATS Ltd

PURSuing EXCELLENCE IN CUSTOMER SERVICE

Yi Fei is possibly the first person most travellers meet as they arrive at the airport. As a Customer Services Agent, she checks-in passengers, issues boarding passes and baggage labels, assists with special needs passengers and ensures a smooth departure process for all travellers.

After graduating from ITE, she began her journey with SATS in 2015 as an intern before joining them as a full-time staff under the SkillsFuture Earn and Learn Programme. “The aviation industry is constantly growing along with the demand for global connectivity. As such, I am motivated by the tremendous career prospects and opportunities available in the industry”, says Yi Fei.

Work is no walk in the park. The work of a Customer Services Agent at the airport can be demanding at times. However, Yi Fei’s passion and interest in the aviation industry have made it easy for her to excel in her career. “Customer service staff require maturity, emotional intelligence and negotiation skills to communicate, understand and empathise with passengers. These skills come into play especially

when there are flight delays and disruptions”, Yi Fei adds.

In such crisis situations, Yi Fei is expected to multi-task and make informed decisions on the go. “As a liaison agent for the airline, we have to relay information to passengers, which can be challenging as we have to listen and empathise with them but also be firm.”

Upskilling is vital for continuous development in the ever-growing aviation industry, and the Skills Framework has provided her with an understanding of how to progress towards her career aspiration. “The Skills Framework for Air Transport details how jobs in the air transport sector are structured. It provides insights into the advancement opportunities in my line of work. Hence, I’m able to work towards my goals by upskilling myself, so that I can be more versatile when placed in different job roles”, Yi Fei shares.

Customer Services Agent

JOB ROLE DESCRIPTION

The Customer Services Agent provides assistance to customers at check-in counters. He/She ensures that passengers' details match the information on travel documents and handles customer issues regarding flight operations and automated check-in systems. To maintain a safe working environment, he complies with all safety and/or security standards and reports safety and/or security breaches to officers and supervisors.

The Customer Services Agent demonstrates professional behaviour when responding to passenger complaints and acts as a service ambassador for the organisation. He works in shifts to accommodate round-the-clock flight arrivals and departures. He is physically strong to assist passengers with lifting of their baggage. Furthermore, he is service-oriented, possesses good communication skills as well as handles passengers with special needs in an appropriate manner.

| TECHNICAL SKILLS AND COMPETENCIES | | | |
|--|---------|---|---------|
| Accident and Incident Response Management | Level 1 | Incident Weather Operations and Planning | Level 1 |
| Baggage Lost and Found Operations | Level 1 | Innovation Management | Level 2 |
| Baggage Services Management | Level 2 | International Air Transport Association Safety Audit for Ground Operations Implementation | Level 1 |
| Behavioural Analysis and Predictive Screening | Level 1 | Internet of Things Application | Level 2 |
| Change Management | Level 1 | Learning and Development | Level 1 |
| Customer and Passenger Handling and Care | Level 2 | Process Improvement and Optimisation | Level 2 |
| Customer Service Delivery | Level 1 | Service Branding and Coaching | Level 2 |
| Dangerous Goods Management | Level 1 | Stakeholder Management | Level 1 |
| Flight Check-In Operations | Level 2 | Technology Application | Level 1 |
| Ground Handling Services and Operations Management | Level 1 | | |
| Hazard and Risk Control and Policy Management | Level 2 | | |
| Human Factors Management | Level 2 | | |

| GENERIC SKILLS AND COMPETENCIES (TOP 5) | |
|---|-------|
| Communication | Basic |
| Service Orientation | Basic |
| Interpersonal Skills | Basic |
| Computational Thinking | Basic |
| Digital Literacy | Basic |

For a list of Critical Work Functions and Key Tasks for this job role, visit skillsfuture.sg/skills-framework/air-transport

Customer Services Officer

JOB ROLE DESCRIPTION

The Customer Services Officer is responsible for the management of customer requests and for providing assistance to customers at first-class and premium check-in counters. He/She manages flight requests, verifies travel documents and works with other departments to resolve customer issues. To maintain a safe working environment, he ensures his team adheres to all safety and/or security standards and escalates safety breaches to supervisors and authorities.

The Customer Services Officer demonstrates professional behaviour when responding to passenger complaints and acts as a service ambassador for the organisation. He works in shifts to accommodate round-the-clock flight arrivals and departures and is physically strong to assist passengers with lifting of their baggage. Moreover, he is detail-oriented, possesses excellent customer service and communication skills and handles passengers with special needs effectively.

| TECHNICAL SKILLS AND COMPETENCIES | | | |
|--|---------|---|---------|
| Accident and Incident Response Management | Level 2 | Incident Weather Operations and Planning | Level 2 |
| Baggage Lost and Found Operations | Level 2 | Innovation Management | Level 2 |
| Baggage Services Management | Level 2 | International Air Transport Association Safety Audit for Ground Operations Implementation | Level 2 |
| Behavioural Analysis and Predictive Screening | Level 2 | Internet of Things Application | Level 2 |
| Change Management | Level 2 | Learning and Development | Level 2 |
| Customer and Passenger Handling and Care | Level 2 | Process Improvement and Optimisation | Level 2 |
| Customer Service Delivery | Level 2 | Service Branding and Coaching | Level 2 |
| Dangerous Goods Management | Level 2 | Stakeholder Management | Level 2 |
| Flight Check-In Operations | Level 3 | Technology Application | Level 2 |
| Ground Handling Services and Operations Management | Level 2 | | |
| Hazard and Risk Control and Policy Management | Level 3 | | |
| Human Factors Management | Level 2 | | |

| GENERIC SKILLS AND COMPETENCIES (TOP 5) | |
|---|--------------|
| Communication | Basic |
| Service Orientation | Intermediate |
| Interpersonal Skills | Basic |
| Computational Thinking | Intermediate |
| Digital Literacy | Basic |

For a list of Critical Work Functions and Key Tasks for this job role, visit skillsfuture.sg/skills-framework/air-transport

Supervisor (Passenger Services)

JOB ROLE DESCRIPTION

The Supervisor (Passenger Services) ensures that passenger services operations meet the required service level standards. He/She works closely with other departments to resolve complex customer issues and carries out regular safety and/or security checks to maintain a safe working environment. He also serves as a mentor to team members and/or direct reports and is responsible for resolving conflicts, grievances and disputes among the team.

The Supervisor (Passenger Services) possesses a thorough understanding of airport and airline check-in requirements as well as operating standards and procedures for baggage handling systems. He also acts as a service ambassador for the organisation and works in shifts to accommodate round-the-clock flight arrivals and departures. He works well in a multicultural environment and deals with customers from different backgrounds professionally. Furthermore, he possesses excellent communication, interpersonal, customer service and people management skills.

| TECHNICAL SKILLS AND COMPETENCIES | | | |
|--|---------|---|---------|
| Accident and Incident Response Management | Level 3 | Inclement Weather Operations and Planning | Level 3 |
| Baggage Lost and Found Operations | Level 3 | Innovation Management | Level 3 |
| Baggage Services Management | Level 3 | International Air Transport Association Safety Audit for Ground Operations Implementation | Level 3 |
| Behavioural Analysis and Predictive Screening | Level 3 | Internet of Things Application | Level 3 |
| Change Management | Level 3 | Learning and Development | Level 3 |
| Customer and Passenger Handling and Care | Level 3 | Process Improvement and Optimisation | Level 3 |
| Customer Service Delivery | Level 3 | Service Branding and Coaching | Level 3 |
| Dangerous Goods Management | Level 3 | Stakeholder Management | Level 3 |
| Flight Check-In Operations | Level 4 | Standard Operating Procedures Development | Level 3 |
| Ground Handling Services and Operations Management | Level 3 | Technology Application | Level 3 |
| Hazard and Risk Control and Policy Management | Level 3 | | |
| Human Factors Management | Level 3 | | |

| GENERIC SKILLS AND COMPETENCIES (TOP 5) | |
|---|--------------|
| Communication | Intermediate |
| Managing Diversity | Intermediate |
| Interpersonal Skills | Intermediate |
| Computational Thinking | Intermediate |
| Teamwork | Intermediate |

For a list of Critical Work Functions and Key Tasks for this job role, visit skillsfuture.sg/skills-framework/air-transport

Executive (Passenger Services)

JOB ROLE DESCRIPTION

The Executive (Passenger Services) identifies areas for service improvement through analysing customer data and reviewing policies and processes. He/She benchmarks customer satisfaction levels against industry norms and proposes mitigating actions to address gaps. He also improves service levels and develops plans to resolve safety and/or security breaches. He is also accountable for manpower deployment and developing on-the-job training programmes and workplace learning plans to improve the capabilities of teams.

The Executive (Passenger Services) has an in-depth understanding of passenger needs and customer service standards of the organisation. He also works in a multicultural environment and engages with people at all levels. He is able to multi-task and manage resources to resolve issues within a tight time frame. Moreover, he possesses excellent communication, interpersonal and decision-making skills to oversee staff matters.

| TECHNICAL SKILLS AND COMPETENCIES | | | |
|--|---------|---|---------|
| Accident and Incident Response Management | Level 3 | Inclement Weather Operations and Planning | Level 4 |
| Baggage Lost and Found Operations | Level 4 | Innovation Management | Level 4 |
| Baggage Services Management | Level 4 | International Air Transport Association Safety Audit for Ground Operations Implementation | Level 4 |
| Business Development | Level 4 | Internet of Things Application | Level 4 |
| Business Negotiation | Level 4 | Learning and Development | Level 4 |
| Change Management | Level 4 | Manpower Planning | Level 4 |
| Crisis Communication and Media Management | Level 3 | Process Improvement and Optimisation | Level 4 |
| Customer and Passenger Handling and Care | Level 4 | Service Branding and Coaching | Level 4 |
| Customer Relationship Management | Level 4 | Service Innovation | Level 4 |
| Dangerous Goods Management | Level 4 | Stakeholder Management | Level 4 |
| Financial Planning and Budget Management | Level 3 | Standard Operating Procedures Development | Level 4 |
| Ground Handling Services and Operations Management | Level 4 | Technology Application | Level 4 |
| Hazard and Risk Control and Policy Management | Level 4 | | |
| Human Factors Management | Level 4 | | |

| GENERIC SKILLS AND COMPETENCIES (TOP 5) | |
|---|--------------|
| Leadership | Intermediate |
| Interpersonal Skills | Intermediate |
| Service Orientation | Advanced |
| Communication | Intermediate |
| Developing People | Intermediate |

For a list of Critical Work Functions and Key Tasks for this job role, visit skillsfuture.sg/skills-framework/air-transport

Manager (Passenger Services)

JOB ROLE DESCRIPTION

The Manager (Passenger Services) collaborates with stakeholders to develop strategies to improve customer service standards. He/She is responsible for driving continuous improvement and business development initiatives through recommending new products and services based on customer needs. He leads the development of Standard Operating Procedures (SOPs) and systems to enhance customer satisfaction, mitigates safety and/or security risks and oversees the adherence to safety and/or security standards. He also develops the teams' technical capabilities and maintains positive morale within the teams.

The Manager (Passenger Services) possesses an in-depth knowledge of international passenger services operational standards. He is also well-versed in policy and safety requirements and practices of the organisation. He has strong stakeholder management and people management skills to build relationships with various stakeholders of the organisation and lead staff and teams. In addition, he possesses remarkable communication, interpersonal and leadership skills with strategic thinking capabilities and foresight to formulate plans and systems for passenger services.

| TECHNICAL SKILLS AND COMPETENCIES | | | |
|--|---------|---|---------|
| Accident and Incident Response Management | Level 3 | Inclement Weather Operations and Planning | Level 5 |
| Baggage Lost and Found Operations | Level 4 | Innovation Management | Level 5 |
| Baggage Services Management | Level 4 | International Air Transport Association Safety Audit for Ground Operations Implementation | Level 5 |
| Business Development | Level 5 | Internet of Things Application | Level 5 |
| Business Negotiation | Level 5 | Learning and Development | Level 5 |
| Change Management | Level 5 | Manpower Planning | Level 5 |
| Crisis Communication and Media Management | Level 4 | Process Improvement and Optimisation | Level 5 |
| Customer and Passenger Handling and Care | Level 4 | Service Branding and Coaching | Level 5 |
| Customer Relationship Management | Level 5 | Service Innovation | Level 5 |
| Dangerous Goods Management | Level 4 | Stakeholder Management | Level 5 |
| Financial Planning and Budget Management | Level 4 | Standard Operating Procedures Development | Level 5 |
| Ground Handling Services and Operations Management | Level 5 | Technology Application | Level 4 |
| Hazard and Risk Control and Policy Management | Level 4 | | |
| Human Factors Management | Level 5 | | |

| GENERIC SKILLS AND COMPETENCIES (TOP 5) | |
|---|--------------|
| Leadership | Advanced |
| Interpersonal Skills | Advanced |
| Service Orientation | Advanced |
| Communication | Intermediate |
| Developing People | Intermediate |

For a list of Critical Work Functions and Key Tasks for this job role, visit skillsfuture.sg/skills-framework/air-transport

Vice President

JOB ROLE DESCRIPTION

The Vice President formulates strategies for passenger services operations to ensure performance levels are aligned with evolving customer needs, technological advancements, airline brand identity and business objectives. He/She is responsible for spearheading continuous improvement and business development initiatives to improve the profitability of the business. He leads the development of Standard Operating Procedures (SOPs) and systems to mitigate safety and/or security risks and plays a pivotal role in influencing organisational development by making key decisions on human capital needs.

The Vice President for Passenger Services possesses exceptional leadership and stakeholder management skills to cultivate local and international relationships with senior stakeholders in the industry and further the business objectives of the organisation. Furthermore, he has an in-depth knowledge of the airport's organisational structures, ground handling operations and safety and security regulations to enhance and augment passenger services and systems.

| TECHNICAL SKILLS AND COMPETENCIES | | | |
|--|---------|---|---------|
| Airport Service Quality Management | Level 6 | Innovation Management | Level 6 |
| Business Development | Level 6 | Internet of Things Application | Level 5 |
| Business Negotiation | Level 6 | Learning and Development | Level 6 |
| Change Management | Level 6 | Manpower Planning | Level 6 |
| Crisis Communication and Media Management | Level 5 | Process Improvement and Optimisation | Level 6 |
| Customer Relationship Management | Level 5 | Service Branding and Coaching | Level 5 |
| Financial Planning and Budget Management | Level 5 | Service Innovation | Level 6 |
| Ground Handling Services and Operations Management | Level 6 | Service Level Agreement Management | Level 5 |
| Human Factors Management | Level 6 | Stakeholder Management | Level 6 |
| Inclement Weather Operations and Planning | Level 5 | Standard Operating Procedures Development | Level 5 |

| GENERIC SKILLS AND COMPETENCIES (TOP 5) | |
|---|----------|
| Leadership | Advanced |
| Interpersonal Skills | Advanced |
| Service Orientation | Advanced |
| Communication | Advanced |
| Developing People | Advanced |

For a list of Critical Work Functions and Key Tasks for this job role, visit skillsfuture.sg/skills-framework/air-transport

Baggage Services Assistant

JOB ROLE DESCRIPTION

The Baggage Services Assistant operates automated baggage handling systems, Automated Guided Vehicles/ Autonomous Vehicles (AGV/AVs) and conveyors to load and unload baggage from aircraft. He/She carries out checks on baggage to ensure there are no hazardous materials and dangerous goods. He tows, loads and unloads baggage containers. He adheres to individual safety and/or security standards in the workplace and reports breaches in safety and/or security standards.

A Class 3 Driving Licence and an Airfield Driving Permit (ADP) are required of the Baggage Services Assistant to operate vehicles and conveyors. He works outdoors under all weather conditions as well as works in shifts to accommodate round-the-clock flight arrivals and departures. He is also physically strong and is familiar with baggage handling systems and processes. In addition, he has good time management and communication skills in order to work effectively with the team and carry out his duties.

| TECHNICAL SKILLS AND COMPETENCIES | | | |
|--|---------|---|---------|
| Accident and Incident Response Management | Level 1 | Human-Robot Collaboration | Level 2 |
| Aircraft Turnaround Coordination | Level 1 | Inclement Weather Operations and Planning | Level 1 |
| Airside Driving | Level 1 | Innovation Management | Level 2 |
| Baggage Handling Operations | Level 1 | International Air Transport Association Safety Audit for Ground Operations Implementation | Level 1 |
| Baggage Lost and Found Operations | Level 1 | Internet of Things Application | Level 2 |
| Baggage Security Screening Operations | Level 2 | Learning and Development | Level 1 |
| Baggage Services Management | Level 2 | Process Improvement and Optimisation | Level 2 |
| Change Management | Level 1 | Stakeholder Management | Level 1 |
| Dangerous Goods Management | Level 1 | Technology Application | Level 1 |
| Ground Handling Services and Operations Management | Level 1 | | |
| Hazard and Risk Control and Policy Management | Level 2 | | |
| Human Factors Management | Level 2 | | |

| GENERIC SKILLS AND COMPETENCIES (TOP 5) | |
|---|-------|
| Communication | Basic |
| Creative Thinking | Basic |
| Teamwork | Basic |
| Managing Diversity | Basic |
| Leadership | Basic |

For a list of Critical Work Functions and Key Tasks for this job role, visit skillsfuture.sg/skills-framework/air-transport

Baggage Services Officer

JOB ROLE DESCRIPTION

The Baggage Services Officer is responsible for all baggage handling operations, including the deployment of resources and resolution of issues when operating baggage handling systems, vehicles and conveyors. He/She verifies the scanning and sequence of baggage loading. He is also tasked with monitoring the dispatch of baggage and issuing dispatch orders. He operates the Baggage Reconciliation System (BRS) to track the movement of baggage. He also works closely with passenger services department to track baggage and assists in implementing safety measures and reports security breaches.

Besides having a Class 3 Driving Licence and an Airfield Driving Permit (ADP) to operate vehicles and conveyors, the Baggage Services Officer works outdoors under all weather conditions as well as works in shifts to accommodate round-the-clock flight arrivals and departures. He is also physically strong and is familiar with baggage handling systems and processes. In addition, he possesses good time management skills and is detail-oriented to conduct checks on baggage handling activities. He has good interpersonal and communication skills to work well with others.

| TECHNICAL SKILLS AND COMPETENCIES | | | |
|--|---------|---|---------|
| Accident and Incident Response Management | Level 2 | Human-Robot Collaboration | Level 2 |
| Aircraft Turnaround Coordination | Level 2 | Inclement Weather Operations and Planning | Level 2 |
| Airside Driving | Level 2 | Innovation Management | Level 2 |
| Baggage Handling Operations | Level 2 | International Air Transport Association Safety Audit for Ground Operations Implementation | Level 2 |
| Baggage Lost and Found Operations | Level 2 | Internet of Things Application | Level 2 |
| Baggage Security Screening Operations | Level 2 | Learning and Development | Level 2 |
| Baggage Services Management | Level 2 | Process Improvement and Optimisation | Level 2 |
| Change Management | Level 2 | Stakeholder Management | Level 2 |
| Dangerous Goods Management | Level 1 | Technology Application | Level 2 |
| Ground Handling Services and Operations Management | Level 2 | | |
| Hazard and Risk Control and Policy Management | Level 3 | | |
| Human Factors Management | Level 2 | | |

| GENERIC SKILLS AND COMPETENCIES (TOP 5) | |
|---|-------|
| Teamwork | Basic |
| Creative Thinking | Basic |
| Leadership | Basic |
| Resource Management | Basic |
| Problem Solving | Basic |

For a list of Critical Work Functions and Key Tasks for this job role, visit skillsfuture.sg/skills-framework/air-transport

Supervisor (Baggage Services)

JOB ROLE DESCRIPTION

The Supervisor (Baggage Services) ensures that baggage handling operations adhere to Standard Operating Procedures (SOPs) and meet established standards. He/She resolves operational issues encountered during baggage handling and ensures the timeliness of baggage dispatch. He conducts investigations on root causes of failures to comply with established standards. He works closely with other departments to rectify cases of delayed, lost and/or damaged baggage. He enforces safety and/or security standards by carrying out periodic checks and investigating breaches. He also serves as a mentor to team members and/or direct reports and is responsible for resolving any conflicts, grievances and disputes among the team.

Being adept at customer service to handle customer complaints regarding delayed, lost and damaged baggage is required of the Supervisor (Baggage Services). He requires a Class 3 Driving Licence and an Airfield Driving Permit (ADP) to operate the vehicles and conveyors and works in shifts to accommodate round-the-clock flight arrivals and departures. He possesses good time management skills to handle stressful situations and is detail-oriented to conduct checks. In addition, he has good interpersonal and communication skills to supervise the team and provide on-the-job training.

| TECHNICAL SKILLS AND COMPETENCIES | | | |
|--|---------|---|---------|
| Accident and Incident Response Management | Level 3 | Human-Robot Collaboration | Level 3 |
| Aircraft Turnaround Coordination | Level 3 | Inclement Weather Operations and Planning | Level 3 |
| Airside Driving | Level 3 | Innovation Management | Level 3 |
| Baggage Handling Operations | Level 3 | International Air Transport Association Safety Audit for Ground Operations Implementation | Level 3 |
| Baggage Lost and Found Operations | Level 3 | Internet of Things Application | Level 3 |
| Baggage Security Screening Operations | Level 3 | Learning and Development | Level 3 |
| Baggage Services Management | Level 3 | Process Improvement and Optimisation | Level 3 |
| Change Management | Level 3 | Stakeholder Management | Level 3 |
| Dangerous Goods Management | Level 1 | Standard Operating Procedures Development | Level 3 |
| Ground Handling Services and Operations Management | Level 3 | Technology Application | Level 3 |
| Hazard and Risk Control and Policy Management | Level 3 | | |
| Human Factors Management | Level 3 | | |

| GENERIC SKILLS AND COMPETENCIES (TOP 5) | |
|---|--------------|
| Decision Making | Advanced |
| Problem Solving | Advanced |
| Communication | Intermediate |
| Teamwork | Intermediate |
| Service Orientation | Intermediate |

For a list of Critical Work Functions and Key Tasks for this job role, visit skillsfuture.sg/skills-framework/air-transport

Executive (Baggage Services)

JOB ROLE DESCRIPTION

The Executive (Baggage Services) is the main point of contact for airline representatives, authorities and other departments to determine baggage handling standards and manpower requirements for baggage handling operations. He/She develops effective plans to mitigate compliance failures. He collates statistics and reports on baggage handling failures and is in charge of implementing new procedures to reduce these occurrences. He enforces a safety and security culture in the workplace and addresses internal or external audit issues. He is responsible for developing on-the-job training programmes and workplace learning plans.

A sound knowledge of airport operations, baggage handling procedures and associated administrative procedures to process requests and documentation is expected of the Executive (Baggage Services). He has good stakeholder management skills to handle internal and external stakeholders effectively. He is adept at customer service to handle customer complaints regarding delayed, lost and damaged baggage. In addition, he is results-oriented and possesses excellent written and verbal communication skills. He also has strong interpersonal skills and computer literacy skills.

| TECHNICAL SKILLS AND COMPETENCIES | | | |
|--|---------|---|---------|
| Accident and Incident Response Management | Level 3 | Human Factors Management | Level 4 |
| Aircraft Turnaround Coordination | Level 4 | Human-Robot Collaboration | Level 4 |
| Baggage Handling Operations | Level 4 | Inclement Weather Operations and Planning | Level 4 |
| Baggage Lost and Found Operations | Level 4 | Innovation Management | Level 4 |
| Baggage Security Screening Operations | Level 4 | International Air Transport Association Safety Audit for Ground Operations Implementation | Level 4 |
| Baggage Services Management | Level 4 | Internet of Things Application | Level 4 |
| Business Development | Level 4 | Learning and Development | Level 4 |
| Business Negotiation | Level 4 | Manpower Planning | Level 4 |
| Change Management | Level 4 | Process Improvement and Optimisation | Level 4 |
| Crisis Communication and Media Management | Level 3 | Service Innovation | Level 4 |
| Customer Relationship Management | Level 4 | Stakeholder Management | Level 4 |
| Financial Planning and Budget Management | Level 3 | Standard Operating Procedures Development | Level 4 |
| Ground Handling Services and Operations Management | Level 4 | Technology Application | Level 4 |
| Hazard and Risk Control and Policy Management | Level 4 | | |

| GENERIC SKILLS AND COMPETENCIES (TOP 5) | |
|---|--------------|
| Leadership | Advanced |
| Resource Management | Intermediate |
| Decision Making | Intermediate |
| Problem Solving | Intermediate |
| Teamwork | Intermediate |

For a list of Critical Work Functions and Key Tasks for this job role, visit skillsfuture.sg/skills-framework/air-transport

Manager (Baggage Services)

JOB ROLE DESCRIPTION

The Manager (Baggage Services) develops operational strategies to improve baggage handling standards and productivity of teams. He/She leads the development of Standard Operating Procedures (SOPs) to reflect changes in technology, regulatory requirements and performance expectations. He reviews statistics and reports on baggage handling failures and develops systems to monitor adherence to safety and security standards. He drives business development efforts by recommending new products and services that meet customers' needs. He is also responsible for developing the teams' technical capabilities and maintaining positive morale within the teams.

The Manager (Baggage Services) possesses strong interpersonal and stakeholder management skills to build and maintain stakeholder relationships. He has strategic thinking capabilities and foresight to formulate baggage services operations. In addition, he is adaptable and manages stressful situations within a tight time frame. The Manager (Baggage Services) also has excellent communication and people management skills with strong analytical and computer literacy skills.

| TECHNICAL SKILLS AND COMPETENCIES | | | |
|--|---------|---|---------|
| Accident and Incident Response Management | Level 3 | Human Factors Management | Level 5 |
| Aircraft Turnaround Coordination | Level 4 | Human-Robot Collaboration | Level 5 |
| Baggage Handling Operations | Level 4 | Inclement Weather Operations and Planning | Level 5 |
| Baggage Lost and Found Operations | Level 4 | Innovation Management | Level 5 |
| Baggage Security Screening Operations | Level 4 | International Air Transport Association Safety Audit for Ground Operations Implementation | Level 5 |
| Baggage Services Management | Level 4 | Internet of Things Application | Level 5 |
| Business Development | Level 5 | Learning and Development | Level 5 |
| Business Negotiation | Level 5 | Manpower Planning | Level 5 |
| Change Management | Level 5 | Process Improvement and Optimisation | Level 5 |
| Crisis Communication and Media Management | Level 4 | Service Innovation | Level 5 |
| Customer Relationship Management | Level 5 | Stakeholder Management | Level 5 |
| Financial Planning and Budget Management | Level 4 | Standard Operating Procedures Development | Level 5 |
| Ground Handling Services and Operations Management | Level 5 | Technology Application | Level 4 |
| Hazard and Risk Control and Policy Management | Level 4 | | |

| GENERIC SKILLS AND COMPETENCIES (TOP 5) | |
|---|----------|
| Problem Solving | Advanced |
| Communication | Advanced |
| Decision Making | Advanced |
| Managing Diversity | Advanced |
| Sense Making | Advanced |

For a list of Critical Work Functions and Key Tasks for this job role, visit skillsfuture.sg/skills-framework/air-transport

Flight Operations Assistant

JOB ROLE DESCRIPTION

The Flight Operations Assistant supports the development of flight plans, monitors delays and coordinates the logistics required for crew layovers. He/She also follows individual safety and security standards in the workplace and reports breaches.

The Flight Operations Assistant possesses good written and verbal communication skills in order to develop accurate flight plans. He works in shifts to accommodate round-the-clock flight arrivals and departures. In addition, he possesses a basic understanding of flight operations with good computer literacy skills and demonstrates teamwork in the administration of flight operations.

| TECHNICAL SKILLS AND COMPETENCIES | | | |
|--|---------|---|---------|
| Accident and Incident Response Management | Level 1 | Human Factors Management | Level 2 |
| Aircraft Performance Management | Level 1 | Human-Robot Collaboration | Level 2 |
| Aircraft Turnaround Coordination | Level 1 | Inclement Weather Operations and Planning | Level 1 |
| Change Management | Level 1 | Innovation Management | Level 2 |
| Dangerous Goods Management | Level 1 | International Air Transport Association Safety Audit for Ground Operations Implementation | Level 1 |
| Flight Dispatch | Level 2 | Internet of Things Application | Level 2 |
| Flight Planning | Level 2 | Learning and Development | Level 1 |
| Flight Watching and Flight Following | Level 2 | Process Improvement and Optimisation | Level 2 |
| Ground Handling Services and Operations Management | Level 1 | Stakeholder Management | Level 1 |
| Hazard and Risk Control and Policy Management | Level 2 | Technology Application | Level 1 |

| GENERIC SKILLS AND COMPETENCIES (TOP 5) | |
|---|--------------|
| Service Orientation | Basic |
| Problem Solving | Basic |
| Communication | Basic |
| Teamwork | Intermediate |
| Decision Making | Basic |

For a list of Critical Work Functions and Key Tasks for this job role, visit skillsfuture.sg/skills-framework/air-transport

Flight Operations Officer

JOB ROLE DESCRIPTION

The Flight Operations Officer works closely with the flight crew to develop flight plans. He/She examines weather data and determines changes to the flight routes. He is also in charge of monitoring flight schedules and movement messages and disseminates changes in flight schedules to relevant stakeholders. He provides continuous flight watch services for the airlines. He also adheres to safety and security standards and escalate reports of breaches.

The Flight Operations Officer possesses good communication and interpersonal skills to interact with flight crew and other airline and ground personnel on all issues related to flight operations. He works in shifts to accommodate round-the-clock flight arrivals and departures. In addition, he possesses good written and verbal communication skills in order to develop accurate flight plans. He is detail-oriented with good computer literacy skills and work well with others.

| TECHNICAL SKILLS AND COMPETENCIES | | | |
|--|---------|---|---------|
| Accident and Incident Response Management | Level 2 | Human Factors Management | Level 2 |
| Aircraft Performance Management | Level 2 | Human-Robot Collaboration | Level 2 |
| Aircraft Turnaround Coordination | Level 2 | Inclement Weather Operations and Planning | Level 2 |
| Change Management | Level 2 | Innovation Management | Level 2 |
| Dangerous Goods Management | Level 2 | International Air Transport Association Safety Audit for Ground Operations Implementation | Level 2 |
| Flight Dispatch | Level 2 | Internet of Things Application | Level 2 |
| Flight Planning | Level 2 | Learning and Development | Level 2 |
| Flight Watching and Flight Following | Level 2 | Process Improvement and Optimisation | Level 2 |
| Ground Handling Services and Operations Management | Level 2 | Stakeholder Management | Level 2 |
| Hazard and Risk Control and Policy Management | Level 3 | Technology Application | Level 2 |

| GENERIC SKILLS AND COMPETENCIES (TOP 5) | |
|---|--------------|
| Sense Making | Basic |
| Communication | Intermediate |
| Decision Making | Intermediate |
| Digital Literacy | Intermediate |
| Problem Solving | Basic |

For a list of Critical Work Functions and Key Tasks for this job role, visit skillsfuture.sg/skills-framework/air-transport

Supervisor (Flight Operations)

JOB ROLE DESCRIPTION

The Supervisor (Flight Operations) oversees the smooth running of flight operations and ensures that all flight planning activities adhere to Standard Operating Procedures (SOPs) and meet established standards. He/She works closely with relevant authorities to resolve any flight operations issues and maintains communication with airline representatives, airport agencies and authorities. He carries out periodic checks and investigates safety and/or security breaches. He also serves as a mentor to team members and/or direct reports and is responsible for resolving conflicts, grievances and disputes among the team.

The Supervisor (Flight Operations) possesses a proficient understanding of flight watching and flight following systems to administer flight operations. He works in shifts to accommodate round-the-clock flight arrivals and departures. He also understands the needs of internal and external stakeholders in order to build and maintain good working relationships. In addition, he possesses excellent computer literacy skills and strong communication, interpersonal and supervisory skills to lead the team.

| TECHNICAL SKILLS AND COMPETENCIES | | | |
|--|---------|---|---------|
| Accident and Incident Response Management | Level 3 | Inclement Weather Operations and Planning | Level 3 |
| Aircraft Performance Management | Level 3 | Innovation Management | Level 3 |
| Aircraft Turnaround Coordination | Level 3 | International Air Transport Association Safety Audit for Ground Operations Implementation | Level 3 |
| Change Management | Level 3 | Internet of Things Application | Level 3 |
| Dangerous Goods Management | Level 3 | Learning and Development | Level 3 |
| Flight Dispatch | Level 3 | Process Improvement and Optimisation | Level 3 |
| Flight Planning | Level 3 | Stakeholder Management | Level 3 |
| Flight Watching and Flight Following | Level 3 | Standard Operating Procedures Development | Level 3 |
| Ground Handling Services and Operations Management | Level 3 | Technology Application | Level 3 |
| Hazard and Risk Control and Policy Management | Level 3 | | |
| Human Factors Management | Level 3 | | |
| Human-Robot Collaboration | Level 3 | | |

| GENERIC SKILLS AND COMPETENCIES (TOP 5) | |
|---|--------------|
| Leadership | Intermediate |
| Problem Solving | Advanced |
| Service Orientation | Intermediate |
| Communication | Advanced |
| Decision Making | Intermediate |

For a list of Critical Work Functions and Key Tasks for this job role, visit skillsfuture.sg/skills-framework/air-transport

Executive (Flight Operations)

JOB ROLE DESCRIPTION

The Executive (Flight Operations) determines flight dispatch requirements for new airlines and ensures that flight plans adhere to airlines' Standard Operating Procedures (SOPs). He/She performs investigations on reports or complaints lodged by flight crew and develops action plans to address safety and/or security issues. He is also responsible for developing on-the-job training programmes and workplace learning plans to improve the capabilities of the flight operations teams.

Equipped with strong computer literacy, the Executive (Flight Operations) has in-depth knowledge of flight operations systems and route planning. He also possesses strong written and verbal communication skills to oversee daily flight operations. He is detail-oriented to carry out investigations and address internal and external audit issues. He has excellent stakeholder management skills to build and maintain relationships with various stakeholders. He also possesses strong people management skills to provide leadership and training to the flight operations teams.

| TECHNICAL SKILLS AND COMPETENCIES | | | |
|--|---------|---|---------|
| Accident and Incident Response Management | Level 3 | Hazard and Risk Control and Policy Management | Level 4 |
| Aircraft Performance Management | Level 4 | Human Factors Management | Level 4 |
| Aircraft Turnaround Coordination | Level 4 | Human-Robot Collaboration | Level 4 |
| Business Development | Level 4 | Inclement Weather Operations and Planning | Level 4 |
| Business Negotiation | Level 4 | Innovation Management | Level 4 |
| Change Management | Level 4 | International Air Transport Association Safety Audit for Ground Operations Implementation | Level 4 |
| Crisis Communication and Media Management | Level 3 | Internet of Things Application | Level 4 |
| Customer Relationship Management | Level 4 | Learning and Development | Level 4 |
| Dangerous Goods Management | Level 4 | Manpower Planning | Level 4 |
| Financial Planning and Budget Management | Level 3 | Process Improvement and Optimisation | Level 4 |
| Flight Dispatch | Level 4 | Service Innovation | Level 4 |
| Flight Planning | Level 4 | Stakeholder Management | Level 4 |
| Flight Watching and Flight Following | Level 4 | Standard Operating Procedures Development | Level 4 |
| Ground Handling Services and Operations Management | Level 4 | Technology Application | Level 4 |

GENERIC SKILLS AND COMPETENCIES (TOP 5)

| | |
|-----------------------|--------------|
| Virtual Collaboration | Intermediate |
| Leadership | Advanced |
| Decision Making | Advanced |
| Interpersonal Skills | Advanced |
| Service Orientation | Advanced |

For a list of Critical Work Functions and Key Tasks for this job role, visit skillsfuture.sg/skills-framework/air-transport

Manager (Flight Operations)

JOB ROLE DESCRIPTION

The Manager (Flight Operations) serves as the Subject Matter Expert (SME) for flight operations and is responsible for reviewing all activities related to flight operations. He/She drives continuous improvement strategies to improve productivity and business development initiatives. He also leads the development of Standard Operating Procedures (SOPs) and systems to mitigate safety and/or security risks, and monitors for adherence to safety and/or security standards. He also develops the teams' technical capabilities and maintains positive morale within the teams.

The Manager (Flight Operations) possesses strong stakeholder management and people management skills to build relationships with customers and other stakeholders of the organisation and lead his staff and teams. He also has strong computer literacy skills and an in-depth understanding of new developments and trends impacting flight operations in the industry. Furthermore, he possesses outstanding written and verbal communication skills with strategic thinking capabilities and foresight in order to formulate plans and systems for flight operations.

| TECHNICAL SKILLS AND COMPETENCIES | | | |
|--|---------|---|---------|
| Accident and Incident Response Management | Level 3 | Human-Robot Collaboration | Level 5 |
| Aircraft Performance Management | Level 5 | Inclement Weather Operations and Planning | Level 5 |
| Aircraft Turnaround Coordination | Level 4 | Innovation Management | Level 5 |
| Business Development | Level 5 | International Air Transport Association Safety Audit for Ground Operations Implementation | Level 5 |
| Business Negotiation | Level 5 | Internet of Things Application | Level 5 |
| Change Management | Level 5 | Learning and Development | Level 5 |
| Crisis Communication and Media Management | Level 4 | Manpower Planning | Level 5 |
| Customer Relationship Management | Level 5 | Process Improvement and Optimisation | Level 5 |
| Dangerous Goods Management | Level 4 | Service Innovation | Level 5 |
| Financial Planning and Budget Management | Level 4 | Stakeholder Management | Level 5 |
| Flight Dispatch | Level 4 | Standard Operating Procedures Development | Level 5 |
| Flight Planning | Level 5 | Technology Application Level | Level 4 |
| Flight Watching and Flight Following | Level 4 | | |
| Ground Handling Services and Operations Management | Level 5 | | |
| Hazard and Risk Control and Policy Management | Level 4 | | |
| Human Factors Management | Level 5 | | |

GENERIC SKILLS AND COMPETENCIES (TOP 5)

| | |
|----------------------|--------------|
| Leadership | Intermediate |
| Decision Making | Advanced |
| Global Mindset | Intermediate |
| Interpersonal Skills | Advanced |
| Problem Solving | Advanced |

For a list of Critical Work Functions and Key Tasks for this job role, visit skillsfuture.sg/skills-framework/air-transport

Load Control Assistant

JOB ROLE DESCRIPTION

The Load Control Assistant is responsible for performing calculations for the aircraft mass, balance, control and the centre of gravity for narrow-body aircraft. He/She troubleshoots issues encountered and identifies potential constraints or dangerous goods to be highlighted to the officers and supervisors during load control operations. He assists the officers and flight crew to acquire data related to flight performance and prepares the relevant paperwork. He also complies with all safety and/or security standards and reports any safety and/or security breaches.

An Airlines' Load and Trim Certification is required of the Load Control Assistant to perform his duties. He works in shifts to accommodate round-the-clock flight arrivals and departures. He possesses good computer skills to use the software required for load control operations to process large amounts of data. The Load Control Assistant is detail-oriented and resilient to unforeseen interruptions. He has good time management and communication skills in order to work effectively with the team and carry out his duties.

| TECHNICAL SKILLS AND COMPETENCIES | | | |
|--|---------|---|---------|
| Accident and Incident Response Management | Level 1 | Human-Robot Collaboration | Level 2 |
| Aircraft Load Planning | Level 3 | Inclement Weather Operations and Planning | Level 1 |
| Aircraft Turnaround Coordination | Level 1 | Innovation Management | Level 2 |
| Aircraft Weight and Balance Calculation | Level 2 | International Air Transport Association Safety Audit for Ground Operations Implementation | Level 1 |
| Change Management | Level 1 | Internet of Things Application | Level 2 |
| Dangerous Goods Management | Level 1 | Learning and Development | Level 1 |
| Flight Performance Data Calculation | Level 2 | Load Control Documentation | Level 3 |
| Ground Handling Services and Operations Management | Level 1 | Process Improvement and Optimisation | Level 2 |
| Hazard and Risk Control and Policy Management | Level 2 | Stakeholder Management | Level 1 |
| Human Factors Management | Level 2 | Technology Application | Level 1 |

| GENERIC SKILLS AND COMPETENCIES (TOP 5) | |
|---|-------|
| Sense Making | Basic |
| Digital Literacy | Basic |
| Interpersonal Skills | Basic |
| Teamwork | Basic |
| Communication | Basic |

For a list of Critical Work Functions and Key Tasks for this job role, visit skillsfuture.sg/skills-framework/air-transport

Load Control Officer

JOB ROLE DESCRIPTION

The Load Control Officer calculates aircraft weight, balance and control of wide-body aircraft to determine load limits. He/She calculates aircraft performance data for takeoff, descent and landing, and reports any issues such as weight discrepancies to higher authorities. He also determines aircraft load limits by analysing aircraft types and the conditions affecting the flight during air operations. He prepares the load planning documentation and performs checks on the performance data documentation. He ensures the safety and security of the team and escalates reports of breaches.

An Airlines' Load and Trim Certification is required of the Load Control Officer to perform his duties. He works in shifts to accommodate round-the-clock flight arrivals and departures. He is proficient in computer literacy to utilise required software and manage large amounts of data for load control operations. In addition, he is detail-oriented and resilient to unforeseen interruptions. He is able to work in a fast-paced environment and handle stressful situations. The Load Control Officer also possesses good communication and interpersonal skills to work well with others.

| TECHNICAL SKILLS AND COMPETENCIES | | | |
|--|---------|---|---------|
| Accident and Incident Response Management | Level 2 | Human-Robot Collaboration | Level 2 |
| Aircraft Load Planning | Level 3 | Inclement Weather Operations and Planning | Level 2 |
| Aircraft Turnaround Coordination | Level 2 | Innovation Management | Level 2 |
| Aircraft Weight and Balance Calculation | Level 2 | International Air Transport Association Safety Audit for Ground Operations Implementation | Level 2 |
| Change Management | Level 2 | Internet of Things Application | Level 2 |
| Dangerous Goods Management | Level 2 | Learning and Development | Level 2 |
| Flight Performance Data Calculation | Level 2 | Load Control Documentation | Level 3 |
| Ground Handling Services and Operations Management | Level 2 | Process Improvement and Optimisation | Level 2 |
| Hazard and Risk Control and Policy Management | Level 3 | Stakeholder Management | Level 2 |
| Human Factors Management | Level 2 | Technology Application | Level 2 |

| GENERIC SKILLS AND COMPETENCIES (TOP 5) | |
|---|-------|
| Sense Making | Basic |
| Digital Literacy | Basic |
| Interpersonal Skills | Basic |
| Communication | Basic |
| Teamwork | Basic |

For a list of Critical Work Functions and Key Tasks for this job role, visit skillsfuture.sg/skills-framework/air-transport

Supervisor (Load Control)

JOB ROLE DESCRIPTION

The Supervisor (Load Control) oversees the smooth running of load control operations. He/She is expected to review calculations for aircraft mass, balance and control as well as the mass centre of gravity. He ensures the timely delivery of load sheets and conducts Quality Assurance (QA) checks on mass and balance measurements. He ensures load limits and distribution plans are developed in line with Standard Operating Procedures (SOPs). He investigates issues encountered during load control operations and proposes corrective measures to prevent their recurrence. He also serves as a mentor to team members and/or direct reports and is responsible for resolving conflicts, grievances and disputes among the team.

A proficient understanding of load control procedures and airline requirements is expected of the Supervisor (Load Control). He requires an Airlines' Load and Trim Certification to perform his duties and works in shifts to accommodate round-the-clock flight arrivals and departures. He is detail-oriented and adept in computer literacy to work with vast amounts of data. Additionally, he manages stressful situations and tight time constraints. To execute his mentorship and supervisory duties, he also possesses strong communication and interpersonal skills.

| TECHNICAL SKILLS AND COMPETENCIES | | | |
|--|---------|---|---------|
| Accident and Incident Response Management | Level 3 | Innovation Management | Level 3 |
| Aircraft Load Planning | Level 4 | International Air Transport Association Safety Audit for Ground Operations Implementation | Level 3 |
| Aircraft Turnaround Coordination | Level 3 | Internet of Things Application | Level 3 |
| Aircraft Weight and Balance Calculation | Level 3 | Learning and Development | Level 3 |
| Change Management | Level 3 | Load Control Documentation | Level 4 |
| Dangerous Goods Management | Level 3 | Process Improvement and Optimisation | Level 3 |
| Flight Performance Data Calculation | Level 3 | Stakeholder Management | Level 3 |
| Ground Handling Services and Operations Management | Level 3 | Standard Operating Procedures Development | Level 3 |
| Hazard and Risk Control and Policy Management | Level 3 | Technology Application | Level 3 |
| Human Factors Management | Level 3 | | |
| Human-Robot Collaboration | Level 3 | | |
| Inclement Weather Operations and Planning | Level 3 | | |

| GENERIC SKILLS AND COMPETENCIES (TOP 5) | |
|---|--------------|
| Digital Literacy | Intermediate |
| Leadership | Intermediate |
| Decision Making | Basic |
| Problem Solving | Basic |
| Service Orientation | Intermediate |

For a list of Critical Work Functions and Key Tasks for this job role, visit skillsfuture.sg/skills-framework/air-transport

Executive (Load Control)

JOB ROLE DESCRIPTION

The Executive (Load Control) determines load sheet requirements with airlines and develops manpower plans to support load control operations. He/She performs regular audits to ensure that the calculation of load limits, distribution and flight performance data complies with Standard Operating Procedures (SOPs). He also recommends enhancements to address areas of non-compliance and improves operational efficiencies. He develops SOPs to ensure alignment with safety and regulatory requirements, and is responsible for manpower deployment, developing on-the-job training programmes and workplace learning plans.

Besides holding an Airlines' Load and Trim Certification to perform his duties, the Executive (Load Control) also possesses outstanding data management and analytical skills. Moreover, he is comfortable with number crunching and is resilient to unforeseen interruptions and stressful situations. He also has excellent verbal and written communication skills and strong people management skills in order to develop effective training programmes and learning plans for the teams.

| TECHNICAL SKILLS AND COMPETENCIES | | | |
|--|---------|---|---------|
| Accident and Incident Response Management | Level 3 | Human Factors Management | Level 4 |
| Aircraft Load Planning | Level 4 | Human-Robot Collaboration | Level 4 |
| Aircraft Turnaround Coordination | Level 4 | Inclement Weather Operations and Planning | Level 4 |
| Aircraft Weight and Balance Calculation | Level 4 | Innovation Management | Level 4 |
| Business Development | Level 4 | International Air Transport Association Safety Audit for Ground Operations Implementation | Level 4 |
| Business Negotiation | Level 4 | Internet of Things Application | Level 4 |
| Change Management | Level 4 | Learning and Development | Level 4 |
| Crisis Communication and Media Management | Level 3 | Load Control Documentation | Level 4 |
| Customer Relationship Management | Level 4 | Manpower Planning | Level 4 |
| Dangerous Goods Management | Level 4 | Process Improvement and Optimisation | Level 4 |
| Financial Planning and Budget Management | Level 3 | Service Innovation | Level 4 |
| Flight Performance Data Calculation | Level 4 | Stakeholder Management | Level 4 |
| Ground Handling Services and Operations Management | Level 4 | Standard Operating Procedures Development | Level 4 |
| Hazard and Risk Control and Policy Management | Level 4 | Technology Application | Level 4 |

| GENERIC SKILLS AND COMPETENCIES (TOP 5) | |
|---|--------------|
| Digital Literacy | Intermediate |
| Virtual Collaboration | Intermediate |
| Service Orientation | Intermediate |
| Leadership | Intermediate |
| Decision Making | Intermediate |

For a list of Critical Work Functions and Key Tasks for this job role, visit skillsfuture.sg/skills-framework/air-transport

Manager (Load Control)

JOB ROLE DESCRIPTION

The Manager (Load Control) drives collaborative efforts with other departments and airlines to improve load control operational standards. He/She is responsible for exploring new technologies to calculate load limits, distribution and flight performance data. He leads the development of Standard Operating Procedures (SOPs) and systems to mitigate safety and/or security risks, and monitors the adherence to safety and/or security standards. He also develops the teams' technical capabilities and maintains positive morale within the teams.

The Manager (Load Control) possesses remarkable interpersonal and stakeholder management skills to build and maintain relationships with internal and external stakeholders. He also has strategic thinking capabilities and foresight in order to formulate load control operations and improve processes for the organisation. In addition, he is adaptable to maintain operational effectiveness during stressful situations with strong analytical skills. He also possesses excellent communication, people management and time management skills.

| TECHNICAL SKILLS AND COMPETENCIES | | | |
|--|---------|---|---------|
| Accident and Incident Response Management | Level 3 | Human Factors Management | Level 5 |
| Aircraft Load Planning | Level 4 | Human-Robot Collaboration | Level 5 |
| Aircraft Turnaround Coordination | Level 4 | Inclement Weather Operations and Planning | Level 5 |
| Aircraft Weight and Balance Calculation | Level 4 | Innovation Management | Level 5 |
| Business Development | Level 5 | International Air Transport Association Safety Audit for Ground Operations Implementation | Level 5 |
| Business Negotiation | Level 5 | Internet of Things Application | Level 5 |
| Change Management | Level 5 | Learning and Development | Level 5 |
| Crisis Communication and Media Management | Level 4 | Load Control Documentation | Level 4 |
| Customer Relationship Management | Level 5 | Manpower Planning | Level 5 |
| Dangerous Goods Management | Level 4 | Process Improvement and Optimisation | Level 5 |
| Financial Planning and Budget Management | Level 4 | Service Innovation | Level 5 |
| Flight Performance Data Calculation | Level 4 | Stakeholder Management | Level 5 |
| Ground Handling Services and Operations Management | Level 5 | Standard Operating Procedures Development | Level 5 |
| Hazard and Risk Control and Policy Management | Level 4 | Technology Application | Level 4 |

GENERIC SKILLS AND COMPETENCIES (TOP 5)

| | |
|----------------------|--------------|
| Leadership | Advanced |
| Decision Making | Advanced |
| Interpersonal Skills | Advanced |
| Problem Solving | Advanced |
| Teamwork | Intermediate |

For a list of Critical Work Functions and Key Tasks for this job role, visit skillsfuture.sg/skills-framework/air-transport

Maintenance Technician

JOB ROLE DESCRIPTION

The Maintenance Technician performs routine preventive maintenance and carries out repairs on Ground Support Equipment (GSE) according to maintenance plans. He/She provides updates on ad-hoc repairs and GSE functionality to officers and supervisors. To maintain a safe working environment, he complies with all safety and/or security standards and report breaches to officers and supervisors.

Besides having a technical or engineering background in maintenance work, the Maintenance Technician is familiar with the functions of GSE. He also works in shifts to accommodate round-the-clock flight arrivals and departures. He is detail-oriented, physically fit to handle heavy equipment and shows initiative in performing his daily tasks.

| TECHNICAL SKILLS AND COMPETENCIES | | | |
|--|---------|---|---------|
| Accident and Incident Response Management | Level 1 | Human Factors Management | Level 2 |
| Aircraft Turnaround Coordination | Level 1 | Human-Robot Collaboration | Level 2 |
| Airside Driving | Level 1 | Innovation Management | Level 2 |
| Change Management | Level 1 | International Air Transport Association Safety Audit for Ground Operations Implementation | Level 1 |
| Dangerous Goods Management | Level 1 | Internet of Things Application | Level 2 |
| Ground Handling Services and Operations Management | Level 1 | Learning and Development | Level 1 |
| Ground Support Equipment Maintenance | Level 2 | Process Improvement and Optimisation | Level 2 |
| Ground Support Equipment Operations | Level 1 | Stakeholder Management | Level 1 |
| Ground Support Equipment Safety Audit Inspections | Level 1 | Technology Application | Level 1 |
| Hazard and Risk Control and Policy Management | Level 2 | | |

GENERIC SKILLS AND COMPETENCIES (TOP 5)

| | |
|----------------------|-------|
| Digital Literacy | Basic |
| Teamwork | Basic |
| Lifelong Learning | Basic |
| Interpersonal Skills | Basic |
| Problem Solving | Basic |

For a list of Critical Work Functions and Key Tasks for this job role, visit skillsfuture.sg/skills-framework/air-transport

Technical Services Officer

JOB ROLE DESCRIPTION

The Technical Services Officer is responsible for the execution of preventive and corrective maintenance works for the upkeep of Ground Support Equipment (GSE). He/She assesses the overall functionality of GSE to determine maintenance needs and disposal plans. To maintain a safe working environment, he implements safety measures in the workplace and escalates safety and/or security breaches.

The Technical Services Officer has a technical or engineering background in maintenance work and is familiar with the functions and uses of various GSE and vehicles. He also works in shifts to accommodate round-the-clock flight arrivals and departures. He is detail-oriented and is proficient at working with maintenance systems and tools. He is also physically strong to handle heavy equipment.

| TECHNICAL SKILLS AND COMPETENCIES | | | |
|--|--------------|---|---------|
| Accident and Incident Response Management | Level 2 | Hazard and Risk Control and Policy Management | Level 3 |
| Aircraft Turnaround Coordination | Level 2 | Human Factors Management | Level 2 |
| Airside Driving | Level 2 | Human-Robot Collaboration | Level 2 |
| Change Management | Level 2 | Innovation Management | Level 2 |
| Dangerous Goods Management | Level 2 | International Air Transport Association Safety Audit for Ground Operations Implementation | Level 2 |
| Ground Handling Services and Operations Management | Level 2 | Internet of Things Application | Level 2 |
| Ground Support Equipment Failure Analysis | Level 3 | Learning and Development | Level 2 |
| Ground Support Equipment Maintenance | Level 2 | Process Improvement and Optimisation | Level 2 |
| Ground Support Equipment Operations | Level 2 | Stakeholder Management | Level 2 |
| Ground Support Equipment Safety Audit Inspections | Level 2 | Technology Application | Level 2 |
| GENERIC SKILLS AND COMPETENCIES (TOP 5) | | | |
| Problem Solving | Basic | | |
| Resource Management | Basic | | |
| Leadership | Basic | | |
| Decision Making | Intermediate | | |
| Communication | Intermediate | | |

For a list of Critical Work Functions and Key Tasks for this job role, visit skillsfuture.sg/skills-framework/air-transport

Supervisor (Technical Services)

JOB ROLE DESCRIPTION

The Supervisor (Technical Services) is responsible for ensuring that maintenance outcomes meet established maintenance plans, objectives and timelines. He/She performs quality checks on repair works and prepares analytical reports on the functionality of the Ground Support Equipment (GSE). As a leader to his team, he plays a mentoring role and delivers technical training to equip his team with relevant technical knowledge and skills. Moreover, he resolves conflicts, grievances and disputes among the team. He also enforces safety and/or security standards by carrying out periodic checks and investigating any breaches.

The Supervisor (Technical Services) possesses a good working knowledge of electronic and mechanical systems used in airport ground handling operations and is proficient at working with maintenance systems and tools. He also works in shifts to accommodate round-the-clock flight arrivals and departures. In addition, he is adept in people management and interpersonal skills in order to facilitate training and mentoring of the team. He is also detail-oriented and possesses good verbal and written communication skills to manage a team and prepare accurate reports.

| TECHNICAL SKILLS AND COMPETENCIES | | | |
|--|---------|---|---------|
| Accident and Incident Response Management | Level 3 | Hazard and Risk Control and Policy Management | Level 3 |
| Aircraft Turnaround Coordination | Level 3 | Human Factors Management | Level 3 |
| Airside Driving | Level 3 | Human-Robot Collaboration | Level 3 |
| Change Management | Level 3 | Innovation Management | Level 3 |
| Dangerous Goods Management | Level 3 | International Air Transport Association Safety Audit for Ground Operations Implementation | Level 3 |
| Ground Handling Services and Operations Management | Level 3 | Internet of Things Application | Level 3 |
| Ground Support Equipment Failure Analysis | Level 3 | Learning and Development | Level 3 |
| Ground Support Equipment Maintenance | Level 3 | Process Improvement and Optimisation | Level 3 |
| Ground Support Equipment Operations | Level 3 | Stakeholder Management | Level 3 |
| Ground Support Equipment Safety Audit Inspections | Level 3 | Standard Operating Procedures Development | Level 3 |
| | | Technology Application | Level 3 |

| GENERIC SKILLS AND COMPETENCIES (TOP 5) | |
|---|--------------|
| Leadership | Intermediate |
| Interpersonal Skills | Intermediate |
| Teamwork | Intermediate |
| Managing Diversity | Intermediate |
| Problem Solving | Intermediate |

For a list of Critical Work Functions and Key Tasks for this job role, visit skillsfuture.sg/skills-framework/air-transport

Executive (Technical Services)

JOB ROLE DESCRIPTION

The Executive (Technical Services) manages the full spectrum of technical maintenance operations for Ground Support Equipment (GSE). He/She oversees checks to ensure all technical maintenance works and disposal processes adhere to Standard Operating Procedures (SOPs) and provides technical advice on new GSE. He also monitors the achievement of work objectives and timelines against established maintenance plans. He develops action plans to address and prevent recurrence of safety and/or security breaches. He is also responsible for manpower deployment and developing on-the-job training programmes and workplace learning plans.

The Executive (Technical Services) has expert knowledge of airport ground handling electronic and mechanical systems and maintenance processes. He is detail-oriented and able to manage various maintenance systems and tools. He also possesses excellent verbal and written communication skills to plan and develop training curriculum. The Executive (Technical Services) is adept in people management skills to oversee staff matters and ensure discipline during operations.

| TECHNICAL SKILLS AND COMPETENCIES | | | |
|--|---------|---|---------|
| Accident and Incident Response Management | Level 3 | Hazard and Risk Control and Policy Management | Level 4 |
| Aircraft Turnaround Coordination | Level 4 | Human Factors Management | Level 4 |
| Business Development | Level 4 | Human-Robot Collaboration | Level 4 |
| Business Negotiation | Level 4 | Innovation Management | Level 4 |
| Change Management | Level 4 | International Air Transport Association Safety Audit for Ground Operations Implementation | Level 4 |
| Crisis Communication and Media Management | Level 3 | Internet of Things Application | Level 4 |
| Customer Relationship Management | Level 4 | Learning and Development | Level 4 |
| Dangerous Goods Management | Level 4 | Manpower Planning | Level 4 |
| Financial Planning and Budget Management | Level 3 | Process Improvement and Optimisation | Level 4 |
| Ground Handling Services and Operations Management | Level 4 | Service Innovation | Level 4 |
| Ground Support Equipment Failure Analysis | Level 4 | Stakeholder Management | Level 4 |
| Ground Support Equipment Maintenance | Level 4 | Standard Operating Procedures Development | Level 4 |
| Ground Support Equipment Operations | Level 4 | Technology Application | Level 4 |
| Ground Support Equipment Safety Audit Inspections | Level 4 | | |

GENERIC SKILLS AND COMPETENCIES (TOP 5)

| | |
|---------------------|--------------|
| Leadership | Intermediate |
| Resource Management | Intermediate |
| Service Orientation | Intermediate |
| Communication | Intermediate |
| Sense Making | Intermediate |

For a list of Critical Work Functions and Key Tasks for this job role, visit skillsfuture.sg/skills-framework/air-transport

Manager (Technical Services)

JOB ROLE DESCRIPTION

The Manager (Technical Services) leads the development of operational strategies to improve the effectiveness of technical maintenance operations. He/She manages cross-departmental requirements for maintaining Ground Support Equipment (GSE). He leads the procurement of new GSE and collaborates with external Original Equipment Manufacturers (OEMs) to conduct training for the teams. He also drives continuous improvement and business development initiatives through recommending new products and services that meet customers' needs. He develops Standard Operating Procedures (SOPs) and systems to mitigate safety and/or security risks and also develops the teams' technical capabilities and maintains positive morale within the teams.

The Manager (Technical Services) possesses strong stakeholder management and people management skills to build relationships with stakeholders of the organisation and lead his staff and teams. He also has an in-depth understanding of airport ground handling maintenance processes, systems and tools. He possesses outstanding verbal and written communication skills as well as a high proficiency in strategic thinking to formulate new plans and systems to enhance and augment GSE maintenance operations for the organisation.

| TECHNICAL SKILLS AND COMPETENCIES | | | |
|--|---------|---|---------|
| Accident and Incident Response Management | Level 3 | Hazard and Risk Control and Policy Management | Level 4 |
| Aircraft Turnaround Coordination | Level 4 | Human Factors Management | Level 5 |
| Business Development | Level 5 | Human-Robot Collaboration | Level 5 |
| Business Negotiation | Level 5 | Innovation Management | Level 5 |
| Change Management | Level 5 | International Air Transport Association Safety Audit for Ground Operations Implementation | Level 5 |
| Crisis Communication and Media Management | Level 4 | Internet of Things Application | Level 5 |
| Customer Relationship Management | Level 5 | Learning and Development | Level 5 |
| Dangerous Goods Management | Level 4 | Manpower Planning | Level 5 |
| Financial Planning and Budget Management | Level 4 | Process Improvement and Optimisation | Level 5 |
| Ground Handling Services and Operations Management | Level 5 | Service Innovation | Level 5 |
| Ground Support Equipment Failure Analysis | Level 5 | Stakeholder Management | Level 5 |
| Ground Support Equipment Maintenance | Level 5 | Standard Operating Procedures Development | Level 5 |
| Ground Support Equipment Operations | Level 4 | Technology Application | Level 4 |
| Ground Support Equipment Safety Audit Inspections | Level 4 | | |

GENERIC SKILLS AND COMPETENCIES (TOP 5)

| | |
|---------------------|--------------|
| Sense Making | Advanced |
| Decision Making | Intermediate |
| Resource Management | Advanced |
| Service Orientation | Advanced |
| Developing People | Intermediate |

For a list of Critical Work Functions and Key Tasks for this job role, visit skillsfuture.sg/skills-framework/air-transport

Cargo Assistant

JOB ROLE DESCRIPTION

The Cargo Assistant is responsible for administering air cargo operations such as handling incoming and outgoing cargo and verifying import and export documents and airworthiness standards. He/She transfers cargo within the warehouses including storing and stowing dangerous goods in designated cargo areas. He also ensures compliance with all safety and/or security standards.

Besides being physically strong to lift heavy packages, the Cargo Assistant also possesses a valid driving licence to operate technical equipment. He works outdoors under all weather conditions as well as works in shifts to accommodate round-the-clock flight arrivals and departures. He possesses good communication skills to work effectively with the team.

| TECHNICAL SKILLS AND COMPETENCIES | | | |
|--|---------|---|---------|
| Accident and Incident Response Management | Level 1 | Human-Robot Collaboration | Level 2 |
| Air Cargo Operations Management | Level 1 | Import and Export Documentation Administration | Level 1 |
| Aircraft Turnaround Coordination | Level 1 | Inclement Weather Operations and Planning | Level 1 |
| Cargo Receipt and Inspection | Level 1 | Innovation Management | Level 2 |
| Cargo Tracking Systems Administration | Level 2 | International Air Transport Association Safety Audit for Ground Operations Implementation | Level 1 |
| Cargo Transit and Transshipment Management | Level 2 | Internet of Things Application | Level 2 |
| Cargo Warehouse Operations | Level 2 | Learning and Development | Level 1 |
| Change Management | Level 1 | Process Improvement and Optimisation | Level 2 |
| Dangerous Goods Management | Level 1 | Stakeholder Management | Level 1 |
| Ground Handling Services and Operations Management | Level 1 | Technology Application | Level 1 |
| Hazard and Risk Control and Policy Management | Level 2 | Unit Load Devices Operations | Level 1 |
| Human Factors Management | Level 2 | | |

| GENERIC SKILLS AND COMPETENCIES (TOP 5) | |
|---|--------------|
| Communication | Basic |
| Teamwork | Basic |
| Interpersonal Skills | Intermediate |
| Service Orientation | Basic |
| Digital Literacy | Basic |

For a list of Critical Work Functions and Key Tasks for this job role, visit skillsfuture.sg/skills-framework/air-transport

Cargo Officer

JOB ROLE DESCRIPTION

The Cargo Officer ensures that cargo shipments are handled and stored according to Standard Operating Procedures (SOPs) and handling requirements. He/She prepares all essential cargo documentation and performs stock control and housekeeping operations to ensure shipments are arranged according to cargo plans. He also follows and implements safety and/or security measures and escalates safety and security breaches.

Besides being knowledgeable in operating different equipment and vehicles related to cargo operations, the Cargo Officer works under all weather conditions as well as in shifts to accommodate round-the-clock flight arrivals and departures. He is also familiar with the safety standards and regulations set by the organisation and other authorities. In addition, he is detail-oriented, meticulous and works well with others.

| TECHNICAL SKILLS AND COMPETENCIES | | | |
|--|---------|---|---------|
| Accident and Incident Response Management | Level 2 | Human Factors Management | Level 2 |
| Air Cargo Operations Management | Level 2 | Human-Robot Collaboration | Level 2 |
| Aircraft Turnaround Coordination | Level 2 | Import and Export Documentation Administration | Level 2 |
| Cargo Load Planning | Level 2 | Inclement Weather Operations and Planning | Level 2 |
| Cargo Receipt and Inspection | Level 2 | Innovation Management | Level 2 |
| Cargo Tracking Systems Administration | Level 3 | International Air Transport Association Safety Audit for Ground Operations Implementation | Level 2 |
| Cargo Transit and Transshipment Management | Level 2 | Internet of Things Application | Level 2 |
| Cargo Warehouse Operations | Level 2 | Learning and Development | Level 2 |
| Change Management | Level 2 | Process Improvement and Optimisation | Level 2 |
| Dangerous Goods Management | Level 2 | Stakeholder Management | Level 2 |
| Ground Handling Services and Operations Management | Level 2 | Technology Application | Level 2 |
| Hazard and Risk Control and Policy Management | Level 3 | Unit Load Devices Operations | Level 2 |

| GENERIC SKILLS AND COMPETENCIES (TOP 5) | |
|---|--------------|
| Communication | Intermediate |
| Teamwork | Intermediate |
| Interpersonal Skills | Intermediate |
| Developing People | Basic |
| Problem Solving | Basic |

For a list of Critical Work Functions and Key Tasks for this job role, visit skillsfuture.sg/skills-framework/air-transport

Supervisor (Cargo)

JOB ROLE DESCRIPTION

The Supervisor (Cargo) oversees cargo handling operations to ensure adherence to Standard Operating Procedures (SOPs) and established handling standards. He/She monitors the development of cargo load plans and organises warehouse operations based on warehousing situations and contingencies. He enforces safety and/or security standards by carrying out periodic safety checks and investigating security breaches. He also serves as a mentor to team members and/or direct reports and is responsible for resolving conflicts, grievances and disputes among the team.

The Supervisor (Cargo) has an adept knowledge in operating different equipment and vehicles in compliance with the safety standards and regulations set by the organisation. He works under all weather conditions as well as works in shifts to accommodate round-the-clock flight arrivals and departures. In addition, he possesses good communication, interpersonal and supervisory skills to interact with people at all levels and provide guidance to the team.

| TECHNICAL SKILLS AND COMPETENCIES | | | |
|--|--------------|---|---------|
| Accident and Incident Response Management | Level 3 | Import and Export Documentation Administration | Level 3 |
| Air Cargo Operations Management | Level 3 | Inclement Weather Operations and Planning | Level 3 |
| Aircraft Turnaround Coordination | Level 3 | Innovation Management | Level 3 |
| Cargo Load Planning | Level 3 | International Air Transport Association Safety Audit for Ground Operations Implementation | Level 3 |
| Cargo Receipt and Inspection | Level 3 | Internet of Things Application | Level 3 |
| Cargo Tracking Systems Administration | Level 3 | Learning and Development | Level 3 |
| Cargo Transit and Transshipment Management | Level 3 | Process Improvement and Optimisation | Level 3 |
| Cargo Warehouse Operations | Level 3 | Stakeholder Management | Level 3 |
| Change Management | Level 3 | Standard Operating Procedures Development | Level 3 |
| Dangerous Goods Management | Level 3 | Technology Application | Level 3 |
| Ground Handling Services and Operations Management | Level 3 | Unit Load Devices Operations | Level 3 |
| Hazard and Risk Control and Policy Management | Level 3 | | |
| Human Factors Management | Level 3 | | |
| Human-Robot Collaboration | Level 3 | | |
| GENERIC SKILLS AND COMPETENCIES (TOP 5) | | | |
| Communication | Intermediate | | |
| Teamwork | Intermediate | | |
| Problem Solving | Intermediate | | |
| Interpersonal Skills | Advanced | | |
| Transdisciplinary Thinking | Basic | | |

For a list of Critical Work Functions and Key Tasks for this job role, visit skillsfuture.sg/skills-framework/air-transport

Executive (Cargo)

JOB ROLE DESCRIPTION

The Executive (Cargo) collaborates with airlines to determine their cargo shipment requirements and updates Standard Operating Procedures (SOPs) to reflect new international regulations and air laws. He/She evaluates warehousing standards and storage plans to ensure compliance with SOPs. He also develops action plans to prevent the recurrence of safety and/or security issues and manages major operations involving hazardous materials and/or dangerous goods. He is also accountable for manpower deployment and developing on-the-job training programmes and workplace learning plans.

Besides having a sound knowledge of cargo handling procedures, the Executive (Cargo) is kept up-to-date with international airfreight regulations as well as safety regulations and practices of the organisation. He possesses excellent communication skills, strong people and clientele management skills. The ability to handle problems and being resourceful are also key attributes. In addition, he is able to work under pressure with good multi-tasking skills.

| TECHNICAL SKILLS AND COMPETENCIES | | | |
|--|--------------|---|---------|
| Accident and Incident Response Management | Level 3 | Hazard and Risk Control and Policy Management | Level 4 |
| Air Cargo Operations Management | Level 4 | Human Factors Management | Level 4 |
| Aircraft Turnaround Coordination | Level 4 | Human-Robot Collaboration | Level 4 |
| Business Development | Level 4 | Import and Export Documentation Administration | Level 4 |
| Business Negotiation | Level 4 | Inclement Weather Operations and Planning | Level 4 |
| Cargo Load Planning | Level 4 | Innovation Management | Level 4 |
| Cargo Receipt and Inspection | Level 4 | International Air Transport Association Safety Audit for Ground Operations Implementation | Level 4 |
| Cargo Tracking Systems Administration | Level 4 | Internet of Things Application | Level 4 |
| Cargo Transit and Transshipment Management | Level 4 | Learning and Development | Level 4 |
| Cargo Warehouse Operations | Level 4 | Manpower Planning | Level 4 |
| Change Management | Level 4 | Process Improvement and Optimisation | Level 4 |
| Crisis Communication and Media Management | Level 3 | Service Innovation | Level 4 |
| Customer Relationship Management | Level 4 | Stakeholder Management | Level 4 |
| Dangerous Goods Management | Level 4 | Standard Operating Procedures Development | Level 4 |
| Financial Planning and Budget Management | Level 3 | Technology Application | Level 4 |
| Ground Handling Services and Operations Management | Level 4 | Unit Load Devices Operations | Level 4 |
| GENERIC SKILLS AND COMPETENCIES (TOP 5) | | | |
| Communication | Advanced | | |
| Problem Solving | Advanced | | |
| Leadership | Intermediate | | |
| Decision Making | Advanced | | |
| Managing Diversity | Advanced | | |

For a list of Critical Work Functions and Key Tasks for this job role, visit skillsfuture.sg/skills-framework/air-transport

Manager (Cargo)

JOB ROLE DESCRIPTION

The Manager (Cargo) leads the development of operational strategies to improve the effectiveness of air cargo and warehouse operations. He/She is responsible for driving continuous improvement and business development initiatives to optimise processes and meet customer needs. He develops Standard Operating Procedures (SOPs) and systems to mitigate safety and/or security risks and monitors the adherence to safety and/or security standards. He also advises authorities and other teams to manage incidents involving hazardous materials and/or dangerous goods. He develops the teams' technical capabilities and maintains positive morale within the teams.

The Manager (Cargo) has an extensive knowledge of cargo handling procedures, international airfreight regulations and policy requirements. He is also well-versed in organisational safety regulations and practices. He possesses strong interpersonal and stakeholder management skills in order to build and maintain stakeholder relationships. In addition, he is adaptable and manages stressful situations within a tight time frame. He also has strong communication and people management skills with outstanding computer literacy and problem-solving skills.

| TECHNICAL SKILLS AND COMPETENCIES | | | |
|--|---------|---|---------|
| Accident and Incident Response Management | Level 3 | Hazard and Risk Control and Policy Management | Level 4 |
| Air Cargo Operations Management | Level 5 | Human Factors Management | Level 5 |
| Aircraft Turnaround Coordination | Level 4 | Human-Robot Collaboration | Level 5 |
| Business Development | Level 5 | Inclement Weather Operations and Planning | Level 5 |
| Business Negotiation | Level 5 | Innovation Management | Level 5 |
| Cargo Load Planning | Level 4 | International Air Transport Association Safety Audit for Ground Operations Implementation | Level 5 |
| Cargo Receipt and Inspection | Level 4 | Internet of Things Application | Level 5 |
| Cargo Tracking Systems Administration | Level 4 | Learning and Development | Level 5 |
| Cargo Transit and Transshipment Management | Level 4 | Manpower Planning | Level 5 |
| Cargo Warehouse Operations | Level 4 | Process Improvement and Optimisation | Level 5 |
| Change Management | Level 5 | Service Innovation | Level 5 |
| Crisis Communication and Media Management | Level 4 | Stakeholder Management | Level 5 |
| Customer Relationship Management | Level 5 | Standard Operating Procedures Development | Level 5 |
| Dangerous Goods Management | Level 4 | Technology Application | Level 4 |
| Financial Planning and Budget Management | Level 4 | Unit Load Devices Operations | Level 5 |
| Ground Handling Services and Operations Management | Level 5 | | |

| GENERIC SKILLS AND COMPETENCIES (TOP 5) | | | |
|---|----------|------------------------|----------|
| Communication | Advanced | Leadership | Advanced |
| Problem Solving | Advanced | Developing People | Advanced |
| | | Computational Thinking | Basic |

For a list of Critical Work Functions and Key Tasks for this job role, visit skillsfuture.sg/skills-framework/air-transport

Catering Assistant

JOB ROLE DESCRIPTION

The Catering Assistant is tasked with administering catering services such as handling logistics to supply fresh ingredients, preparing in-flight meals and delivering meals to aircraft. He/She checks the flight kitchens to ensure compliance with safety, hygiene and food disposal practices.

The Catering Assistant possesses a Class 3 Driving Licence and an Airfield Driving Permit (ADP) to operate vehicles and transport food carts. To perform his duties effectively, he is also familiar with proper housekeeping procedures and food safety standards. He works in shifts to accommodate round-the-clock flight arrivals and departures. He is detail-oriented and is able to work well with others.

| TECHNICAL SKILLS AND COMPETENCIES | | | |
|--|---------|---|---------|
| Accident and Incident Response Management | Level 1 | Human-Robot Collaboration | Level 2 |
| Aircraft Turnaround Coordination | Level 1 | Inclement Weather Operations and Planning | Level 1 |
| Airside Driving | Level 1 | Innovation Management | Level 2 |
| Cabin Loading Activities | Level 1 | International Air Transport Association Safety Audit for Ground Operations Implementation | Level 1 |
| Change Management | Level 1 | Internet of Things Application | Level 2 |
| Dangerous Goods Management | Level 1 | Kitchen Production Scheduling | Level 1 |
| Food and Beverage Quality Audit and Assessment | Level 2 | Learning and Development | Level 1 |
| Food and Beverage Safety, Hygiene and Security | Level 2 | Process Improvement and Optimisation | Level 2 |
| Food Waste Management | Level 2 | Stakeholder Management | Level 1 |
| Ground Handling Services and Operations Management | Level 1 | Technology Application | Level 1 |
| Hazard and Risk Control and Policy Management | Level 2 | | |
| Human Factors Management | Level 2 | | |

| GENERIC SKILLS AND COMPETENCIES (TOP 5) | |
|---|-------|
| Teamwork | Basic |
| Problem Solving | Basic |
| Communication | Basic |
| Service Orientation | Basic |
| Digital Literacy | Basic |

For a list of Critical Work Functions and Key Tasks for this job role, visit skillsfuture.sg/skills-framework/air-transport

Catering Officer

JOB ROLE DESCRIPTION

The Catering Officer coordinates the administration of catering services such as conducting quality checks on in-flight meals and monitoring the loading and unloading of food carts. He/She facilitates work processes to address hygiene and quality gaps identified from audit findings. He executes safety and security measures and serves as a mentor to team members.

The Catering Officer possesses a Class 3 Driving Licence and an Airfield Driving Permit (ADP) to operate vehicles and transport food carts. He is also knowledgeable about meal preparation and food safety practices and other regulations set by the organisation. He works in shifts to accommodate round-the-clock flight arrivals and departures. He is detail-oriented, possesses good time management and interpersonal skills and is able to work well with others.

| TECHNICAL SKILLS AND COMPETENCIES | | | |
|--|---------|---|---------|
| Accident and Incident Response Management | Level 2 | Human-Robot Collaboration | Level 2 |
| Aircraft Turnaround Coordination | Level 2 | Incident Weather Operations and Planning | Level 2 |
| Airside Driving | Level 2 | Innovation Management | Level 2 |
| Cabin Loading Activities | Level 2 | International Air Transport Association Safety Audit for Ground Operations Implementation | Level 2 |
| Change Management | Level 2 | Internet of Things Application | Level 2 |
| Dangerous Goods Management | Level 2 | Kitchen Production Scheduling | Level 2 |
| Food and Beverage Quality Audit and Assessment | Level 2 | Learning and Development | Level 2 |
| Food and Beverage Safety, Hygiene and Security | Level 2 | Process Improvement and Optimisation | Level 2 |
| Food Waste Management | Level 2 | Stakeholder Management | Level 2 |
| Ground Handling Services and Operations Management | Level 2 | Technology Application | Level 2 |
| Hazard and Risk Control and Policy Management | Level 3 | | |
| Human Factors Management | Level 2 | | |

| GENERIC SKILLS AND COMPETENCIES (TOP 5) | |
|---|--------------|
| Decision Making | Basic |
| Communication | Intermediate |
| Teamwork | Intermediate |
| Resource Management | Basic |
| Service Orientation | Intermediate |

For a list of Critical Work Functions and Key Tasks for this job role, visit skillsfuture.sg/skills-framework/air-transport

Supervisor (Production/Catering-Cabin)

JOB ROLE DESCRIPTION

The Supervisor (Production/Catering-Cabin) is responsible for overseeing the smooth operations of flight catering services. He/She resolves issues regarding in-flight catering process flows and implements continuous improvement initiatives to address gaps identified in quality audits. He carries out safety and/or security checks and is responsible for resolving conflicts, grievances and disputes among the team.

The Supervisor (Production/Catering-Cabin) has a proficient understanding of catering services and food safety practices and regulations of the organisation. He holds a Class 3 Driving Licence and an Airfield Driving Permit (ADP) to operate various equipment and vehicles in compliance with established safety regulations. He works in shifts to accommodate round-the-clock flight arrivals and departures. As a team leader, he possesses strong people management, communication and interpersonal skills.

| TECHNICAL SKILLS AND COMPETENCIES | | | |
|---|---------|---|---------|
| Accident and Incident Response Management | Level 3 | Human Factors Management | Level 3 |
| Aircraft Turnaround Coordination | Level 3 | Human-Robot Collaboration | Level 3 |
| Airside Driving | Level 3 | Incident Weather Operations and Planning | Level 3 |
| Cabin Loading Activities | Level 3 | Innovation Management | Level 3 |
| Change Management | Level 3 | International Air Transport Association Safety Audit for Ground Operations Implementation | Level 3 |
| Dangerous Goods Management | Level 3 | Internet of Things Application | Level 3 |
| Food and Beverage Quality Assurance Framework Development | Level 3 | Kitchen Production Scheduling | Level 3 |
| Food and Beverage Quality Audit and Assessment | Level 3 | Learning and Development | Level 3 |
| Food and Beverage Safety, Hygiene and Security | Level 3 | Process Improvement and Optimisation | Level 3 |
| Food Waste Management | Level 3 | Stakeholder Management | Level 3 |
| Ground Handling Services and Operations Management | Level 3 | Standard Operating Procedures Development | Level 3 |
| Hazard and Risk Control and Policy Management | Level 3 | Technology Application | Level 3 |

| GENERIC SKILLS AND COMPETENCIES (TOP 5) | |
|---|--------------|
| Leadership | Intermediate |
| Decision Making | Intermediate |
| Communication | Advanced |
| Resource Management | Intermediate |
| Teamwork | Intermediate |

For a list of Critical Work Functions and Key Tasks for this job role, visit skillsfuture.sg/skills-framework/air-transport

Executive (Production/Catering-Cabin)

JOB ROLE DESCRIPTION

The Executive (Production/Catering-Cabin) collaborates with airlines to determine current service levels and implement resource optimisation work plans. He/She is responsible for presenting food hygiene and quality audit findings to higher authorities. He develops action plans to address and prevent the recurrence of safety and/or security issues. He deploys manpower resources to meet production schedules and develops on-the-job training programmes and workplace learning plans to improve the capabilities of teams.

The Executive (Production/Catering-Cabin) has a sound knowledge of airport catering services operations and food production processes. He is able to multi-task and manage his teams during stressful situations within a tight time frame. He also possesses excellent communication, interpersonal and people management skills to engage with people at all levels and oversee staff matters.

| TECHNICAL SKILLS AND COMPETENCIES | | | |
|---|---------|---|---------|
| Accident and Incident Response Management | Level 3 | Human Factors Management | Level 4 |
| Aircraft Turnaround Coordination | Level 4 | Human-Robot Collaboration | Level 4 |
| Business Development | Level 4 | Inclement Weather Operations and Planning | Level 4 |
| Business Negotiation | Level 4 | Innovation Management | Level 4 |
| Cabin Loading Activities | Level 3 | International Air Transport Association Safety Audit for Ground Operations Implementation | Level 4 |
| Change Management | Level 4 | Internet of Things Application | Level 4 |
| Crisis Communication and Media Management | Level 3 | Kitchen Production Scheduling | Level 4 |
| Customer Relationship Management | Level 4 | Learning and Development | Level 4 |
| Dangerous Goods Management | Level 4 | Manpower Planning | Level 4 |
| Financial Planning and Budget Management | Level 3 | Process Improvement and Optimisation | Level 4 |
| Food and Beverage Quality Assurance Framework Development | Level 4 | Service Innovation | Level 4 |
| Food and Beverage Quality Audit and Assessment | Level 4 | Stakeholder Management | Level 4 |
| Food and Beverage Safety, Hygiene and Security | Level 4 | Standard Operating Procedures Development | Level 4 |
| Food Waste Management | Level 4 | Technology Application | Level 4 |
| Ground Handling Services and Operations Management | Level 4 | | |
| Hazard and Risk Control and Policy Management | Level 4 | | |

| GENERIC SKILLS AND COMPETENCIES (TOP 5) | |
|---|--------------|
| Leadership | Intermediate |
| Decision Making | Advanced |
| Communication | Advanced |
| Resource Management | Intermediate |
| Teamwork | Intermediate |

For a list of Critical Work Functions and Key Tasks for this job role, visit skillsfuture.sg/skills-framework/air-transport

Manager (Production/Catering-Cabin)

JOB ROLE DESCRIPTION

The Manager (Production/Catering-Cabin) leads collaborative efforts with other departments and airlines to review catering operations and ensure compliance with food hygiene and quality standards. He/She is responsible for driving continuous improvement and business development initiatives to improve productivity and meet customer needs. He develops Standard Operating Procedures (SOPs) and systems to mitigate safety and/or security risks and oversees adherence to safety and/or security standards. He also develops the teams' technical capabilities through coaching and maintains positive morale within the teams.

The Manager (Production/Catering-Cabin) has an in-depth knowledge of supply chain operations, food handling and production processes in the airline industry. He also possesses remarkable interpersonal and stakeholder management skills to build and maintain relationships with internal and external stakeholders. In addition, he has strong communication and people management skills to lead staff and teams with extensive knowledge of policy requirements and quality and hygiene regulations of the organisation and internationally.

| TECHNICAL SKILLS AND COMPETENCIES | | | |
|---|---------|---|---------|
| Accident and Incident Response Management | Level 3 | Hazard and Risk Control and Policy Management | Level 4 |
| Aircraft Turnaround Coordination | Level 4 | Human Factors Management | Level 5 |
| Business Development | Level 5 | Human-Robot Collaboration | Level 5 |
| Business Negotiation | Level 5 | Inclement Weather Operations and Planning | Level 5 |
| Change Management | Level 5 | Innovation Management | Level 5 |
| Crisis Communication and Media Management | Level 4 | International Air Transport Association Safety Audit for Ground Operations Implementation | Level 5 |
| Customer Relationship Management | Level 5 | Internet of Things Application | Level 5 |
| Dangerous Goods Management | Level 4 | Kitchen Production Scheduling | Level 5 |
| Financial Planning and Budget Management | Level 4 | Learning and Development | Level 5 |
| Food and Beverage Quality Assurance Framework Development | Level 5 | Manpower Planning | Level 5 |
| Food and Beverage Quality Audit and Assessment | Level 5 | Process Improvement and Optimisation | Level 5 |
| Food and Beverage Safety, Hygiene and Security | Level 4 | Service Innovation | Level 5 |
| Food Waste Management | Level 5 | Stakeholder Management | Level 5 |
| Ground Handling Services and Operations Management | Level 5 | Standard Operating Procedures Development | Level 5 |
| | | Technology Application | Level 4 |

| GENERIC SKILLS AND COMPETENCIES (TOP 5) | |
|---|----------|
| Leadership | Advanced |
| Decision Making | Advanced |
| Developing People | Advanced |
| Communication | Advanced |
| Teamwork | Advanced |

For a list of Critical Work Functions and Key Tasks for this job role, visit skillsfuture.sg/skills-framework/air-transport

Ramp Operator

JOB ROLE DESCRIPTION

The Ramp Operator is tasked with operating Ground Support Equipment (GSE) during ramp operations. He/She clears the Equipment Restraint Area (ERA) before setting up the GSE and performs checks on GSE to ensure they are functioning optimally. He removes any hazards from the Equipment Staging Area (ESA), complies with all safety and/or security standards and reports safety and/or security breaches to officers and supervisors.

Besides having a Class 3 Driving Licence and an Airfield Driving Permit (ADP) to operate vehicles and equipment, the Ramp Operator is able to work outdoors under all weather conditions as well as work in shifts to accommodate round-the-clock flight arrivals and departures. He is also physically and mentally fit with good hearing and eyesight. In addition, he has good time management, communication and interpersonal skills and is familiar with technological tools.

| TECHNICAL SKILLS AND COMPETENCIES | | | |
|--|---------|---|---------|
| Accident and Incident Response Management | Level 1 | Hazard and Risk Control and Policy Management | Level 2 |
| Aircraft Movement Management | Level 1 | Human Factors Management | Level 2 |
| Aircraft Turnaround Coordination | Level 1 | Human-Robot Collaboration | Level 2 |
| Airside Driving | Level 1 | Inclement Weather Operations and Planning | Level 1 |
| Baggage Loading and Unloading Administration | Level 1 | Innovation Management | Level 2 |
| Cargo Loading and Unloading Administration | Level 1 | International Air Transport Association Safety Audit for Ground Operations Implementation | Level 1 |
| Change Management | Level 1 | Internet of Things Application | Level 2 |
| Dangerous Goods Management | Level 1 | Learning and Development | Level 1 |
| Ground Handling Services and Operations Management | Level 1 | Process Improvement and Optimisation | Level 2 |
| Ground Support Equipment Operations | Level 1 | Stakeholder Management | Level 1 |
| | | Technology Application | Level 1 |

| GENERIC SKILLS AND COMPETENCIES (TOP 5) | |
|---|-------|
| Teamwork | Basic |
| Communication | Basic |
| Virtual Collaboration | Basic |
| Problem Solving | Basic |
| Service Orientation | Basic |

For a list of Critical Work Functions and Key Tasks for this job role, visit skillsfuture.sg/skills-framework/air-transport

Ramp Officer

JOB ROLE DESCRIPTION

The Ramp Officer coordinates all ramp operations and requirements in compliance with Standard Operating Procedures (SOPs) and inspects Ground Support Equipment (GSE) to ensure that they are in working order. He/She ensures cargo and/or baggage are loaded on aircraft according to plans in a timely and efficient manner. He conducts bay sweeps and prepares flight reports to provide updates on ramp operations performance. He also executes safety measures and escalates safety and/or security breaches.

Besides having a Class 3 Driving Licence and an Airfield Driving Permit (ADP) to operate vehicles and equipment, the Ramp Officer is able to work outdoors under all weather conditions as well as work in shifts to accommodate round-the-clock flight arrivals and departures. He is physically and mentally fit with good hearing and eyesight. He possesses good communication skills to work well with others. Under pressure, he is resourceful to ensure the smooth running of ramp operations.

| TECHNICAL SKILLS AND COMPETENCIES | | | |
|--|---------|---|---------|
| Accident and Incident Response Management | Level 2 | Human Factors Management | Level 2 |
| Aircraft Turnaround Coordination | Level 2 | Human-Robot Collaboration | Level 2 |
| Airside Driving | Level 2 | Inclement Weather Operations and Planning | Level 2 |
| Baggage Loading and Unloading Administration | Level 2 | Innovation Management | Level 2 |
| Cargo Loading and Unloading Administration | Level 2 | International Air Transport Association Safety Audit for Ground Operations Implementation | Level 2 |
| Change Management | Level 2 | Internet of Things Application | Level 2 |
| Dangerous Goods Management | Level 2 | Learning and Development | Level 2 |
| Ground Handling Services and Operations Management | Level 2 | Process Improvement and Optimisation | Level 2 |
| Ground Support Equipment Operations | Level 2 | Stakeholder Management | Level 2 |
| Hazard and Risk Control and Policy Management | Level 3 | Technology Application | Level 2 |

| GENERIC SKILLS AND COMPETENCIES (TOP 5) | |
|---|--------------|
| Communication | Intermediate |
| Leadership | Basic |
| Teamwork | Basic |
| Resource Management | Basic |
| Decision Making | Intermediate |

For a list of Critical Work Functions and Key Tasks for this job role, visit skillsfuture.sg/skills-framework/air-transport

Technical Ramp Officer

JOB ROLE DESCRIPTION

The Technical Ramp Officer administers the manpower and Ground Support Equipment (GSE) deployment to handle daily flights' requirements according to airlines' Service Level Agreements (SLAs). He/She coordinates all technical ramp activities in compliance with airlines' service standards and determines special handling requirements of incoming aircraft. He directs aircraft to designated locations and services them according to airline requirements. He also performs pushback, towing and marshalling of aircraft into position. He communicates with flight crew and conducts audits pertaining to technical ramp handling for each flight. He also executes safety measures and escalates safety and/or security breaches.

Besides having a Class 3 Driving Licence and an Airfield Driving Permit (ADP) to operate vehicles and equipment, the Technical Ramp Officer works outdoors under all weather conditions as well as works in shifts to accommodate round-the-clock flight arrivals and departures. He is also physically and mentally fit with good hearing and eyesight. Furthermore, he possesses good communication and interpersonal skills to work in a team. Under pressure, he is detail-oriented to ensure the smooth running of technical ramp operations.

| TECHNICAL SKILLS AND COMPETENCIES | | | |
|--|---------|---|---------|
| Accident and Incident Response Management | Level 2 | Human-Robot Collaboration | Level 2 |
| Aircraft Movement Management | Level 2 | Inclement Weather Operations and Planning | Level 2 |
| Aircraft Turnaround Coordination | Level 2 | Innovation Management | Level 2 |
| Airside Driving | Level 2 | International Air Transport Association Safety Audit for Ground Operations Implementation | Level 2 |
| Change Management | Level 2 | Internet of Things Application | Level 2 |
| Dangerous Goods Management | Level 2 | Learning and Development | Level 2 |
| Ground Handling Services and Operations Management | Level 2 | Process Improvement and Optimisation | Level 2 |
| Ground Support Equipment Operations | Level 2 | Stakeholder Management | Level 2 |
| Hazard and Risk Control and Policy Management | Level 3 | Technology Application | Level 2 |
| Human Factors Management | Level 2 | | |

| GENERIC SKILLS AND COMPETENCIES (TOP 5) | |
|---|--------------|
| Communication | Intermediate |
| Leadership | Basic |
| Teamwork | Basic |
| Resource Management | Basic |
| Decision Making | Intermediate |

For a list of Critical Work Functions and Key Tasks for this job role, visit skillsfuture.sg/skills-framework/air-transport

Supervisor (Ramp/Technical Ramp)

JOB ROLE DESCRIPTION

The Supervisor (Ramp/Technical Ramp) oversees the smooth running of ramp/technical ramp operations. He/She is responsible for managing manpower and equipment resources as well as resolving operational issues. He carries out periodic safety and/or security checks and investigate breaches. As a supervisor, he serves as a mentor to team members and/or direct reports and is responsible for resolving conflicts, grievances and disputes among the team.

The Supervisor (Ramp/Technical Ramp) is proficient with technological tools and has a good understanding of customer and stakeholder needs. He possesses a Class 3 Driving Licence and an Airfield Driving Permit (ADP) to operate vehicles and equipment and works in shifts to accommodate round-the-clock flight arrivals and departures. He also has strong communication, interpersonal and supervisory skills to interact with people at all levels and good time management skills to handle stressful situations and tight time constraints.

| TECHNICAL SKILLS AND COMPETENCIES | | | |
|--|---------|---|---------|
| Accident and Incident Response Management | Level 3 | Human-Robot Collaboration | Level 3 |
| Aircraft Movement Management | Level 3 | Inclement Weather Operations and Planning | Level 3 |
| Aircraft Turnaround Coordination | Level 3 | Innovation Management | Level 3 |
| Airside Driving | Level 3 | International Air Transport Association Safety Audit for Ground Operations Implementation | Level 3 |
| Baggage Loading and Unloading Administration | Level 3 | Internet of Things Application | Level 3 |
| Cargo Loading and Unloading Administration | Level 3 | Learning and Development | Level 3 |
| Change Management | Level 3 | Process Improvement and Optimisation | Level 3 |
| Dangerous Goods Management | Level 3 | Stakeholder Management | Level 3 |
| Ground Handling Services and Operations Management | Level 3 | Standard Operating Procedures Development | Level 3 |
| Ground Support Equipment Operations | Level 3 | Technology Application | Level 3 |
| Hazard and Risk Control and Policy Management | Level 3 | | |
| Human Factors Management | Level 3 | | |

| GENERIC SKILLS AND COMPETENCIES (TOP 5) | |
|---|--------------|
| Leadership | Intermediate |
| Communication | Intermediate |
| Resource Management | Intermediate |
| Teamwork | Intermediate |
| Interpersonal Skills | Intermediate |

For a list of Critical Work Functions and Key Tasks for this job role, visit skillsfuture.sg/skills-framework/air-transport

Executive (Ramp/Technical Ramp)

JOB ROLE DESCRIPTION

The Executive (Ramp/Technical Ramp) performs regular audits to ensure that ramp/technical ramp operations comply with Standard Operating Procedures (SOPs). He/She recommends enhancements to address areas of non-compliance, improves operational efficiencies and develops action plans to prevent safety and/or security issues from recurring. He also develops workplace learning plans and on-the-job training programmes to enhance the capabilities of teams.

The Executive (Ramp/Technical Ramp) has a sound knowledge of airport operations and ramp/technical ramp procedures. He also has strong analytical abilities to identify root causes of ground handling related delays and their potential implications. He is results-oriented and possesses excellent communication and interpersonal skills. Furthermore, he has strong computer literacy skills and competence in learning orientation to determine learning and developmental needs of his team members.

| TECHNICAL SKILLS AND COMPETENCIES | | | |
|--|---------|---|---------|
| Accident and Incident Response Management | Level 3 | Human Factors Management | Level 4 |
| Aircraft Turnaround Coordination | Level 4 | Human-Robot Collaboration | Level 4 |
| Baggage Loading and Unloading Administration | Level 4 | Inclement Weather Operations and Planning | Level 4 |
| Business Development | Level 4 | Innovation Management | Level 4 |
| Business Negotiation | Level 4 | International Air Transport Association Safety Audit for Ground Operations Implementation | Level 4 |
| Cargo Loading and Unloading Administration | Level 4 | Internet of Things Application | Level 4 |
| Change Management | Level 4 | Learning and Development | Level 4 |
| Crisis Communication and Media Management | Level 3 | Manpower Planning | Level 4 |
| Customer Relationship Management | Level 4 | Process Improvement and Optimisation | Level 4 |
| Dangerous Goods Management | Level 4 | Service Innovation | Level 4 |
| Financial Planning and Budget Management | Level 3 | Stakeholder Management | Level 4 |
| Ground Handling Services and Operations Management | Level 4 | Standard Operating Procedures Development | Level 4 |
| Ground Support Equipment Operations | Level 4 | Technology Application | Level 4 |
| Hazard and Risk Control and Policy Management | Level 4 | | |

GENERIC SKILLS AND COMPETENCIES (TOP 5)

| | |
|---------------------|--------------|
| Leadership | Intermediate |
| Service Orientation | Intermediate |
| Creative Thinking | Intermediate |
| Global Mindset | Basic |
| Problem Solving | Intermediate |

For a list of Critical Work Functions and Key Tasks for this job role, visit skillsfuture.sg/skills-framework/air-transport

Manager (Ramp/Technical Ramp)

JOB ROLE DESCRIPTION

The Manager (Ramp/Technical Ramp) leads collaboration efforts with airport agencies and airlines to improve ground handling standards and performance. He/She is responsible for updating Standard Operating Procedures (SOPs) to reflect changes in technology, regulatory requirements and performance expectations. He also leads the development of SOPs and systems to mitigate safety and/or security risks, and monitors adherence to safety and/or security standards. He develops the teams' technical capabilities and maintains positive morale within the teams. In addition, he proposes new productivity and innovation initiatives for the organisation and develops partnerships with a broad group of internal and external stakeholders.

The Manager (Ramp/Technical Ramp) possesses strong interpersonal and stakeholder management skills to build and maintain stakeholder relationships. He also has strategic thinking capabilities and foresight in order to formulate ramp/technical ramp operational plans. In addition, he is adaptable and responds to stressful situations within a tight time frame. The Manager (Ramp/Technical Ramp) also has excellent communication and people management skills with strong computer literacy.

| TECHNICAL SKILLS AND COMPETENCIES | | | |
|--|---------|---|---------|
| Accident and Incident Response Management | Level 3 | Human Factors Management | Level 5 |
| Aircraft Turnaround Coordination | Level 4 | Human-Robot Collaboration | Level 5 |
| Baggage Loading and Unloading Administration | Level 5 | Inclement Weather Operations and Planning | Level 5 |
| Business Development | Level 5 | Innovation Management | Level 5 |
| Business Negotiation | Level 5 | International Air Transport Association Safety Audit for Ground Operations Implementation | Level 5 |
| Cargo Loading and Unloading Administration | Level 5 | Internet of Things Application | Level 5 |
| Change Management | Level 5 | Learning and Development | Level 5 |
| Crisis Communication and Media Management | Level 4 | Manpower Planning | Level 5 |
| Customer Relationship Management | Level 5 | Process Improvement and Optimisation | Level 5 |
| Dangerous Goods Management | Level 4 | Service Innovation | Level 5 |
| Financial Planning and Budget Management | Level 4 | Stakeholder Management | Level 5 |
| Ground Handling Services and Operations Management | Level 5 | Standard Operating Procedures Development | Level 5 |
| Ground Support Equipment Operations | Level 4 | Technology Application | Level 4 |
| Hazard and Risk Control and Policy Management | Level 4 | | |

GENERIC SKILLS AND COMPETENCIES (TOP 5)

| | |
|----------------------|--------------|
| Leadership | Advanced |
| Interpersonal Skills | Advanced |
| Global Mindset | Intermediate |
| Decision Making | Advanced |
| Developing People | Advanced |

For a list of Critical Work Functions and Key Tasks for this job role, visit skillsfuture.sg/skills-framework/air-transport

Airport Management



It is critical for officers to be able to recognise and eliminate potential threats even before they occur.



Senior Fire Warrant Officer

Shah Idil Bin Mohd Salleh
Changi Airport Group (Singapore) Pte Ltd

IGNITING A PASSION FOR SAVING LIVES

As Duty Officer in the Airport Emergency Services (AES) team at Changi Airport Fire Station 2, Shah leads an emergency response team that ensures operational effectiveness in rescue and fire-fighting operations.

Shah and his team work to ensure the safety of millions of passengers all year round. "My duties include the development of the team in terms of physical fitness and operational readiness. Additionally, I need to ensure that there is sufficient fire protection for runway operations to allow the arrival and departure of large aircrafts."

Shah is clear of what is expected of a Fire Officer, having been in the business of fire-fighting since his National Service days with the Singapore Civil Defence Force. "Fire Officers must have excellent situational awareness as things can go wrong in a matter of seconds. It is critical for officers to be able to recognise and eliminate potential threats even before they occur", he shares.

Shah found it challenging when he was appointed as Duty Officer in 2016, having to acquire an extensive

amount of knowledge and experience in a relatively short time. This is especially since he is now giving instructions instead of receiving them.

"I overcame those challenges by continuously attending enhancement courses at the Singapore Aviation Academy and seeking advice from my seniors. I was determined to perform to the best of my ability to guide the junior officers so that they are proficient and well-trained under my leadership."

Shah also points out that the Skills Framework for Air Transport provides clear guidelines and defines the requirements necessary for individuals like himself to work towards their career progression in the aviation industry. "With transparent career pathways, I'm able to easily identify the targeted skill sets required for the next level in my professional development", he says.



“ We need to embrace process changes to cater to the current demands of the aviation industry. ”



Senior Manager, Ground Operations

Simon Chew
Changi Airport Group (Singapore) Pte Ltd

EMBRACING CHANGE TO IMPROVE OPERATIONAL EFFICIENCY

Simon first started out as a Duty Terminal Manager 10 years ago when Changi Airport was still managed by the Civil Aviation Authority of Singapore (CAAS). After Changi Airport Group’s (CAG) corporatisation in 2009, he was promoted to a Terminal Manger and subsequently to an Airport Operations Centre (AOC) Manager. In 2016, he took on his current role managing ground operations at the airport. He assists his team in streamlining and improving processes to facilitate daily operations efficiently. Additionally, he enhances the overall capabilities of staff and coaches other managers in leading their teams more effectively.

It is not always technical operations that Simon deals with at work. He shares that managing passengers’ emotions and expectations are also part of the job. “It is important that we have good emotional management capability so that we can make sound decisions when handling incidents”, he says.

The transition from being a Duty Terminal Manager to the current role where he manages the operations team was one of the most significant challenges Simon faced. “I had to change my perception and see

things more holistically to understand the different issues faced by my colleagues, and think analytically to develop processes that are sustainable”, he shares.

Change is also a constant in an operational working environment such as CAG’s. “We need to embrace process changes to cater to the current demands of the aviation industry. With the advancement of technology, we also need to innovate and bring in relevant technologies to aid us in our daily operations.”

Simon understands the importance of embracing change and the need to upskill to go even further in his career development. Thus, he takes reference from the Skills Framework for Air Transport to identify positions that his current skill sets can take him to and the additional skills he would need to acquire to move forward. “It provides me with better clarity on what my career options are and the skill sets I require to fulfil my ambitions. In summary, it helps me to better plan my career moves”, he says.

Duty Terminal Manager

JOB ROLE DESCRIPTION

The Duty Terminal Manager oversees smooth operations within the terminals and determines solutions to address operational and service issues at the terminals. He/She monitors lapses in operational and service delivery and implements appropriate Standard Operating Procedures (SOPs) to remediate services in the airport. Not only does he conduct basic risk assessments, he also enforces compliance of safety and/or security standards in the workplace. He participates in simulated training exercises and innovation trial projects for the organisation. He also assesses the performance and service standards of third-party airport contractors.

The Duty Terminal Manager possesses a thorough knowledge of airport services and operations which allow him to manage real-time incidents and crises. He is also able to demonstrate proficient customer service skills to respond to passengers’ needs and perform touch point engagements. He works in shifts and travels across the terminals to ensure compliance of safety rules and regulations. In addition, he has good communication and interpersonal skills to nurture and manage internal and external stakeholders effectively. Furthermore, he is highly adaptable to changes in a constantly evolving industry and has the ability to think quickly on his feet.

TECHNICAL SKILLS AND COMPETENCIES

| | | | |
|---|---------|---|---------|
| Accident and Incident Response Management | Level 2 | Internet of Things Application | Level 3 |
| Airport Audit and Compliance | Level 3 | Learning and Development | Level 3 |
| Airport Collaborative Decision Making Model Application | Level 3 | Market Research | Level 3 |
| Airport Operations Management | Level 3 | Passenger Information Systems Management | Level 3 |
| Airport Safeguarding and Security | Level 3 | Passenger Movement Management | Level 3 |
| Airport Service Quality Management | Level 3 | Process Improvement and Optimisation | Level 3 |
| Behavioural Analysis and Predictive Screening | Level 2 | Service Branding and Coaching | Level 3 |
| Change Management | Level 3 | Stakeholder Management | Level 3 |
| Crisis Communication and Media Management | Level 3 | Standard Operating Procedures Development | Level 3 |
| Financial Planning and Budget Management | Level 3 | Technology Application | Level 3 |
| Flight Disruptions and Irregular Operations Management | Level 3 | | |
| Innovation Management | Level 3 | | |

GENERIC SKILLS AND COMPETENCIES (TOP 5)

| | |
|---------------------|--------------|
| Creative Thinking | Basic |
| Problem Solving | Intermediate |
| Decision Making | Basic |
| Communication | Intermediate |
| Resource Management | Intermediate |

For a list of Critical Work Functions and Key Tasks for this job role, visit skillsfuture.sg/skills-framework/air-transport

Terminal Manager

JOB ROLE DESCRIPTION

The Terminal Manager is responsible for planning the delivery of airport services and implementing projects to improve the airport user experience. He/She collaborates with internal and external stakeholders to develop and establish compliance standards for airport operations. Besides leading research to identify new service offerings for the airport, he also enforces safety and/or security standards for the organisation. He sources for contractors to perform airport operations and establishes key indicators to track their performances. He also develops on-the-job training programmes for the department.

The Terminal Manager possesses a sound knowledge of airport and airside operations, Standard Operating Procedures (SOPs) and airport security and emergency response plans. He travels across the terminals to review operational processes and resolve incidents at the airport. To ensure operational plans and projects are implemented efficiently and effectively, he displays excellent project management skills with strong communication and stakeholder management skills to interact and engage all customers and stakeholders of the organisation.

| TECHNICAL SKILLS AND COMPETENCIES | | | |
|---|---------|---|---------|
| Accident and Incident Response Management | Level 2 | Innovation Management | Level 4 |
| Airport Audit and Compliance | Level 4 | Internet of Things Application | Level 4 |
| Airport Collaborative Decision Making Model Application | Level 3 | Learning and Development | Level 4 |
| Airport Operations Management | Level 4 | Manpower Planning | Level 4 |
| Airport Safeguarding and Security | Level 4 | Market Research | Level 4 |
| Airport Service Quality Management | Level 4 | Passenger Information Systems Management | Level 4 |
| Behavioural Analysis and Predictive Screening | Level 3 | Passenger Movement Management | Level 4 |
| Business Negotiation | Level 4 | Process Improvement and Optimisation | Level 4 |
| Change Management | Level 4 | Service Branding and Coaching | Level 4 |
| Crisis Communication and Media Management | Level 4 | Service Innovation | Level 4 |
| Financial Planning and Budget Management | Level 4 | Stakeholder Management | Level 4 |
| Flight Disruptions and Irregular Operations Management | Level 4 | Standard Operating Procedures Development | Level 4 |
| | | Technology Application | Level 4 |

| GENERIC SKILLS AND COMPETENCIES (TOP 5) | |
|---|--------------|
| Leadership | Intermediate |
| Interpersonal Skills | Advanced |
| Teamwork | Intermediate |
| Problem Solving | Advanced |
| Communication | Advanced |

For a list of Critical Work Functions and Key Tasks for this job role, visit skillsfuture.sg/skills-framework/air-transport

Airport Operations Centre Manager

JOB ROLE DESCRIPTION

The Airport Operations Centre Manager manages and resolves complex incidents at the airport. He/She develops and reviews compliance standards and directs new initiatives for the airport. He also implements Standard Operating Procedures (SOPs) for crisis management and provides directions on new airport service offerings. To ensure staff and team members perform to their optimal level, he leads the teams by nurturing and cultivating the necessary capacities to achieve their potential. He ensures smooth delivery of airport projects and leads change management initiatives for the organisation. He also represents the airport before government agencies and other key stakeholders and builds long-term partnerships with them.

The Airport Operations Centre Manager has an extensive knowledge of airport and airside operations and a strong understanding of the airport industry standards, policies and practices. He oversees the delivery of projects and travels across terminals in the airport to analyse operational processes and resolve major issues. He has strong communication and people management skills and is able to handle changing environments and priorities. In addition, he possesses profound analytical and problem-solving skills to anticipate customer needs and enhance airport services.

| TECHNICAL SKILLS AND COMPETENCIES | | | |
|---|---------|---|---------|
| Accident and Incident Response Management | Level 3 | Internet of Things Application | Level 5 |
| Airport Audit and Compliance | Level 5 | Learning and Development | Level 5 |
| Airport Collaborative Decision Making Model Application | Level 4 | Manpower Planning | Level 5 |
| Airport Operations Management | Level 5 | Market Research | Level 4 |
| Airport Safeguarding and Security | Level 5 | Passenger Information Systems Management | Level 5 |
| Airport Service Quality Management | Level 5 | Passenger Movement Management | Level 5 |
| Business Negotiation | Level 5 | Process Improvement and Optimisation | Level 5 |
| Change Management | Level 5 | Service Branding and Coaching | Level 5 |
| Crisis Communication and Media Management | Level 5 | Service Innovation | Level 5 |
| Financial Planning and Budget Management | Level 5 | Stakeholder Management | Level 5 |
| Flight Disruptions and Irregular Operations Management | Level 5 | Standard Operating Procedures Development | Level 5 |
| | | Technology Application | Level 4 |
| Innovation Management | Level 5 | | |

| GENERIC SKILLS AND COMPETENCIES (TOP 5) | |
|---|--------------|
| Leadership | Intermediate |
| Interpersonal Skills | Advanced |
| Teamwork | Advanced |
| Problem Solving | Advanced |
| Communication | Advanced |

For a list of Critical Work Functions and Key Tasks for this job role, visit skillsfuture.sg/skills-framework/air-transport

Vice President

JOB ROLE DESCRIPTION

The Vice President is the driving force behind the shaping of the airport services operating models. He/She also sets in motion intervention strategies to mitigate service delivery gaps. He establishes safety and/or security standards for the organisation and creates resource plans for airport operations. In addition, he leads the development of new service innovations for the airport and initiates new projects. He also leads organisational succession planning, capability development and employee engagement initiatives whilst forging international networks to promote the organisation.

As the Vice President for Airport Operations, he demonstrates domain expertise in the area of airport organisational structures, operations, programmes and projects. He is cognisant of the competitive and commercial strategies deployed by other international airports which allow him to recommend novel strategies, services and processes for the organisation. He has outstanding leadership skills and exceptional oral and written competencies. With expertise in strategic planning, he is able to lead and elevate airport operations and customer services.

| TECHNICAL SKILLS AND COMPETENCIES | | | |
|---|---------|---|---------|
| Airport Collaborative Decision Making Model Application | Level 5 | Innovation Management | Level 6 |
| Airport Operations Management | Level 6 | Internet of Things Application | Level 5 |
| Airport Safeguarding and Security | Level 6 | Learning and Development | Level 6 |
| Airport Service Quality Management | Level 6 | Manpower Planning | Level 6 |
| Business Development | Level 6 | Passenger Information Systems Management | Level 6 |
| Business Negotiation | Level 6 | Passenger Movement Management | Level 6 |
| Change Management | Level 6 | Process Improvement and Optimisation | Level 6 |
| Crisis Communication and Media Management | Level 5 | Service Branding and Coaching | Level 5 |
| Financial Planning and Budget Management | Level 5 | Service Innovation | Level 6 |
| Flight Disruptions and Irregular Operations Management | Level 6 | Stakeholder Management | Level 6 |
| | | Standard Operating Procedures Development | Level 5 |

| GENERIC SKILLS AND COMPETENCIES (TOP 5) | |
|---|----------|
| Leadership | Advanced |
| Developing People | Advanced |
| Decision Making | Advanced |
| Communication | Advanced |
| Interpersonal Skills | Advanced |

For a list of Critical Work Functions and Key Tasks for this job role, visit skillsfuture.sg/skills-framework/air-transport

Airside Officer

JOB ROLE DESCRIPTION

The Airside Officer identifies and clears hazards on runways and taxiways. He/She allocates baggage belts and suitable parking stands for aircraft. He also provides flight information updates and performs flight matching and towing coordination activities. Furthermore, he enforces compliance of safety and/or security standards at the airside by carrying out routine inspections and investigating root causes of breaches in safety and/or security policies.

The Airside Officer possesses a good knowledge of aerodrome and airside safety Standard Operating Procedures (SOPs). He is also adept in using software such as Gate Management System (GMS), Long-Range Radar and Display System (LORADS) and other operational systems for managing stands allocation. He works in shifts and has an Airside Driving Permit (ADP) to operate vehicles at the airside. He is medically fit with good hearing and eyesight. In addition, he has excellent communication and stakeholder management skills to work with stakeholders at the airside effectively.

| TECHNICAL SKILLS AND COMPETENCIES | | | |
|---|---------|---|---------|
| Accident and Incident Response Management | Level 1 | Hazard and Risk Control and Policy Management | Level 3 |
| Airport Collaborative Decision Making Model Application | Level 3 | Human Factors Management | Level 3 |
| Airport Operations Management | Level 2 | Internet of Things Application | Level 3 |
| Airside Driving | Level 2 | Learning and Development | Level 3 |
| Airside Operations Management | Level 3 | Process Improvement and Optimisation | Level 3 |
| Airside Safety | Level 3 | Runway Safety | Level 3 |
| Change Management | Level 3 | Stakeholder Management | Level 3 |
| Dangerous Goods Management | Level 2 | Standard Operating Procedures Development | Level 3 |
| | | Technology Application | Level 3 |
| | | Wildlife Hazard Management | Level 3 |

| GENERIC SKILLS AND COMPETENCIES (TOP 5) | |
|---|--------------|
| Decision Making | Basic |
| Problem Solving | Intermediate |
| Resource Management | Intermediate |
| Interpersonal Skills | Intermediate |
| Communication | Intermediate |

For a list of Critical Work Functions and Key Tasks for this job role, visit skillsfuture.sg/skills-framework/air-transport

Airside Duty Manager

JOB ROLE DESCRIPTION

The Airside Duty Manager is responsible for collaborating with airport stakeholders to resolve operational airside issues. He/She manages contractors and issues stop-work orders to contractors who flout airside rules and policies. He also oversees operational systems to allocate stands and ensures the smooth running of these systems. In addition, he addresses internal or external safety and/or security audit issues and develops on-the-job training programmes and learning plans for his teams.

The Airside Duty Manager possesses a sound knowledge of airport operations and airside safety management Standard Operating Procedures (SOPs). He is up-to-date on airport security and emergency plans. He possesses an Airside Driving Permit (ADP) to operate vehicles at the airside. Furthermore, he completes paperwork accurately and has good computer skills to manage Gate Management System (GMS), Long-Range Radar and Display System (LORADS) and other operational systems for managing stands allocation. He possesses good leadership skills with strong communication and stakeholder management skills to guide team members and manage stakeholders.

| TECHNICAL SKILLS AND COMPETENCIES | | | |
|---|---------|---|---------|
| Accident and Incident Response Management | Level 2 | Human Factors Management | Level 4 |
| Airport Collaborative Decision Making Model Application | Level 4 | Internet of Things Application | Level 4 |
| Airport Operations Management | Level 3 | Learning and Development | Level 4 |
| Airside Driving | Level 3 | Manpower Planning | Level 4 |
| Airside Operations Management | Level 4 | Process Improvement and Optimisation | Level 4 |
| Airside Safety | Level 4 | Runway Safety | Level 4 |
| Business Negotiation | Level 4 | Service Innovation | Level 4 |
| Change Management | Level 4 | Stakeholder Management | Level 4 |
| Dangerous Goods Management | Level 3 | Standard Operating Procedures Development | Level 4 |
| Hazard and Risk Control and Policy Management | Level 4 | Technology Application | Level 4 |
| | | Wildlife Hazard Management | Level 4 |

| GENERIC SKILLS AND COMPETENCIES (TOP 5) | |
|---|--------------|
| Decision Making | Advanced |
| Resource Management | Intermediate |
| Interpersonal Skills | Advanced |
| Teamwork | Intermediate |
| Communication | Advanced |

For a list of Critical Work Functions and Key Tasks for this job role, visit skillsfuture.sg/skills-framework/air-transport

Manager (Airside Operations)

JOB ROLE DESCRIPTION

The Manager (Airside Operations) oversees the development of emergency aircraft plans and Foreign Object Debris (FOD) clearance policies and procedures. He/She reviews Standard Operating Procedures (SOPs) to optimise stands allocation and planning operations. He also monitors safety and performance standards at the airside and develops systems to monitor for adherence to safety and/or security standards. To embody the role of a trusted mentor, he determines the developmental needs of staff and teams and guides them to maximise their potential. He also champions change management initiatives for the organisation.

The Manager (Airside Operations) has an extensive knowledge of airport and airside operations and aviation industry standards, policies and practices. He is well-versed in the organisation's aerodrome and airside safety SOPs. He keeps abreast of the latest international developments and regulations affecting airside operations. In addition, he has profound management skills and excellent stakeholder management skills to lead staff and represent the organisation before external stakeholders.

| TECHNICAL SKILLS AND COMPETENCIES | | | |
|---|---------|---|---------|
| Accident and Incident Response Management | Level 3 | Human Factors Management | Level 5 |
| Airport Collaborative Decision Making Model Application | Level 5 | Internet of Things Application | Level 5 |
| Airport Operations Management | Level 4 | Learning and Development | Level 5 |
| Airside Driving | Level 4 | Manpower Planning | Level 5 |
| Airside Operations Management | Level 5 | Process Improvement and Optimisation | Level 5 |
| Airside Safety | Level 5 | Runway Safety | Level 5 |
| Business Negotiation | Level 5 | Service Innovation | Level 5 |
| Change Management | Level 5 | Stakeholder Management | Level 5 |
| Dangerous Goods Management | Level 4 | Standard Operating Procedures Development | Level 5 |
| Hazard and Risk Control and Policy Management | Level 4 | Technology Application | Level 4 |
| | | Wildlife Hazard Management | Level 5 |

| GENERIC SKILLS AND COMPETENCIES (TOP 5) | |
|---|--------------|
| Decision Making | Advanced |
| Sense Making | Advanced |
| Transdisciplinary Thinking | Intermediate |
| Creative Thinking | Intermediate |
| Computational Thinking | Intermediate |

For a list of Critical Work Functions and Key Tasks for this job role, visit skillsfuture.sg/skills-framework/air-transport

Vice President

JOB ROLE DESCRIPTION

The Vice President leads and directs the establishment of procedures and strategies aimed at enhancing the efficiency of airside operations. He/She endorses changes to Standard Operating Procedures (SOPs) and new technologies to ameliorate overall airside operations. He also acts as the central authority to preside over all airside safety policies. As he initiates new projects for the organisation, he concurrently oversees the succession planning, capability development and employee engagement programmes. In addition, he forges broad international networks in order to promote the airport's brand and capabilities.

As the Vice President for Airside Operations, he possesses outstanding leadership skills and exceptional oral and written proficiencies. Process optimisation and improvement skills are vital in this role as he would need to continuously seek new ways to enhance airside processes and operations. He has eminent stakeholder management skills to create and nurture a culture of collaboration across the organisation and establish effective working relationships with stakeholders internally, externally and virtually.

| TECHNICAL SKILLS AND COMPETENCIES | | | |
|---|---------|---|---------|
| Airport Collaborative Decision Making Model Application | Level 6 | Innovation Management | Level 6 |
| Airport Operations Management | Level 5 | Internet of Things Application | Level 5 |
| Airside Operations Management | Level 6 | Learning and Development | Level 6 |
| Airside Safety | Level 6 | Manpower Planning | Level 6 |
| Business Negotiation | Level 6 | Process Improvement and Optimisation | Level 6 |
| Change Management | Level 6 | Runway Safety | Level 6 |
| Crisis Communication and Media Management | Level 5 | Service Innovation | Level 6 |
| Human Factors Management | Level 6 | Stakeholder Management | Level 6 |
| | | Standard Operating Procedures Development | Level 5 |

| GENERIC SKILLS AND COMPETENCIES (TOP 5) | |
|---|----------|
| Leadership | Advanced |
| Decision Making | Advanced |
| Developing People | Advanced |
| Global Mindset | Advanced |
| Communication | Advanced |

For a list of Critical Work Functions and Key Tasks for this job role, visit skillsfuture.sg/skills-framework/air-transport

Associate (Operations & Maintenance/ Specialised Systems/Projects)

JOB ROLE DESCRIPTION

The Associate (Operations & Maintenance/Specialised Systems/Projects) is responsible for the inspection and maintenance of airfield surfaces and specialised systems in accordance with Standard Operating Procedures (SOPs). He/She compiles and produces status reports on airfield systems and collaborates with third-party service providers to execute maintenance works. He also carries out precautionary measures to ensure safety of the teams and escalates reports of safety and/or security breaches to relevant authorities.

Besides working closely with third-party service providers and ensuring all procedures conform to regulatory and safety standards of the organisation, the Associate (Operations & Maintenance/Specialised Systems/Projects) has a good understanding of technical drawings, specifications and requirements in order to perform maintenance and conduct safety checks. He possesses an Airfield Driving Permit (ADP) to work at the airport, landing fields, runways and other construction sites. He possesses good communication and interpersonal skills. He is also detail-oriented which allow him to produce accurate test results and reports.

| TECHNICAL SKILLS AND COMPETENCIES | | | |
|--|---------|---|---------|
| Airfield Civil Infrastructure Maintenance and Design | Level 2 | Engineering Standards Audit and Assessment | Level 2 |
| Airfield Specialised Systems Maintenance and Design | Level 2 | Hazard and Risk Control and Policy Management | Level 2 |
| Airport Infrastructure and Facilities Maintenance and Design | Level 2 | Human Factors Management | Level 2 |
| Airport Operations Management | Level 1 | Learning and Development | Level 2 |
| Change Management | Level 2 | Process Improvement and Optimisation | Level 2 |
| Engineering Contract Management | Level 2 | Stakeholder Management | Level 2 |
| Engineering Project Management | Level 2 | Technology Application | Level 2 |
| Engineering Safety and Security Standards | Level 2 | | |

| GENERIC SKILLS AND COMPETENCIES (TOP 5) | |
|---|-------|
| Problem Solving | Basic |
| Resource Management | Basic |
| Digital Literacy | Basic |
| Sense Making | Basic |
| Decision Making | Basic |

For a list of Critical Work Functions and Key Tasks for this job role, visit skillsfuture.sg/skills-framework/air-transport

Senior Associate (Operations & Maintenance/ Specialised Systems/Projects)

JOB ROLE DESCRIPTION

The Senior Associate (Operations & Maintenance/Specialised Systems/Projects) evaluates maintenance defects and puts up proposals for the maintenance courses of action for airport equipment and operations. He/She also oversees the preparation of schedules for airfield maintenance works and monitors the performance of contractors and consultants against established project Key Performance Indicators (KPIs). Furthermore, he analyses test results of defects and takes appropriate actions to rectify them. His role also comprises writing of technical specifications and scope of work for project tenders.

Besides working closely with third-party service providers and ensuring all procedures conform to regulatory and safety standards of the organisation, the Senior Associate (Operations & Maintenance/Specialised Systems/Projects) has a sound comprehension of technical drawings, specifications and requirements to perform maintenance works and conduct safety checks. He possesses an Airfield Driving Permit (ADP) to work at the airport, landing fields, runways and other construction sites. In addition, he is competent in an array of aptitudes which includes project management and advanced computer skills to use design software. He also possesses good interpersonal and stakeholder management skills.

| TECHNICAL SKILLS AND COMPETENCIES | | | |
|--|---------|---|---------|
| Airfield Civil Infrastructure Maintenance and Design | Level 3 | Engineering Standards Audit and Assessment | Level 3 |
| Airfield Specialised Systems Maintenance and Design | Level 3 | Hazard and Risk Control and Policy Management | Level 3 |
| Airport Infrastructure and Facilities Maintenance and Design | Level 3 | Human Factors Management | Level 3 |
| Airport Operations Management | Level 2 | Learning and Development | Level 3 |
| Change Management | Level 3 | Process Improvement and Optimisation | Level 3 |
| Engineering Contract Management | Level 3 | Stakeholder Management | Level 3 |
| Engineering Project Management | Level 3 | Technology Application | Level 3 |
| Engineering Safety and Security Standards | Level 3 | | |

| GENERIC SKILLS AND COMPETENCIES (TOP 5) | |
|---|--------------|
| Digital Literacy | Basic |
| Teamwork | Intermediate |
| Communication | Intermediate |
| Interpersonal Skills | Basic |
| Problem Solving | Intermediate |

For a list of Critical Work Functions and Key Tasks for this job role, visit skillsfuture.sg/skills-framework/air-transport

Assistant Manager (Operations & Maintenance/ Specialised Systems/Projects)

JOB ROLE DESCRIPTION

The Assistant Manager (Operations & Maintenance/Specialised Systems/Projects) is responsible for the coordination of maintenance works and the development of maintenance plans for airfield specialised systems. He/She assesses and provides technical inputs on the feasibility of solutions provided by contractors and consultants to perform maintenance works. In order to prevent safety and/or security breaches, he reviews and approves audit documentation whilst recommending action plans. He also enforces conformity to regulatory and safety standards and leads small-scale capital replacement project tenders.

The Assistant Manager (Operations & Maintenance/Specialised Systems/Projects) has a sound knowledge of engineering principles, methods and practices. He also has experience in the design and management of airport projects. He possesses an Airfield Driving Permit (ADP) to work in landing fields, runways and other construction sites. To develop feasible action plans, he is results-oriented with excellent analytical capabilities and stakeholder management skills. He is also adept in project management, along with advanced computer skills and abilities to utilise design software.

| TECHNICAL SKILLS AND COMPETENCIES | | | |
|--|---------|---|---------|
| Airfield Civil Infrastructure Maintenance and Design | Level 4 | Engineering Safety and Security Standards | Level 4 |
| Airfield Specialised Systems Maintenance and Design | Level 4 | Engineering Standards Audit and Assessment | Level 4 |
| Airport Infrastructure and Facilities Maintenance and Design | Level 4 | Hazard and Risk Control and Policy Management | Level 4 |
| Airport Operations Management | Level 3 | Human Factors Management | Level 4 |
| Business Negotiation | Level 4 | Learning and Development | Level 4 |
| Change Management | Level 4 | Process Improvement and Optimisation | Level 4 |
| Engineering Contract Management | Level 4 | Stakeholder Management | Level 4 |
| Engineering Project Management | Level 4 | Standard Operating Procedures Development | Level 4 |
| | | Technology Application | Level 4 |

| GENERIC SKILLS AND COMPETENCIES (TOP 5) | |
|---|--------------|
| Problem Solving | Intermediate |
| Decision Making | Intermediate |
| Communication | Intermediate |
| Interpersonal Skills | Intermediate |
| Sense Making | Intermediate |

For a list of Critical Work Functions and Key Tasks for this job role, visit skillsfuture.sg/skills-framework/air-transport

Manager (Operations & Maintenance/ Specialised Systems/Projects)

JOB ROLE DESCRIPTION

The Manager (Operations & Maintenance/Specialised Systems/Projects) aims at improving airport operations by directing and overseeing the development of airfield maintenance plans. He/She approves project schedules, directs engineering projects and develops systems to monitor adherence to safety and/or security standards. Leading the large-scale capital replacement project tenders, he ensures the conformity of regulatory and safety standards by the organisation. To determine and fulfil the maintenance needs of airport infrastructure and facilities, he engages and works closely with airport stakeholders and authorities. He also undertakes various engineering initiatives to meet the strategic plans and targets of the organisation.

The Manager (Operations & Maintenance/Specialised Systems/Projects) has a firm grasp of dynamic airport environments and priorities. He has a high level of independence and resourcefulness to stay abreast of international best practices and emerging technologies for airport engineering and design. He also holds sound competencies in leadership and people management skills to lead staff and teams and manage external stakeholders effectively. He possesses sterling analytical capabilities and interpersonal skills, including excellent oral and written communication proficiencies.

| TECHNICAL SKILLS AND COMPETENCIES | | | |
|--|---------|---|---------|
| Airfield Civil Infrastructure Maintenance and Design | Level 5 | Engineering Safety and Security Standards | Level 5 |
| Airfield Specialised Systems Maintenance and Design | Level 5 | Engineering Standards Audit and Assessment | Level 5 |
| Airport Infrastructure and Facilities Maintenance and Design | Level 5 | Hazard and Risk Control and Policy Management | Level 4 |
| Airport Operations Management | Level 4 | Human Factors Management | Level 5 |
| Business Negotiation | Level 5 | Learning and Development | Level 5 |
| Change Management | Level 5 | Manpower Planning | Level 5 |
| Engineering Contract Management | Level 5 | Process Improvement and Optimisation | Level 5 |
| Engineering Project Management | Level 5 | Stakeholder Management | Level 5 |
| | | Standard Operating Procedures Development | Level 5 |
| | | Technology Application | Level 4 |

| GENERIC SKILLS AND COMPETENCIES (TOP 5) | |
|---|--------------|
| Problem Solving | Intermediate |
| Decision Making | Intermediate |
| Leadership | Intermediate |
| Communication | Intermediate |
| Interpersonal Skills | Intermediate |

For a list of Critical Work Functions and Key Tasks for this job role, visit skillsfuture.sg/skills-framework/air-transport

Vice President

JOB ROLE DESCRIPTION

The Vice President is the propelling force in charting directions and driving synergy across systems and engineering projects. He/She sets in motion the activities relating to airport engineering and evaluates the relevance of emerging trends and technologies in the industry on engineering projects. In addition, his responsibilities also comprises driving workplace safety and security programmes and establishing long-term vision and strategies for airport engineering services. To promote the organisation and build business and professional networks at the senior executive level, he builds and forges international partnerships.

As the Vice President for Airport Engineering, he has an in-depth knowledge of all airport and aviation facilities and operations and an innate understanding of the organisation's standing and competitive advantage. He demonstrates exceptional leadership skills along with outstanding speaking and writing abilities with an emphasis on strategic planning. To cultivate strategic partnerships internally, externally and virtually, he displays remarkable stakeholder management abilities and networking skills.

| TECHNICAL SKILLS AND COMPETENCIES | | | |
|--|---------|--|---------|
| Airfield Civil Infrastructure Maintenance and Design | Level 6 | Engineering Safety and Security Standards | Level 6 |
| Airfield Specialised Systems Maintenance and Design | Level 6 | Engineering Standards Audit and Assessment | Level 5 |
| Airport Infrastructure and Facilities Maintenance and Design | Level 6 | Human Factors Management | Level 6 |
| Airport Operations Management | Level 5 | Innovation Management | Level 6 |
| Business Negotiation | Level 6 | Learning and Development | Level 6 |
| Change Management | Level 6 | Manpower Planning | Level 6 |
| Engineering Contract Management | Level 6 | Process Improvement and Optimisation | Level 6 |
| Engineering Project Management | Level 6 | Stakeholder Management | Level 6 |
| | | Standard Operating Procedures Development | Level 5 |

| GENERIC SKILLS AND COMPETENCIES (TOP 5) | |
|---|----------|
| Leadership | Advanced |
| Decision Making | Advanced |
| Developing People | Advanced |
| Resource Management | Advanced |
| Managing Diversity | Advanced |

For a list of Critical Work Functions and Key Tasks for this job role, visit skillsfuture.sg/skills-framework/air-transport

Airport Emergency Officer

JOB ROLE DESCRIPTION

The Airport Emergency Officer executes emergency and security drills in the event of airport emergencies, incidents or accidents. He/She operates vehicles and equipment during emergencies and provides initial emergency medical aids. Besides briefing airport stakeholders of their responsibilities in the event of emergencies, he conducts regular checks on the functionality of firefighting equipment and vehicles in the airport. In bids to maintain personnel operational readiness and pass the various operational readiness tests administered, he attends courses and training sessions. The Airport Emergency Officer reports to relevant authorities should breaches in safety and/or security occur.

The Airport Emergency Officer possesses a Class 3 driving licence and Airfield Driving Permit (ADP) to operate advanced fire vehicles, vessels and specialised firefighting equipment. He works in shifts and travels to different airports and airbases when necessary. He is physically and medically fit with good hearing and eyesight. In addition, he possesses good communication skills to work effectively in a team along with a strong inclination for rescue work.

| TECHNICAL SKILLS AND COMPETENCIES | | | |
|---|---------|---|---------|
| Accident and Incident Response Management | Level 3 | Human Factors Management | Level 2 |
| Airport Operations Management | Level 2 | Incliment Weather Operations and Planning | Level 3 |
| Airside Driving | Level 2 | Learning and Development | Level 2 |
| Change Management | Level 2 | Personnel and Equipment Operational Readiness | Level 2 |
| Dangerous Goods Management | Level 2 | Process Improvement and Optimisation | Level 2 |
| Emergency Response Planning | Level 2 | Stakeholder Management | Level 2 |
| Fire Prevention and Firefighting | Level 2 | Technology Application | Level 2 |
| Hazard and Risk Control and Policy Management | Level 2 | | |

| GENERIC SKILLS AND COMPETENCIES (TOP 5) | |
|---|--------------|
| Teamwork | Basic |
| Communication | Intermediate |
| Decision Making | Basic |
| Problem Solving | Basic |
| Service Orientation | Intermediate |

For a list of Critical Work Functions and Key Tasks for this job role, visit skillsfuture.sg/skills-framework/air-transport

Airport Emergency Officer (Specialist)

JOB ROLE DESCRIPTION

The Airport Emergency Officer (Specialist) coordinates the deployment of manpower to ensure adequate emergency support at all times. He/She acts as vehicle commander during emergency operations and oversees junior officers to administer emergency medical aid. In order to maintain and upkeep all firefighting and rescue equipment, he coordinates with Original Equipment Manufacturers (OEMs) and term contractors for equipment troubleshooting. Subsequently, he mentors and guides junior officers to excel in operational readiness tests administered by the organisation and also carries out safety and/or security checks in the airport.

The Airport Emergency Officer (Specialist) possesses a Class 3 driving licence and Airfield Driving Permit (ADP) to operate advanced fire vehicles, vessels and specialised firefighting equipment. He works in shifts and travels to different airports and airbases when necessary. He is well-trained in personnel operational readiness and is able to maintain composure under pressure. He is physically and medically fit with good hearing and eyesight to distinguish major colours. He has excellent communication and interpersonal skills, along with a strong inclination for rescue work. He has good leadership skills which allow him to coach junior team members on the job.

| TECHNICAL SKILLS AND COMPETENCIES | | | |
|---|---------|---|---------|
| Accident and Incident Response Management | Level 3 | Human Factors Management | Level 3 |
| Airport Operations Management | Level 3 | Incliment Weather Operations and Planning | Level 4 |
| Airside Driving | Level 3 | Learning and Development | Level 3 |
| Business Negotiation | Level 4 | Personnel and Equipment Operational Readiness | Level 3 |
| Change Management | Level 3 | Process Improvement and Optimisation | Level 3 |
| Crisis Communication and Media Management | Level 3 | Stakeholder Management | Level 3 |
| Dangerous Goods Management | Level 3 | Standard Operating Procedures Development | Level 3 |
| Emergency Response Planning | Level 3 | Technology Application | Level 3 |
| Fire Prevention and Firefighting | Level 3 | | |
| Hazard and Risk Control and Policy Management | Level 3 | | |

| GENERIC SKILLS AND COMPETENCIES (TOP 5) | |
|---|--------------|
| Leadership | Basic |
| Teamwork | Basic |
| Problem Solving | Basic |
| Communication | Intermediate |
| Decision Making | Basic |

For a list of Critical Work Functions and Key Tasks for this job role, visit skillsfuture.sg/skills-framework/air-transport

Airport Emergency Assistant Manager

JOB ROLE DESCRIPTION

The Airport Emergency Assistant Manager is responsible for assessing and evaluating airport safety and security needs and overseeing airport emergency operations. He/She is in charge of deploying manpower resources to incident sites and collaborating with the airport community to respond to incidents, accidents and emergencies. Moreover, he coordinates external training for new equipment operations and develops workforce learning plans and on-the-job training programmes. To prevent safety and/or security breaches, he enforces a strong safety and/or security culture in the workplace and recommends action plans.

To manage and coach a team, the Airport Emergency Assistant Manager is able to undertake a plethora of training programs, activities and assessments to be kept up-to-date with current emergency preparedness procedures. He works in shifts and possesses a Class 3 driving licence and Airfield Driving Permit (ADP) to operate advanced fire vehicles, vessels and specialised firefighting equipment. He is physically and mentally fit with good hearing and eyesight. He is able to maintain composure and exercise clarity of thought in times of stressful situations. He has strong leadership and people management capabilities to coach team members and ascertain their training needs.

| TECHNICAL SKILLS AND COMPETENCIES | | | |
|---|---------|---|---------|
| Accident and Incident Response Management | Level 4 | Human Factors Management | Level 4 |
| Airport Operations Management | Level 3 | Inclement Weather Operations and Planning | Level 4 |
| Airside Driving | Level 3 | Learning and Development | Level 4 |
| Business Negotiation | Level 4 | Manpower Planning | Level 4 |
| Change Management | Level 4 | Personnel and Equipment Operational Readiness | Level 4 |
| Crisis Communication and Media Management | Level 4 | Process Improvement and Optimisation | Level 4 |
| Dangerous Goods Management | Level 4 | Service Innovation | Level 4 |
| Emergency Response Planning | Level 4 | Stakeholder Management | Level 4 |
| Fire Prevention and Firefighting | Level 4 | Standard Operating Procedures Development | Level 4 |
| Hazard and Risk Control and Policy Management | Level 4 | Technology Application | Level 4 |

| GENERIC SKILLS AND COMPETENCIES (TOP 5) | |
|---|--------------|
| Leadership | Intermediate |
| Developing People | Intermediate |
| Problem Solving | Intermediate |
| Decision Making | Intermediate |
| Communication | Intermediate |

For a list of Critical Work Functions and Key Tasks for this job role, visit skillsfuture.sg/skills-framework/air-transport

Airport Emergency Manager

JOB ROLE DESCRIPTION

The Airport Emergency Manager oversees and manages the projection of manpower and resource needs of the airport emergency services department in the organisation. He/She spearheads research projects on new emergency services technologies in collaboration with external agencies. To enhance emergency operational capabilities of the airport, he sources for and manages the acquisition of new equipment. He acts as the point of contact to manage emergency exercise plans and emergency preparedness audits with external stakeholders. Not only does he handle issues impacting staff morale, he is also the driving force behind the change management initiatives for the organisation.

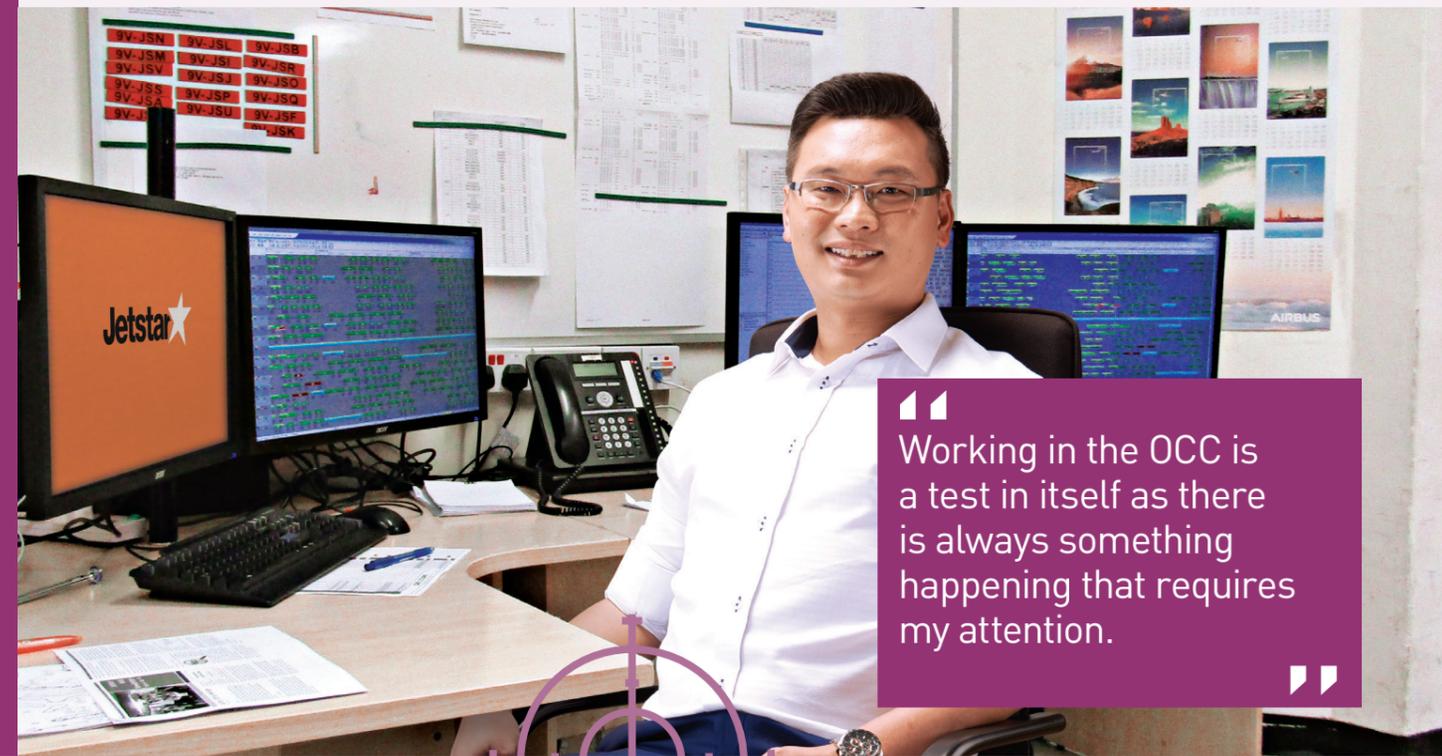
The Airport Emergency Manager has an in-depth knowledge of airport and aviation facilities and operations. He also has prior experience in the field of firefighting and rescue. He possesses exceptional analytical skills with sound knowledge of airport policy requirements and safety regulations. Moreover, he has strong leadership skills and excels in stakeholder and people management capabilities to manage a wide range of airport stakeholders and lead staff and teams.

| TECHNICAL SKILLS AND COMPETENCIES | | | |
|---|---------|---|---------|
| Accident and Incident Response Management | Level 5 | Inclement Weather Operations and Planning | Level 5 |
| Airport Operations Management | Level 4 | Learning and Development | Level 5 |
| Business Negotiation | Level 5 | Manpower Planning | Level 5 |
| Change Management | Level 5 | Personnel and Equipment Operational Readiness | Level 5 |
| Crisis Communication and Media Management | Level 5 | Process Improvement and Optimisation | Level 5 |
| Dangerous Goods Management | Level 4 | Service Innovation | Level 5 |
| Emergency Response Planning | Level 5 | Stakeholder Management | Level 5 |
| Fire Prevention and Firefighting | Level 5 | Standard Operating Procedures Development | Level 5 |
| Hazard and Risk Control and Policy Management | Level 4 | Technology Application | Level 4 |
| Human Factors Management | Level 5 | | |

| GENERIC SKILLS AND COMPETENCIES (TOP 5) | |
|---|--------------|
| Developing People | Advanced |
| Teamwork | Intermediate |
| Leadership | Advanced |
| Communication | Advanced |
| Decision Making | Intermediate |

For a list of Critical Work Functions and Key Tasks for this job role, visit skillsfuture.sg/skills-framework/air-transport

Airline Ground Operations



“ Working in the OCC is a test in itself as there is always something happening that requires my attention. ”

Operations Centre Manager

Ken Khor
Jetstar Asia Airways Pte Ltd

BUILDING A CAREER IN HANDLING CRISES

Ken was motivated to join Jetstar Asia to kick-start his career in the aviation industry while he was completing his National Service at the Republic of Singapore Air Force as an Air Traffic Controller.

Today, as an Operations Centre Manager, his primary responsibilities are to provide leadership and management to the team and ensure that operational functions are performed to a high standard. He is also responsible for issues resolution which includes flight disruption, and staff rostering and supervision.

Ken stresses that embracing challenges and facing them head-on is key to managing the Operations Control Centre (OCC). “Working in the OCC is a test in itself as there is always something happening that requires my attention. This is also a welcome challenge as such disruptions continually present a learning opportunity for me to grow from”, he says.

Disruptions caused by inclement weather are crises Ken deals with frequently. He recalls an incident where an aircraft had to be diverted to a port they had not previously flown into. “It was tricky as

we did not have the ground contacts which would otherwise help us. However, because of the team’s experience and the relationships we had established, we were able to acquire the permissions and get our passengers to their destination safely after the storm”, he shares.

To advance further in the profession, Ken refers to the Skills Framework, its list of technical and generic skills and competencies required for each job in the air transport sector and identifies specific skills that would aid him in his career progression. He looks forward to upgrading himself in areas such as flight operations, ground handling services and critical thinking, decision making and communication skills.

Ken says, “Although I have the relevant experience, the knowledge acquired from the training programmes under the Skills Framework for Air Transport can further deepen my skills and be applied to the workplace as well.”

Ground Services Officer

JOB ROLE DESCRIPTION

The Ground Services Officer is responsible for the delivery of quality passenger services through providing assistance to passengers and addressing their queries. He/She communicates and monitors service standards of ground handling agents. He mentors and trains ground handling agents and ensures compliance with established standards. He follows up with passengers' safety and security concerns and queries. In the event of flight disruptions or delays, he provides assistance to passengers.

The Ground Services Officer is customer-centric and provides excellent service to the customers and passengers. He is comfortable with face-to-face interactions with the various stakeholders whilst working in shifts. He possesses adequate computer literacy in order to obtain real-time flight information and access the reservation and booking systems. Furthermore, he has good communication and interpersonal skills which allow him to work effectively in a team and execute expected service standards of the airline.

| TECHNICAL SKILLS AND COMPETENCIES | | | |
|--|---------|--------------------------------------|---------|
| Accident and Incident Response Management | Level 1 | Human Factors Management | Level 1 |
| Aircraft Turnaround Coordination | Level 1 | Internet of Things Application | Level 2 |
| Airline Operations Management | Level 2 | Learning and Development | Level 1 |
| Airline Representation and Station Management | Level 2 | Process Improvement and Optimisation | Level 2 |
| Airport Operations Management | Level 1 | Service Branding and Coaching | Level 2 |
| Behavioural Analysis and Predictive Screening | Level 1 | Service Level Agreement Management | Level 2 |
| Change Management | Level 1 | Stakeholder Management | Level 1 |
| Customer Service Delivery | Level 1 | Technology Application | Level 1 |
| Flight Disruptions and Irregular Operations Management | Level 1 | | |
| Ground Services Training Delivery | Level 2 | | |

| GENERIC SKILLS AND COMPETENCIES (TOP 5) | |
|---|--------------|
| Service Orientation | Intermediate |
| Decision Making | Basic |
| Problem Solving | Basic |
| Teamwork | Basic |
| Interpersonal Skills | Basic |

For a list of Critical Work Functions and Key Tasks for this job role, visit skillsfuture.sg/skills-framework/air-transport

Senior Ground Services Officer

JOB ROLE DESCRIPTION

The Senior Ground Services Officer manages ground service standards by communicating service standards, executing policies and auditing ground services. He/She coordinates the day-to-day passenger service operations and identifies learning needs of ground handling agents in order to address gaps in their service delivery. He carries out precautionary measures and escalate reports of breaches in safety and/or security standards to relevant authorities.

Being detail-oriented, the Senior Ground Services Officer audits the service standards executed by the ground handling agents and officers. He possesses good customer service skills to facilitate face-to-face interactions with the various stakeholders whilst working in shifts. He has good computer skills in order to obtain real-time flight information and access the reservation and booking systems. He is able to prioritise tasks which ensures timely and successful completion. The Senior Ground Services Officer possesses good communication and interpersonal skills which allow him to work effectively with other officers and ensure adherence to expected service standards of the airline.

| TECHNICAL SKILLS AND COMPETENCIES | | | |
|--|---------|--------------------------------------|---------|
| Accident and Incident Response Management | Level 2 | Human Factors Management | Level 2 |
| Aircraft Turnaround Coordination | Level 2 | Innovation Management | Level 2 |
| Airline Operations Management | Level 2 | Internet of Things Application | Level 3 |
| Airline Representation and Station Management | Level 2 | Learning and Development | Level 2 |
| Airport Operations Management | Level 2 | Process Improvement and Optimisation | Level 2 |
| Behavioural Analysis and Predictive Screening | Level 2 | Service Branding and Coaching | Level 3 |
| Change Management | Level 2 | Service Level Agreement Management | Level 2 |
| Customer Service Delivery | Level 2 | Stakeholder Management | Level 2 |
| Flight Disruptions and Irregular Operations Management | Level 2 | Technology Application | Level 2 |
| Ground Services Training Delivery | Level 2 | | |

| GENERIC SKILLS AND COMPETENCIES (TOP 5) | |
|---|--------------|
| Leadership | Basic |
| Service Orientation | Intermediate |
| Teamwork | Intermediate |
| Interpersonal Skills | Basic |
| Communication | Basic |

For a list of Critical Work Functions and Key Tasks for this job role, visit skillsfuture.sg/skills-framework/air-transport

Supervisor (Ground Services)

JOB ROLE DESCRIPTION

The Supervisor (Ground Services) enforces the delivery of quality customer services in line with the airline's brand identity and policies. He/She maintains the lines of communication with the various stakeholders during flight disruptions. He enforces passenger safety and security standards and investigates the root causes of all safety and security breaches. He manages staff disputes and provides coaching and feedback to improve the performance of the ground handling agents and officers. He is able to offer support proactively and help team members create training and career plans by assessing their strengths and developmental needs.

The Supervisor (Ground Services) possesses excellent customer service skills, strong communication and interpersonal skills which allow him to maintain high service levels and respond to flight delays and disruptions. He develops solutions and considers issues holistically and systematically on the ground with his quick decision-making and problem-solving skills. He is detail-oriented in order to carry out checks and perform investigations for the organisation. He is highly motivated and results-oriented with a positive attitude whilst working in shifts.

| TECHNICAL SKILLS AND COMPETENCIES | | | |
|--|--------------|---|---------|
| Accident and Incident Response Management | Level 3 | Ground Services Training Delivery | Level 3 |
| Aircraft Turnaround Coordination | Level 3 | Human Factors Management | Level 3 |
| Airline Operations Management | Level 3 | Innovation Management | Level 3 |
| Airline Representation and Station Management | Level 3 | Internet of Things Application | Level 3 |
| Airport Operations Management | Level 3 | Learning and Development | Level 3 |
| Behavioural Analysis and Predictive Screening | Level 3 | Process Improvement and Optimisation | Level 3 |
| Business Development | Level 3 | Service Branding and Coaching | Level 3 |
| Change Management | Level 3 | Service Level Agreement Management | Level 3 |
| Crisis Communication and Media Management | Level 3 | Stakeholder Management | Level 3 |
| Customer Service Delivery | Level 3 | Standard Operating Procedures Development | Level 3 |
| Data Analytics | Level 3 | Technology Application | Level 3 |
| Flight Disruptions and Irregular Operations Management | Level 3 | | |
| GENERIC SKILLS AND COMPETENCIES (TOP 5) | | | |
| Leadership | Intermediate | | |
| Decision Making | Intermediate | | |
| Problem Solving | Basic | | |
| Service Orientation | Intermediate | | |
| Communication | Intermediate | | |

For a list of Critical Work Functions and Key Tasks for this job role, visit skillsfuture.sg/skills-framework/air-transport

Executive (Ground Services)

JOB ROLE DESCRIPTION

The Executive (Ground Services) oversees activities relating to the audit of ground service standards and develops partnerships with a wide range of audiences and stakeholders. He/She reviews service standard agreements and develops action plans to improve service efficiency for the airline. He conducts rate reviews for ground handlers regarding pricing, service quality and scope of work. In addition, he also plans cost estimates for contracts with ground handling organisations. He proposes process changes to improve passenger safety and/or security standards. He contributes to organisational development by developing on-the-job training programmes and workplace learning plans.

With foresight and highly developed analytical capabilities, the Executive (Ground Services) is able to develop action plans and provide recommendations to address any identified service delivery gaps. He develops strong rapport with the stakeholders by recognising their interests and engaging them in making mutually beneficial decisions. He has exceptional communication and interpersonal skills to communicate effectively within teams. He is also customer-focused, results-oriented and able to work under pressure with good multi-tasking skills.

| TECHNICAL SKILLS AND COMPETENCIES | | | |
|--|--------------|---|---------|
| Accident and Incident Response Management | Level 3 | Human Factors Management | Level 4 |
| Aircraft Turnaround Coordination | Level 4 | Innovation Management | Level 4 |
| Airline Operations Management | Level 4 | Internet of Things Application | Level 4 |
| Airline Representation and Station Management | Level 4 | Learning and Development | Level 4 |
| Airport Operations Management | Level 3 | Manpower Planning | Level 4 |
| Behavioural Analysis and Predictive Screening | Level 3 | Process Improvement and Optimisation | Level 4 |
| Business Development | Level 4 | Service Branding and Coaching | Level 4 |
| Business Negotiation | Level 4 | Service Innovation | Level 4 |
| Change Management | Level 4 | Service Level Agreement Management | Level 4 |
| Crisis Communication and Media Management | Level 4 | Stakeholder Management | Level 4 |
| Customer Service Delivery | Level 4 | Standard Operating Procedures Development | Level 4 |
| Data Analytics | Level 4 | Technology Application | Level 4 |
| Flight Disruptions and Irregular Operations Management | Level 4 | | |
| Ground Services Training Delivery | Level 4 | | |
| GENERIC SKILLS AND COMPETENCIES (TOP 5) | | | |
| Leadership | Intermediate | | |
| Decision Making | Intermediate | | |
| Problem Solving | Intermediate | | |
| Teamwork | Intermediate | | |
| Communication | Intermediate | | |

For a list of Critical Work Functions and Key Tasks for this job role, visit skillsfuture.sg/skills-framework/air-transport

Manager (Ground Services)

JOB ROLE DESCRIPTION

The Manager (Ground Services) is responsible for the negotiation of contract fees with stakeholders and implementation of changes to ground service operations. He/She ascertains and quantifies the risk of engaging different ground service providers. He develops plans to support new service improvement programmes and recommends enhancements to ground services policies and standards. He coaches internal team members and external ground service providers to deliver quality services. He cultivates business relationships with airport agencies, authorities, customers and vendors.

The Manager (Ground Services) possesses exceptional leadership and communication skills which allow him to lead and communicate with a wide range of audiences and stakeholders. He develops strong rapport with the stakeholders by recognising their interests, establishing common ground and engaging them in making mutually beneficial decisions. Furthermore, he has excellent planning and people management skills to manage teams and staff effectively. He is also highly competent in negotiation with outstanding analytical and problem-solving skills to attain favourable contract terms from ground service providers.

| TECHNICAL SKILLS AND COMPETENCIES | | | |
|--|---------|---|---------|
| Accident and Incident Response Management | Level 3 | Ground Services Training Delivery | Level 4 |
| Aircraft Turnaround Coordination | Level 4 | Human Factors Management | Level 5 |
| Airline Operations Management | Level 5 | Innovation Management | Level 5 |
| Airline Representation and Station Management | Level 4 | Internet of Things Application | Level 5 |
| Airport Operations Management | Level 3 | Learning and Development | Level 5 |
| Business Development | Level 5 | Manpower Planning | Level 5 |
| Business Negotiation | Level 5 | Process Improvement and Optimisation | Level 5 |
| Change Management | Level 5 | Service Branding and Coaching | Level 5 |
| Crisis Communication and Media Management | Level 5 | Service Innovation | Level 5 |
| Customer Service Delivery | Level 4 | Service Level Agreement Management | Level 5 |
| Data Analytics | Level 5 | Stakeholder Management | Level 5 |
| Flight Disruptions and Irregular Operations Management | Level 5 | Standard Operating Procedures Development | Level 5 |
| | | Technology Application | Level 4 |

| GENERIC SKILLS AND COMPETENCIES (TOP 5) | |
|---|--------------|
| Leadership | Advanced |
| Communication | Intermediate |
| Interpersonal Skills | Advanced |
| Decision Making | Advanced |
| Teamwork | Advanced |

For a list of Critical Work Functions and Key Tasks for this job role, visit skillsfuture.sg/skills-framework/air-transport

Vice President

JOB ROLE DESCRIPTION

The Vice President develops the airline's overall ground services strategies and operating models. He/She drives the end-to-end contracting processes with global ground handling organisations. He is in charge of aligning ground service operations with changing customer needs, new technological developments and the airline's brand identity. He drives new service improvement programmes to enhance services provided for the passengers and proffers inputs for strategic decisions regarding outsourcing and contracts. He is tasked with the establishment and approval of long-term vision and strategies for the organisation.

As the Vice President for Ground Services, he has exceptional communication and interpersonal skills which allow him to build business and professional networks and communicate his strategic plans for the airline. He demonstrates remarkable leadership, organisational and people management skills in order to coach and lead his teams effectively. In addition, he is highly competent in negotiation and solving problems and is strong in service excellence in order to drive the creation of innovative and value-added services for the airline.

| TECHNICAL SKILLS AND COMPETENCIES | | | |
|--|---------|---|---------|
| Airline Operations Management | Level 6 | Internet of Things Application | Level 5 |
| Business Development | Level 6 | Learning and Development | Level 6 |
| Business Negotiation | Level 6 | Manpower Planning | Level 6 |
| Change Management | Level 6 | Process Improvement and Optimisation | Level 6 |
| Crisis Communication and Media Management | Level 5 | Service Branding and Coaching | Level 5 |
| Flight Disruptions and Irregular Operations Management | Level 6 | Service Innovation | Level 6 |
| Human Factors Management | Level 6 | Service Level Agreement Management | Level 6 |
| Innovation Management | Level 6 | Stakeholder Management | Level 6 |
| | | Standard Operating Procedures Development | Level 5 |

| GENERIC SKILLS AND COMPETENCIES (TOP 5) | |
|---|----------|
| Leadership | Advanced |
| Problem Solving | Advanced |
| Communication | Advanced |
| Decision Making | Advanced |
| Resource Management | Advanced |

For a list of Critical Work Functions and Key Tasks for this job role, visit skillsfuture.sg/skills-framework/air-transport

Officer (Flight Control)

JOB ROLE DESCRIPTION

The Officer (Flight Control) is responsible for the safety of air traffic through flight watch and flight dispatch. He/She draws up rosters for the crew according to the flight schedules. He provides assistance in preparing and processing flight plans and arrival reports. In the event of irregular operations, he is able to gather information and escalate emergency situations to higher authorities. He also assists in the implementation of contingency plans and is able to interpret and follow individual safety and security standards in the workplace.

The Officer (Flight Control) possesses good communication and interpersonal skills which are essential for working effectively in a team and giving clear and confident instructions to the pilots. He is comfortable working in an enclosed environment in the Operations Control Centre (OCC) for long periods of time. The Officer (Flight Control) works in shifts and is able to maintain high performance and alertness during the flight watch period. He has good eyesight and hearing abilities with a good command of written English in order to prepare documentation and reports.

| TECHNICAL SKILLS AND COMPETENCIES | | | |
|--|---------|---|---------|
| Aircraft Performance Management | Level 1 | Flight Planning | Level 2 |
| Airline Crew Scheduling | Level 1 | Flight Watching and Flight Following | Level 2 |
| Airline Operations Management | Level 2 | Human Factors Management | Level 1 |
| Airport Operations Management | Level 1 | Inclement Weather Operations and Planning | Level 1 |
| Change Management | Level 1 | Innovation Management | Level 2 |
| Flight Dispatch | Level 2 | Learning and Development | Level 1 |
| Flight Disruptions and Irregular Operations Management | Level 1 | Process Improvement and Optimisation | Level 2 |
| Flight Performance Data Calculation | Level 2 | Stakeholder Management | Level 1 |
| | | Technology Application | Level 1 |

| GENERIC SKILLS AND COMPETENCIES (TOP 5) | |
|---|-------|
| Communication | Basic |
| Teamwork | Basic |
| Resource Management | Basic |
| Problem Solving | Basic |
| Interpersonal Skills | Basic |

For a list of Critical Work Functions and Key Tasks for this job role, visit skillsfuture.sg/skills-framework/air-transport

Senior Officer (Flight Control)/ Senior Officer (Crew Scheduling)

JOB ROLE DESCRIPTION

The Senior Officer (Flight Control)/Senior Officer (Crew Scheduling) maintains flight control operations by monitoring aircraft performances, movements and operating conditions. He/She reviews and amends crew rosters to ensure optimal deployment and compliance with regulatory requirements. During irregular operations, he assigns resources to execute contingency plans as well as assists authorities with investigating root causes of irregular operations. He collaborates with stakeholders to recover flight schedules and escalate reports of breaches in safety and/or security to the relevant authorities.

The Senior Officer (Flight Control)/Senior Officer (Crew Scheduling) is able to deploy manpower and prepare schedules efficiently with his strong resource management skills. He possesses good communication and interpersonal skills which allow him to work effectively in a team and give clear and confident instructions to the pilots. In addition, he is comfortable working in an enclosed environment for long periods of time. The Senior Officer (Flight Control)/Senior Officer (Crew Scheduling) works in shifts and is able to maintain high performance and alertness during the flight watch period. He has good eyesight and hearing abilities as well as strong mental and physical health. Moreover, he possesses a good command of written English in order to prepare documentation and reports.

| TECHNICAL SKILLS AND COMPETENCIES | | | |
|--|---------|---|---------|
| Aircraft Performance Management | Level 2 | Flight Watching and Flight Following | Level 2 |
| Airline Crew Scheduling | Level 2 | Human Factors Management | Level 2 |
| Airline Operations Management | Level 2 | Inclement Weather Operations and Planning | Level 2 |
| Airport Operations Management | Level 2 | Innovation Management | Level 2 |
| Change Management | Level 2 | Learning and Development | Level 2 |
| Data Analytics | Level 2 | Process Improvement and Optimisation | Level 2 |
| Flight Dispatch | Level 2 | Stakeholder Management | Level 2 |
| Flight Disruptions and Irregular Operations Management | Level 2 | Technology Application | Level 2 |
| Flight Performance Data Calculation | Level 3 | | |
| Flight Planning | Level 2 | | |

| GENERIC SKILLS AND COMPETENCIES (TOP 5) | |
|---|--------------|
| Communication | Basic |
| Teamwork | Basic |
| Resource Management | Intermediate |
| Problem Solving | Basic |
| Interpersonal Skills | Basic |

For a list of Critical Work Functions and Key Tasks for this job role, visit skillsfuture.sg/skills-framework/air-transport

Supervisor (Flight Control)/ Supervisor (Crew Scheduling)

JOB ROLE DESCRIPTION

The Supervisor (Flight Control)/Supervisor (Crew Scheduling) coordinates resource requirements and vital operational functions in flight control. He/She performs impact analyses of external issues on flight operations during flight watch. He establishes flight plans and implements changes to flight control operations. He investigates causes and estimates the cost impact of irregular operations. He plays a supervisory role by managing crew scheduling and tracks flying hours accrued by the flight crew. He upholds the safety and security standards by carrying out checks and investigating the root causes of breaches. He also coaches his team members and develops on-the-job training plans.

The Supervisor (Flight Control)/Supervisor (Crew Scheduling) has a proficient knowledge of airline flight operations and requirements. He maintains high performance and alertness within the flight watch period, overseeing schedules and manpower deployment whilst working in shifts. He is comfortable working in an enclosed environment for long periods of time. In addition, he possesses good eyesight and hearing abilities as well as strong mental and physical health. He has excellent communication and interpersonal skills for managing a team and interacting with people at all levels. Furthermore, he is able to remain calm under pressure to handle stressful situations with efficiency.

| TECHNICAL SKILLS AND COMPETENCIES | | | |
|--|---------|---|---------|
| Aircraft Performance Management | Level 3 | Flight Planning | Level 3 |
| Airline Crew Scheduling | Level 3 | Flight Watching and Flight Following | Level 3 |
| Airline Operations Management | Level 3 | Human Factors Management | Level 3 |
| Airport Operations Management | Level 3 | Inclement Weather Operations and Planning | Level 3 |
| Change Management | Level 3 | Innovation Management | Level 3 |
| Crisis Communication and Media Management | Level 3 | Learning and Development | Level 3 |
| Data Analytics | Level 3 | Process Improvement and Optimisation | Level 3 |
| Flight Dispatch | Level 3 | Stakeholder Management | Level 3 |
| Flight Disruptions and Irregular Operations Management | Level 3 | Standard Operating Procedures Development | Level 3 |
| Flight Performance Data Calculation | Level 3 | Technology Application | Level 3 |

| GENERIC SKILLS AND COMPETENCIES (TOP 5) | |
|---|--------------|
| Resource Management | Intermediate |
| Communication | Intermediate |
| Teamwork | Intermediate |
| Digital Literacy | Intermediate |
| Lifelong Learning | Intermediate |

For a list of Critical Work Functions and Key Tasks for this job role, visit skillsfuture.sg/skills-framework/air-transport

Flight Controller

JOB ROLE DESCRIPTION

The Flight Controller is responsible for the safety of flight control operations through the analyses of flight data and flight control systems and procedures. He/She is in charge of resolving issues encountered during real-time flight control operations. He is tasked to lead investigations during irregular operations to determine the causes and optimise the recovery of the flight networks. He develops and reviews contingency plans and addresses any internal or external audit issues. He updates training programmes with revised standards and leads supervisors and officers in the execution of new organisational policies.

The Flight Controller possesses a sound knowledge of airline flight operations and requirements. He is able to make real-time decisions and react quickly to changes in flight conditions. In addition, he pays strong attention to details and has acute situational awareness. The Flight Controller is able to maintain high performance and alertness during the flight watch period whilst working in shifts. He is comfortable working in an enclosed environment for long periods of time. Furthermore, he possesses good eyesight and hearing abilities as well as strong mental and physical health. He is also able to remain calm and work under pressure with good multi-tasking skills.

| TECHNICAL SKILLS AND COMPETENCIES | | | |
|--|---------|---|---------|
| Aircraft Performance Management | Level 4 | Flight Planning | Level 4 |
| Airline Operations Management | Level 4 | Flight Watching and Flight Following | Level 4 |
| Airport Operations Management | Level 3 | Human Factors Management | Level 4 |
| Business Negotiation | Level 4 | Inclement Weather Operations and Planning | Level 4 |
| Change Management | Level 4 | Innovation Management | Level 4 |
| Crisis Communication and Media Management | Level 4 | Learning and Development | Level 4 |
| Data Analytics | Level 4 | Manpower Planning | Level 4 |
| Flight Dispatch | Level 4 | Process Improvement and Optimisation | Level 4 |
| Flight Disruptions and Irregular Operations Management | Level 4 | Stakeholder Management | Level 4 |
| Flight Performance Data Calculation | Level 4 | Standard Operating Procedures Development | Level 4 |
| | | Technology Application | Level 4 |

| GENERIC SKILLS AND COMPETENCIES (TOP 5) | |
|---|--------------|
| Communication | Intermediate |
| Resource Management | Intermediate |
| Interpersonal Skills | Intermediate |
| Teamwork | Intermediate |
| Problem Solving | Intermediate |

For a list of Critical Work Functions and Key Tasks for this job role, visit skillsfuture.sg/skills-framework/air-transport

Manager (Flight Operations)

JOB ROLE DESCRIPTION

The Manager (Flight Operations) plans, directs and coordinates flight operations in order to ensure flights run efficiently and safely in accordance with established rules and regulations. He/She is involved in the management of aircraft data systems and the administration of the Operations Control Centre (OCC). He develops plans and proposes changes to enhance flight control operations. During irregular operations, he is responsible for activating the emergency response plans and communicating contingency plans to the airport stakeholders and authorities. He identifies safety and/or security risks and develops plans to mitigate them. He also has overall accountability for assessment and selection of new team members. He forges partnerships and cultivates close working relationships with airport agencies, authorities, customers and vendors.

The Manager (Flight Operations) has exceptional leadership and communication skills so as to lead and communicate with a wide range of stakeholders. He is able to foster teamwork by leading, inspiring and engaging the workforce and demonstrate a positive and passionate attitude towards the industry stakeholders. In addition, he is able to remain calm and composed under pressure while overseeing all major operational issues and devising solutions and strategic plans for the organisation. He is also highly competent in negotiation, analysing and solving problems.

| TECHNICAL SKILLS AND COMPETENCIES | | | |
|--|---------|---|---------|
| Aircraft Performance Management | Level 5 | Flight Planning | Level 5 |
| Airline Operations Management | Level 5 | Flight Watching and Flight Following | Level 4 |
| Airport Operations Management | Level 3 | Human Factors Management | Level 5 |
| Business Negotiation | Level 5 | Inclement Weather Operations and Planning | Level 5 |
| Change Management | Level 5 | Innovation Management | Level 5 |
| Crisis Communication and Media Management | Level 5 | Learning and Development | Level 5 |
| Data Analytics | Level 5 | Manpower Planning | Level 5 |
| Flight Dispatch | Level 4 | Process Improvement and Optimisation | Level 5 |
| Flight Disruptions and Irregular Operations Management | Level 5 | Stakeholder Management | Level 5 |
| Flight Performance Data Calculation | Level 4 | Standard Operating Procedures Development | Level 5 |
| | | Technology Application | Level 4 |

| GENERIC SKILLS AND COMPETENCIES (TOP 5) | |
|---|--------------|
| Resource Management | Advanced |
| Teamwork | Intermediate |
| Communication | Advanced |
| Problem Solving | Advanced |
| Lifelong Learning | Intermediate |

For a list of Critical Work Functions and Key Tasks for this job role, visit skillsfuture.sg/skills-framework/air-transport

Vice President

JOB ROLE DESCRIPTION

The Vice President is responsible for the strategic delivery and alignment of flight control operations. He/She endorses policy manuals and establishes response models to manage irregular operations. During irregular operations, he addresses queries and provides advice to internal and external stakeholders. He strategises organisation safety and security programmes and establishes the standards for the organisation. He leads the succession planning, capability development and employee engagement initiatives for the organisation. He forges and builds international and professional networks to promote the airline.

As the Vice President for Flight Operations, he possesses exceptional communication and interpersonal skills which allow him to build business and professional networks and communicate strategic plans. He is able to pay remarkable attention to details and has situational awareness capabilities. In addition, he is able to display excellent leadership, organisational and people management skills in order to coach staff and teams effectively. He is highly competent in negotiation and solving problems which drives the creation of new services to increase stakeholder and customer satisfaction.

| TECHNICAL SKILLS AND COMPETENCIES | | | |
|--|---------|---|---------|
| Aircraft Performance Management | Level 5 | Inclement Weather Operations and Planning | Level 5 |
| Airline Operations Management | Level 6 | Innovation Management | Level 6 |
| Business Negotiation | Level 6 | Learning and Development | Level 6 |
| Change Management | Level 6 | Manpower Planning | Level 6 |
| Crisis Communication and Media Management | Level 5 | Process Improvement and Optimisation | Level 6 |
| Flight Disruptions and Irregular Operations Management | Level 6 | Stakeholder Management | Level 6 |
| Flight Planning | Level 5 | Standard Operating Procedures Development | Level 5 |
| Human Factors Management | Level 6 | | |

| GENERIC SKILLS AND COMPETENCIES (TOP 5) | |
|---|----------|
| Resource Management | Advanced |
| Communication | Advanced |
| Teamwork | Advanced |
| Problem Solving | Advanced |
| Developing People | Advanced |

For a list of Critical Work Functions and Key Tasks for this job role, visit skillsfuture.sg/skills-framework/air-transport

Airline Flight Operations



“I know what skills I need to pick up in order to upgrade myself and work towards my goal of becoming an instructor as the Skills Framework provides in-depth information on the skills needed for specific jobs.”



Crew-In-Charge

Jessica Neo
Scoot Tigerair Pte Ltd

A CAREER THAT RISES ABOVE THE REST

Not all of us get to scoot off to the airport and fly every day, but for Jessica, travel is part of the job. As a Crew-in-Charge with Scoot, she ensures service excellence and is responsible for the in-flight safety of all passengers onboard.

“This job offers me amazing opportunities for personal development and the chance to visit beautiful cities around the world! I get to see breathtaking views of the skies every single day and meet people of different cultures from all around the world.”

Having been promoted twice in her 6-year flying career with Scoot, she credits her steady progression to having a positive attitude and possessing excellent teamwork skills. “Good teamwork and communication skills are especially important among cabin crew. Open communication allows us to work efficiently as a team onboard flights”, Jessica says.

She shares that her biggest challenge is to care for passengers who require emergency medical

attention. When such incidents arise, she and her crew are expected to handle the situation calmly and swiftly, and put the medical knowledge learnt at training into action.

“I once had an infant who was having a seizure onboard. I had to calm the mother down and quickly remove the baby’s tight clothing before rolling the baby onto its side to prevent choking. We had to monitor the infant throughout the flight until the airport medical team arrived”, Jessica recalls.

Jessica hopes to become a trainer in the future, specifically a Safety and Emergency Procedures Instructor. She already has a clear picture of the skills she needs to acquire to get herself onto the next phase of her career path, with reference to the Skills Framework for Air Transport. “I know what skills I need to pick up in order to upgrade myself and work towards my goal of becoming an instructor as the Skills Framework provides in-depth information on the skills needed for specific jobs”, she says.

First Officer

JOB ROLE DESCRIPTION

The First Officer is responsible for the safety, efficient operation and management of the aircraft. He/She carries out pre-flight checks of aircraft systems and monitors in-flight data to ensure smooth aircraft operations. He controls and navigates the aircraft across safe terrains and weather together with the Captain. He is able to manage flight emergencies in accordance with airline operating policies. After landing, he completes post-flight and shut-down reports and/or checklists.

The First Officer possesses good communication skills which are necessary for giving clear and confident instructions to crew members and passengers. He is also has good writing skills for the preparation of proper documentation and reports. Besides having a valid pilot licence, the First Officer is able to work irregular hours. He has good hearing skills, even with ambient aircraft and passenger sounds. He possesses good visual acuity of 6/60 without optical aid, correctable to 6/6 and no colour blindness.

| TECHNICAL SKILLS AND COMPETENCIES | | | |
|-----------------------------------|---------|--|---------|
| Aircraft Cruise Operations | Level 4 | Incllement Weather Operations and Planning | Level 4 |
| Aircraft Dispatch | Level 4 | Learning and Development | Level 3 |
| Aircraft Emergency Management | Level 4 | Post-Landing Operations | Level 4 |
| Aircraft Landing Operations | Level 4 | Pre-Flight Preparation | Level 4 |
| Aircraft Manual Handling | Level 4 | Stakeholder Management | Level 4 |
| Aircraft Take-Off Operations | Level 4 | Standard Operating Procedures Development | Level 4 |
| Airline Operations Management | Level 3 | Technology Application | Level 3 |
| Dangerous Goods Management | Level 3 | | |
| Flight Deck Communications | Level 4 | | |
| Human Factors Management | Level 4 | | |

| GENERIC SKILLS AND COMPETENCIES (TOP 5) | |
|---|--------------|
| Problem Solving | Intermediate |
| Communication | Intermediate |
| Decision Making | Intermediate |
| Sense Making | Intermediate |
| Teamwork | Intermediate |

For a list of Critical Work Functions and Key Tasks for this job role, visit skillsfuture.sg/skills-framework/air-transport

Captain

JOB ROLE DESCRIPTION

The Captain holds the authority to make final decisions regarding the operation of the aircraft. He/She is responsible for the safety and security of all crew members, passengers and freight on board. He provides guidance and support to the crew and ensures all technical duties are executed in accordance with the airline's regulations, operating policies and procedures. He verifies and signs off post-flight reports and endorses cabin crew incident reports. He oversees the flight crew in manual flying and takes over as pilot flying when flight conditions exceed the capabilities of the flight crew. He also acts as a mentor to First Officers.

With extensive knowledge of the aviation industry, the Captain is also well-versed in operational manuals and airline safety regulations and standards. He is familiar with all applicable documentation and briefing materials for the intended routes of flights. He also promotes and represents the airline in accordance with organisational policies. Besides acquiring a valid pilot licence, the Captain has irregular work patterns and hours. He has acute hearing skills, even with ambient aircraft and passenger sounds. He has good visual acuity of 6/60 without optical aid, correctable to 6/6 and no colour blindness.

| TECHNICAL SKILLS AND COMPETENCIES | | | |
|-----------------------------------|---------|--|---------|
| Aircraft Cruise Operations | Level 5 | Incllement Weather Operations and Planning | Level 5 |
| Aircraft Dispatch | Level 5 | Learning and Development | Level 4 |
| Aircraft Emergency Management | Level 5 | Post-Landing Operations | Level 4 |
| Aircraft Landing Operations | Level 5 | Pre-Flight Preparation | Level 4 |
| Aircraft Manual Handling | Level 5 | Stakeholder Management | Level 5 |
| Aircraft Take-Off Operations | Level 5 | Standard Operating Procedures Development | Level 5 |
| Airline Operations Management | Level 4 | Technology Application | Level 4 |
| Dangerous Goods Management | Level 4 | | |
| Flight Deck Communications | Level 4 | | |
| Human Factors Management | Level 5 | | |

| GENERIC SKILLS AND COMPETENCIES (TOP 5) | |
|---|----------|
| Leadership | Advanced |
| Decision Making | Advanced |
| Communication | Advanced |
| Problem Solving | Advanced |
| Teamwork | Advanced |

For a list of Critical Work Functions and Key Tasks for this job role, visit skillsfuture.sg/skills-framework/air-transport

Deputy Chief Pilot/Management Pilot

JOB ROLE DESCRIPTION

The Deputy Chief Pilot/Management Pilot provides leadership and oversight to meet all operational goals of the airline. He/She designs pilot training content and determines the airline's performance standards for flight crew. He is also tasked with managing complex manpower issues and leading implementation of change management initiatives for the organisation. He assures that all operational duties executed by flight crew adheres to the airline's regulations, operating policies and procedures.

Having an in-depth knowledge of the different components of pilot operations manuals and safety regulations in aviation is imperative of the Deputy Chief Pilot/Management Pilot. He demonstrates good leadership skills which include managing the flight crew and guiding them in their duties. He has excellent communication and writing skills and is well acquainted with the aviation industry. He possesses a valid pilot licence including a good visual acuity of 6/60 without optical aid, correctable to 6/6 and no colour blindness. He also has the ability to hear clearly in an environment with ambient aircraft and passenger sounds.

| TECHNICAL SKILLS AND COMPETENCIES | | | |
|---|---------|---|---------|
| Aircraft Cruise Operations | Level 5 | Flight Deck Communications | Level 4 |
| Aircraft Emergency Management | Level 5 | Human Factors Management | Level 5 |
| Aircraft Landing Operations | Level 5 | Inclement Weather Operations and Planning | Level 5 |
| Aircraft Manual Handling | Level 5 | Learning and Development | Level 5 |
| Aircraft Take-Off Operations | Level 5 | Manpower Planning | Level 5 |
| Airline Operations Management | Level 5 | Post-Landing Operations | Level 4 |
| Business Development | Level 5 | Pre-Flight Preparation | Level 4 |
| Business Negotiation | Level 5 | Process Improvement and Optimisation | Level 5 |
| Change Management | Level 5 | Stakeholder Management | Level 5 |
| Crisis Communication and Media Management | Level 4 | Standard Operating Procedures Development | Level 5 |

GENERIC SKILLS AND COMPETENCIES (TOP 5)

| | |
|-----------------|----------|
| Leadership | Advanced |
| Decision Making | Advanced |
| Communication | Advanced |
| Problem Solving | Advanced |
| Teamwork | Advanced |

For a list of Critical Work Functions and Key Tasks for this job role, visit skillsfuture.sg/skills-framework/air-transport

Chief Pilot (Vice President)

JOB ROLE DESCRIPTION

The Chief Pilot (Vice President) formulates strategies to optimise aircraft activities and operations. He/She is accountable for designing the assessment and selection processes to recruit the flight crew. He collaborates with external agencies for regulatory audits and builds business and professional networks to establish international partnerships within the aviation industry. He also drives business development activities for the organisation, conceptualises new strategies to enhance passenger experiences and advances aviation safety standards.

As the Chief Pilot (Vice President), he keeps abreast with government, local and international flight regulations as well as emerging trends and technologies within the aviation industry. In addition, he displays strong leadership skills, business acuity and exceptional written and verbal communication skills. The Chief Pilot (Vice President) also possesses a valid pilot licence with good visual acuity of 6/60 without optical aid, correctable to 6/6 and no colour blindness. He is able to hear clearly through any medium in an environment with ambient aircraft and passenger sounds.

| TECHNICAL SKILLS AND COMPETENCIES | | | |
|---|---------|---|---------|
| Aircraft Cruise Operations | Level 5 | Flight Deck Communications | Level 4 |
| Aircraft Emergency Management | Level 5 | Human Factors Management | Level 6 |
| Aircraft Landing Operations | Level 5 | Inclement Weather Operations and Planning | Level 5 |
| Aircraft Manual Handling | Level 5 | Learning and Development | Level 6 |
| Aircraft Take-Off Operations | Level 5 | Manpower Planning | Level 6 |
| Airline Operations Management | Level 6 | Post-Landing Operations | Level 4 |
| Business Development | Level 6 | Pre-Flight Preparation | Level 4 |
| Business Negotiation | Level 6 | Process Improvement and Optimisation | Level 6 |
| Change Management | Level 6 | Stakeholder Management | Level 6 |
| Crisis Communication and Media Management | Level 5 | Standard Operating Procedures Development | Level 5 |

GENERIC SKILLS AND COMPETENCIES (TOP 5)

| | |
|----------------------------|----------|
| Leadership | Advanced |
| Global Mindset | Advanced |
| Decision Making | Advanced |
| Transdisciplinary Thinking | Advanced |
| Communication | Advanced |

For a list of Critical Work Functions and Key Tasks for this job role, visit skillsfuture.sg/skills-framework/air-transport

Cabin Crew

JOB ROLE DESCRIPTION

The Cabin Crew provides excellent service to passengers while ensuring their comfort and safety throughout the flights. He/She tailors his/her approach to accommodate the different needs and interests of passengers. He prepares and serves in-flight meals as well as executes safety and security procedures during emergencies. He administers in-flight sales activities and maintains cabin hygiene and cleanliness according to the airline standards.

The Cabin Crew works in a team and is comfortable working in an enclosed environment on the aircraft for long periods of time. He fulfils the minimum height requirements which allow him to reach overhead compartments and carry out safety and emergency procedures on board. The Cabin Crew is able to work irregular hours and is on standby to report for immediate duties during pre-arranged periods. He upholds high standards of personal grooming and presentation. In addition, he displays excellent communication and interpersonal skills to work in a multicultural setting and is committed to providing impeccable service.

| TECHNICAL SKILLS AND COMPETENCIES | | | |
|---|---------|-------------------------------------|---------|
| Accident and Incident Response Management | Level 2 | Internet of Things Application | Level 2 |
| Airline Operations Management | Level 2 | Learning and Development | Level 2 |
| Behavioural Analysis and Predictive Screening | Level 1 | People and Relationship Management | Level 1 |
| Cabin Hygiene and Cleanliness | Level 2 | Service Branding and Coaching | Level 2 |
| Cabin Preparation | Level 2 | Service Challenges | Level 1 |
| Cabin Safety Management | Level 2 | Service Excellence | Level 1 |
| Change Management | Level 2 | Service Information and Results | Level 1 |
| Food and Beverage Services | Level 2 | Service Innovation | Level 1 |
| Human Factors Management | Level 2 | Service Leadership | Level 1 |
| In-Flight Customer Services | Level 2 | Service Planning and Implementation | Level 1 |
| In-Flight Emergency Management | Level 2 | Stakeholder Management | Level 2 |
| Innovation Management | Level 2 | Technology Application | Level 2 |

| GENERIC SKILLS AND COMPETENCIES (TOP 5) | |
|---|--------------|
| Communication | Intermediate |
| Interpersonal Skills | Intermediate |
| Teamwork | Intermediate |
| Service Orientation | Intermediate |
| Leadership | Basic |

For a list of Critical Work Functions and Key Tasks for this job role, visit skillsfuture.sg/skills-framework/air-transport

Crew-in-Charge

JOB ROLE DESCRIPTION

The Crew-in-Charge supervises the cabin crew and ensures the efficiency and smooth running of all cabin operations throughout the flights. He/She determines service goals for the flights, assigns work areas and tasks and guides the cabin crew to achieve expected service goals. He also manages unruly passengers on board and communicates with the Captain and ground services personnel to resolve flight matters. He ensures meal services are executed in line with airline policies and passengers' requests and acts as a mentor for cabin crew members.

The Crew-in-Charge possesses thorough knowledge of airline in-flight operations and cabin safety standards. He is comfortable working in an enclosed environment on the aircraft for long periods of time. He also fulfils the minimum height requirements which allow him to reach overhead compartments and carry out safety and emergency procedures on board. The Crew-in-Charge has irregular work patterns and is on standby to report for immediate duties during pre-arranged periods. He upholds high standards of personal grooming and presentation. In addition, he possesses excellent interpersonal and people management skills to oversee the cabin crew team as well as handle difficult or unruly passengers.

| TECHNICAL SKILLS AND COMPETENCIES | | | |
|---|---------|-------------------------------------|---------|
| Accident and Incident Response Management | Level 3 | Learning and Development | Level 3 |
| Airline Operations Management | Level 3 | People and Relationship Management | Level 3 |
| Behavioural Analysis and Predictive Screening | Level 2 | Service Branding and Coaching | Level 3 |
| Cabin Crew Performance Management | Level 3 | Service Challenges | Level 3 |
| Cabin Hygiene and Cleanliness | Level 3 | Service Coaching | Level 3 |
| Cabin Preparation | Level 3 | Service Excellence | Level 3 |
| Cabin Safety Management | Level 3 | Service Information and Results | Level 3 |
| Change Management | Level 3 | Service Innovation | Level 3 |
| Food and Beverage Services | Level 3 | Service Leadership | Level 3 |
| Human Factors Management | Level 3 | Service Planning and Implementation | Level 3 |
| In-Flight Customer Services | Level 3 | Stakeholder Management | Level 3 |
| In-Flight Emergency Management | Level 3 | Technology Application | Level 3 |
| Innovation Management | Level 3 | | |
| Internet of Things Application | Level 3 | | |

| GENERIC SKILLS AND COMPETENCIES (TOP 5) | |
|---|--------------|
| Communication | Intermediate |
| Interpersonal Skills | Intermediate |
| Teamwork | Basic |
| Service Orientation | Basic |
| Leadership | Basic |

For a list of Critical Work Functions and Key Tasks for this job role, visit skillsfuture.sg/skills-framework/air-transport

Cabin Crew Team Lead/Cabin Crew Auditor

JOB ROLE DESCRIPTION

The Cabin Crew Team Lead/Cabin Crew Auditor provides proactive front-line management to a large and multicultural cabin crew workforce. He/She manages the service and performance standards of cabin crew members by conducting extensive service quality audits to uncover areas for service enhancement. He provides performance feedback to cabin crew members and serves as a mentor by consistently displaying the highest levels of professional standards.

The Cabin Crew Team Lead/Cabin Crew Auditor possesses in-depth knowledge of flight operations, details and schedules. He displays exemplary knowledge of the airline's service standards, policies and procedures. In addition, he also demonstrates excellent interpersonal skills and possesses the capabilities to inspire others to meet the airline service standards. He has good leadership skills to manage and reward cabin performances accordingly.

| TECHNICAL SKILLS AND COMPETENCIES | | | |
|---|--------------|---|---------|
| Accident and Incident Response Management | Level 3 | People and Relationship Management | Level 3 |
| Airline Operations Management | Level 4 | Service Branding and Coaching | Level 3 |
| Cabin Crew Performance Management | Level 4 | Service Challenges | Level 3 |
| Cabin Hygiene and Cleanliness | Level 4 | Service Coaching | Level 3 |
| Cabin Preparation | Level 4 | Service Excellence | Level 3 |
| Cabin Safety Management | Level 4 | Service Information and Results | Level 3 |
| Change Management | Level 3 | Service Innovation | Level 3 |
| Food and Beverage Services | Level 3 | Service Leadership | Level 3 |
| Human Factors Management | Level 3 | Service Planning and Implementation | Level 3 |
| In-Flight Customer Services | Level 4 | Stakeholder Management | Level 3 |
| In-Flight Emergency Management | Level 3 | Standard Operating Procedures Development | Level 3 |
| Innovation Management | Level 3 | Technology Application | Level 3 |
| Internet of Things Application | Level 3 | | |
| Learning and Development | Level 4 | | |
| GENERIC SKILLS AND COMPETENCIES (TOP 5) | | | |
| Leadership | Basic | | |
| Communication | Advanced | | |
| Interpersonal Skills | Intermediate | | |
| Digital Literacy | Intermediate | | |
| Developing People | Intermediate | | |

For a list of Critical Work Functions and Key Tasks for this job role, visit skillsfuture.sg/skills-framework/air-transport

Cabin Crew Executive

JOB ROLE DESCRIPTION

The Cabin Crew Executive is responsible for establishing cabin crew service standards and goals. He/She revises policies to enhance quality and delivery of passenger services. He monitors cabin performances and administers performance appraisals for cabin crew. He is tasked with cabin crew rostering and management of crew attendance. He develops workplace learning plans and structured training programmes for the organisation to enhance competence of the cabin crew.

A sound knowledge of all airline safety and security regulations, policies, systems and processes is expected of the Cabin Crew Executive. He is kept up-to-date with all the airline facilities and services. He displays exemplary grooming standards and highest levels of professionalism at all times. The Cabin Crew Executive has excellent verbal and written communication skills and strong leadership skills to manage and provide guidance to cabin crew members.

| TECHNICAL SKILLS AND COMPETENCIES | | | |
|---|--------------|---|---------|
| Airline Operations Management | Level 4 | Learning and Development | Level 4 |
| Cabin Crew Performance Management | Level 4 | Manpower Planning | Level 4 |
| Change Management | Level 4 | Service Branding and Coaching | Level 4 |
| Crisis Communication and Media Management | Level 4 | Service Innovation | Level 4 |
| Data Analytics | Level 4 | Stakeholder Management | Level 4 |
| Hazard and Risk Control and Policy Management | Level 4 | Standard Operating Procedures Development | Level 4 |
| Human Factors Management | Level 4 | Technology Application | Level 4 |
| Innovation Management | Level 4 | | |
| Internet of Things Application | Level 4 | | |
| GENERIC SKILLS AND COMPETENCIES (TOP 5) | | | |
| Communication | Intermediate | | |
| Developing People | Intermediate | | |
| Service Orientation | Intermediate | | |
| Interpersonal Skills | Intermediate | | |
| Managing Diversity | Intermediate | | |

For a list of Critical Work Functions and Key Tasks for this job role, visit skillsfuture.sg/skills-framework/air-transport

Cabin Crew Manager

JOB ROLE DESCRIPTION

The Cabin Crew Manager drives and enhances the performances of the cabin crew across the airline and ensures compliance with the airline's operational manuals, policies and all relevant legislation. He/She reviews cabin crew feedback and performance appraisal reports. He determines the performance standards for the cabin crew and allocates resources for flights in collaboration with the network planning department. He also conducts hiring interviews and analyses customers' needs to identify new services for the airline. He is able to cultivate business relationships with airport agencies, authorities and customers.

Besides having an extensive knowledge of all airline policies, regulations, facilities and services, the Cabin Crew Manager also possesses a positive and passionate attitude towards the industry stakeholders. He has excellent leadership skills to direct cabin crew members and staff and foster teamwork by leading, inspiring and engaging the workforce. In addition, he has excellent communication, analytical, negotiation and people management skills.

| TECHNICAL SKILLS AND COMPETENCIES | | | |
|---|---------|---|---------|
| Airline Operations Management | Level 5 | Learning and Development | Level 5 |
| Business Negotiation | Level 5 | Manpower Planning | Level 5 |
| Cabin Crew Performance Management | Level 5 | Service Branding and Coaching | Level 5 |
| Change Management | Level 5 | Service Innovation | Level 5 |
| Crisis Communication and Media Management | Level 5 | Stakeholder Management | Level 5 |
| Data Analytics | Level 5 | Standard Operating Procedures Development | Level 5 |
| Hazard and Risk Control and Policy Management | Level 4 | Technology Application | Level 4 |
| Human Factors Management | Level 5 | | |
| Innovation Management | Level 5 | | |
| Internet of Things Application | Level 5 | | |

| GENERIC SKILLS AND COMPETENCIES (TOP 5) | |
|---|--------------|
| Leadership | Intermediate |
| Developing People | Advanced |
| Transdisciplinary Thinking | Intermediate |
| Interpersonal Skills | Advanced |
| Decision Making | Advanced |

For a list of Critical Work Functions and Key Tasks for this job role, visit skillsfuture.sg/skills-framework/air-transport

Vice President

JOB ROLE DESCRIPTION

The Vice President establishes and sets the direction of the cabin crew performances and services in line with the brand identity of the airline. He/She champions organisational succession planning, capability development and employee engagement initiatives for the organisation. He develops strategies to drive operational efficiency and passenger satisfaction and increases profitability for the airline. He is able to work closely with the industry partners to identify new business opportunities for the organisation. He also forges international networks to promote the organisation and builds business and professional networks at the senior executive level.

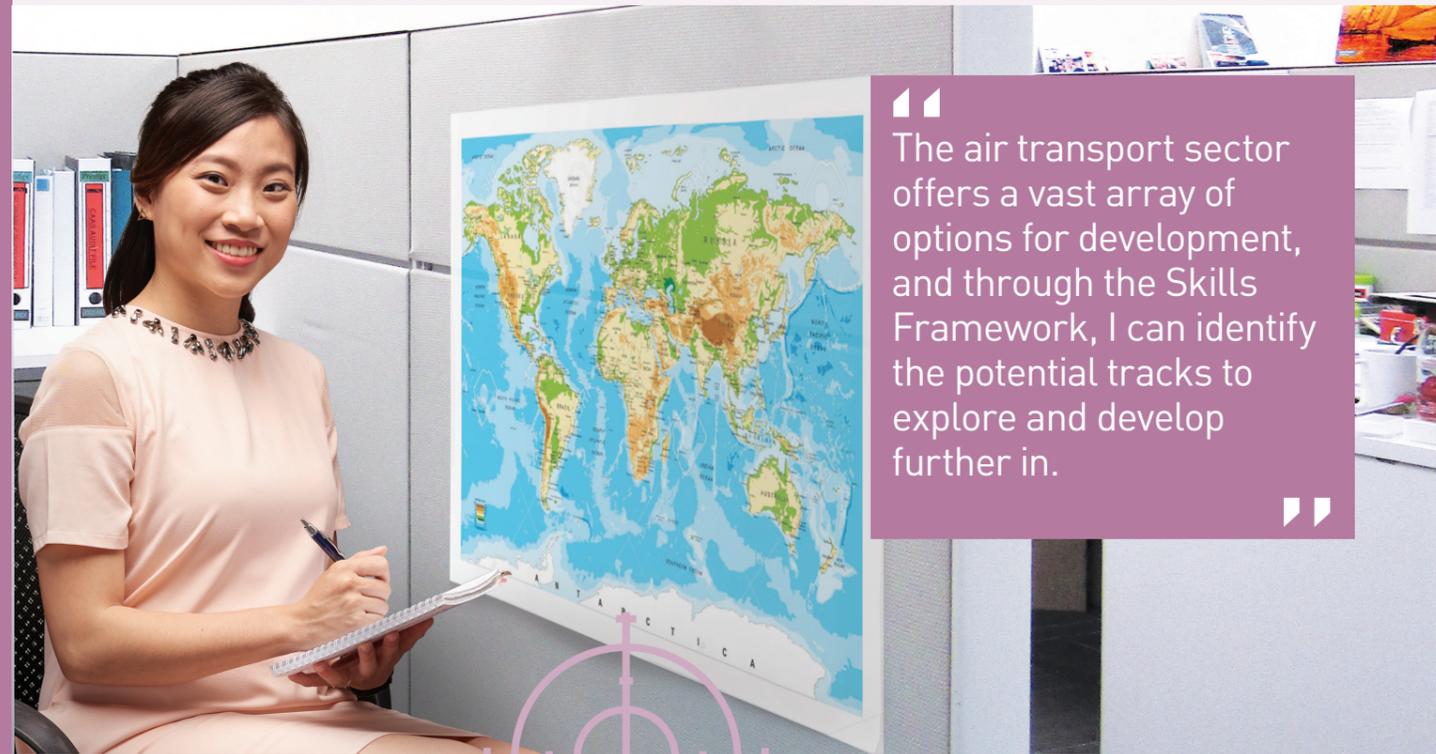
As Vice President for Cabin Operations, he is able to demonstrate a positive and passionate attitude towards the industry stakeholders and establish effective working relationships with business leaders, government representatives, passengers, members of the public, unions and other important stakeholders of the organisation. He also possesses exceptional leadership skills, speaking and writing abilities. Furthermore, he has excellent communication, analytical, negotiation and people management skills.

| TECHNICAL SKILLS AND COMPETENCIES | | | |
|---|---------|---|---------|
| Airline Operations Management | Level 6 | Learning and Development | Level 6 |
| Business Negotiation | Level 6 | Manpower Planning | Level 6 |
| Cabin Crew Performance Management | Level 5 | Service Branding and Coaching | Level 5 |
| Change Management | Level 6 | Service Innovation | Level 6 |
| Crisis Communication and Media Management | Level 5 | Stakeholder Management | Level 6 |
| Human Factors Management | Level 6 | Standard Operating Procedures Development | Level 5 |
| Innovation Management | Level 6 | | |
| Internet of Things Application | Level 5 | | |

| GENERIC SKILLS AND COMPETENCIES (TOP 5) | |
|---|----------|
| Leadership | Advanced |
| Decision Making | Advanced |
| Communication | Advanced |
| Global Mindset | Advanced |
| Transdisciplinary Thinking | Advanced |

For a list of Critical Work Functions and Key Tasks for this job role, visit skillsfuture.sg/skills-framework/air-transport

Airline Commercial Management



“The air transport sector offers a vast array of options for development, and through the Skills Framework, I can identify the potential tracks to explore and develop further in.”



Senior Market Planning Analyst

Clarice Zhang
SilkAir (Singapore) Pte Ltd

STRENGTH IN STRATEGY

SilkAir's Generalist Executive scheme provides employees like Clarice, the opportunity to experience diverse job functions in the company. Clarice first joined SilkAir three years ago under the scheme above and was placed in Human Resource before she was transferred to her current role in the market planning department.

As a Senior Market Planning Analyst, Clarice oversees the medium to long-term strategic business interests of SilkAir. One of her responsibilities includes shortlisting new routes that the company can explore. "Before shortlisting a new route, I will conduct research studies on current travel patterns, the growth of the proposed cities and overall potential growth of the market", she shares.

Working in an airline, Clarice is sometimes expected to do site visits overseas. "My current role as an analyst also requires critical and forward thinking skills in order to identify and propose the most suitable strategic plans for the company. It is also essential for an analyst to be meticulous and be comfortable working with data", she advises.

The transition from being a HR professional to her current position was particularly challenging for Clarice as both roles dwell into vastly different areas of work. To swiftly adapt to her new role, she relies on the Skills Framework for Air Transport to identify the potential skills and competencies required to better strategise her career pathway in the air transport sector.

"The career pathways also help me identify the vertical and lateral advancement opportunities in my industry. The air transport sector offers a vast array of options for development, and through the Skills Framework, I can identify the potential tracks to explore and develop further in", Clarice says.

Customer Services Officer (Call Centre)/ Customer Services Officer (Reservations & Ticketing)/ Passenger Relations Officer

JOB ROLE DESCRIPTION

The Customer Services Officer (Call Centre)/Customer Services Officer (Reservations & Ticketing)/Passenger Relations Officer is responsible for providing assistance to customers by addressing their queries and requests. He/She advises customers on appropriate products and services based on their needs. He is responsible for the preparation of customer documentation. In the case of complex customer requests, he escalates them to senior officers. He is able to abide by safety and/or security standards in the workplace.

The Customer Services Officer (Call Centre)/Customer Services Officer (Reservations & Ticketing)/Passenger Relations Officer pays strong attention to details to verify and process documentation. He also shows initiative and quick decision-making skills to provide excellent personalised customer services and support. He is comfortable with various stakeholder interactions whilst working in shifts and possesses adequate computer literacy to process customer documentation.

| TECHNICAL SKILLS AND COMPETENCIES | | | |
|--|---------|-------------------------------|---------|
| Airline Marketing | Level 1 | Human Factors Management | Level 1 |
| Airline Operations Management | Level 2 | Learning and Development | Level 1 |
| Airport Operations Management | Level 1 | Market Research | Level 2 |
| Call Centre Management | Level 1 | Service Branding and Coaching | Level 2 |
| Change Management | Level 1 | Stakeholder Management | Level 1 |
| Customer and Passenger Handling and Care | Level 2 | Technology Application | Level 1 |
| Customer Relationship Management | Level 2 | | |
| Customer Service Delivery | Level 1 | | |

| GENERIC SKILLS AND COMPETENCIES (TOP 5) | |
|---|-------|
| Communication | Basic |
| Service Orientation | Basic |
| Digital Literacy | Basic |
| Interpersonal Skills | Basic |
| Problem Solving | Basic |

For a list of Critical Work Functions and Key Tasks for this job role, visit skillsfuture.sg/skills-framework/air-transport

Senior Customer Services Officer (Call Centre)/ Senior Customer Services Officer (Reservations & Ticketing)/Senior Passenger Relations Officer

JOB ROLE DESCRIPTION

The Senior Customer Services Officer (Call Centre)/Senior Customer Services Officer (Reservations & Ticketing)/Senior Passenger Relations Officer provides specialised customer service delivery. He/She identifies customer preferences, needs and expectations and strives to exceed them. He is also able to meet the needs of premium customers at the service lounges. He supervises the preparation of customer documentation and handles escalated customer requests. He adheres to team safety and/or security standards in the workplace and escalates any reports of safety and/or security breaches. He is a mentor to the customer services officers and guides them in performing day-to-day tasks.

Being detail-oriented with good communication skills, the Senior Customer Services Officer (Call Centre)/Senior Customer Services Officer (Reservations & Ticketing)/Senior Passenger Relations Officer is able to work well with others. He is tactful and diplomatic when dealing with difficult situations and provides excellent customer services and support. He also has strong attention to details to verify and process documentation. He is comfortable in facilitating face-to-face interactions whilst working in shifts. Moreover, he has good computer skills to process passenger documentation. He is able to understand the developmental needs of officers in order to mentor them.

| TECHNICAL SKILLS AND COMPETENCIES | | | |
|--|---------|-------------------------------|---------|
| Airline Marketing | Level 2 | Human Factors Management | Level 2 |
| Airline Operations Management | Level 2 | Innovation Management | Level 2 |
| Airport Operations Management | Level 2 | Learning and Development | Level 2 |
| Call Centre Management | Level 2 | Market Research | Level 2 |
| Change Management | Level 2 | Service Branding and Coaching | Level 2 |
| Customer and Passenger Handling and Care | Level 2 | Stakeholder Management | Level 2 |
| Customer Relationship Management | Level 2 | Technology Application | Level 2 |
| Customer Service Delivery | Level 2 | | |

| GENERIC SKILLS AND COMPETENCIES (TOP 5) | |
|---|--------------|
| Communication | Intermediate |
| Service Orientation | Basic |
| Digital Literacy | Basic |
| Interpersonal Skills | Basic |
| Problem Solving | Basic |

For a list of Critical Work Functions and Key Tasks for this job role, visit skillsfuture.sg/skills-framework/air-transport

Customer Services Supervisor (Call Centre)/ Customer Services Supervisor (Reservations & Ticketing)/ Premium Services Supervisor

JOB ROLE DESCRIPTION

The Customer Services Supervisor (Call Centre)/Customer Services Supervisor (Reservations & Ticketing)/Premium Services Supervisor identifies and proposes areas of enhancements to improve the airline's customer experiences. He/She coordinates activities of team members to ensure service delivery meets or exceeds expected standards. He enforces safety and/or security compliance in the workplace and conducts investigation on the root causes of all safety and/or security breaches. He manages staff disputes and provides on-the-job training to improve their performance.

The Customer Services Supervisor (Call Centre)/Customer Services Supervisor (Reservations & Ticketing)/Premium Services Supervisor has a strong understanding of the industry to anticipate customer preferences, needs and expectations. He is customer-centric with strong attention to details to identify areas of enhancements for customer service delivery. In addition, he is also able to show initiative and consider industry best practices to solve customer problems and issues. He possesses excellent interpersonal and customer service skills whilst working in shifts. He also displays leadership capabilities in order to manage and mentor junior and senior officers.

| TECHNICAL SKILLS AND COMPETENCIES | | | |
|---|---------|---|---------|
| Airline Distribution Channel Strategies | Level 3 | Human Factors Management | Level 3 |
| Airline Marketing | Level 3 | Innovation Management | Level 3 |
| Airline Operations Management | Level 3 | Learning and Development | Level 3 |
| Airport Operations Management | Level 3 | Manpower Planning | Level 4 |
| Business Development | Level 3 | Market Research | Level 3 |
| Call Centre Management | Level 3 | Service Branding and Coaching | Level 3 |
| Change Management | Level 3 | Stakeholder Management | Level 3 |
| Crisis Communication and Media Management | Level 3 | Standard Operating Procedures Development | Level 3 |
| Customer and Passenger Handling and Care | Level 3 | Technology Application | Level 3 |
| Customer Relationship Management | Level 3 | | |
| Customer Service Delivery | Level 3 | | |
| Ground Services Training Delivery | Level 3 | | |

| GENERIC SKILLS AND COMPETENCIES (TOP 5) | |
|---|--------------|
| Service Orientation | Intermediate |
| Transdisciplinary Thinking | Basic |
| Leadership | Intermediate |
| Problem Solving | Basic |
| Communication | Intermediate |

For a list of Critical Work Functions and Key Tasks for this job role, visit skillsfuture.sg/skills-framework/air-transport

Executive (Contact Centre Operations)/ Executive (Service Centres)/ Executive (Premium Passenger Services)

JOB ROLE DESCRIPTION

The Executive (Contact Centre Operations)/Executive (Service Centres)/Executive (Premium Passenger Services) is responsible for enhancing the delivery and efficiency of customer service operations. He/She monitors customer service delivery and develops solutions to boost the airline service standards. He presents ideas to higher authorities to get their endorsement for new service innovations. To uphold safety and/or security standards, he addresses internal and external audits issues and recommends action plans to prevent future breaches. He develops on-the-job training programmes and workplace learning plans to improve the teams' capabilities.

With good problem-solving skills, the Executive (Contact Centre Operations)/Executive (Service Centres)/Executive (Premium Passenger Services) reviews and assesses solutions provided by others and determines the best course of action for the airline. He also has strong communication and interpersonal skills to obtain stakeholders buy-in and is highly competent in computer literacy. He pays strong attention to details and has a strong understanding of the industry to anticipate customer preferences, needs and expectations. Moreover, he is customer-focused to identify areas of enhancements for service delivery and is able to work under pressure with good multi-tasking skills. He also displays strong leadership capabilities to provide guidance to the teams.

| TECHNICAL SKILLS AND COMPETENCIES | | | |
|---|---------|---|---------|
| Airline Distribution Channel Strategies | Level 4 | Ground Services Training Delivery | Level 4 |
| Airline Marketing | Level 4 | Human Factors Management | Level 4 |
| Airline Operations Management | Level 4 | Innovation Management | Level 4 |
| Airport Operations Management | Level 3 | Learning and Development | Level 4 |
| Business Development | Level 4 | Manpower Planning | Level 4 |
| Business Negotiation | Level 4 | Market Research | Level 4 |
| Call Centre Management | Level 4 | Service Branding and Coaching | Level 4 |
| Change Management | Level 4 | Stakeholder Management | Level 4 |
| Crisis Communication and Media Management | Level 4 | Standard Operating Procedures Development | Level 4 |
| Customer and Passenger Handling and Care | Level 4 | Technology Application | Level 4 |
| Customer Relationship Management | Level 4 | | |
| Customer Service Delivery | Level 4 | | |

| GENERIC SKILLS AND COMPETENCIES (TOP 5) | |
|---|--------------|
| Creative Thinking | Basic |
| Sense Making | Basic |
| Problem Solving | Intermediate |
| Leadership | Basic |
| Decision Making | Intermediate |

For a list of Critical Work Functions and Key Tasks for this job role, visit skillsfuture.sg/skills-framework/air-transport

Manager (Contact Centre Operations)/ Manager (Service Centres)/ Manager (Premium Passenger Services)

JOB ROLE DESCRIPTION

The Manager (Contact Centre Operations)/Manager (Service Centres)/Manager (Premium Passenger Services) leads and guides the customer services teams to provide professional customer services in line with the airline's customer service standards. He/She forecasts customer needs in order to enhance the airline customer service offerings and competitiveness. He establishes benchmark criteria and Key Performance Indicators (KPIs) on service excellence and proposes actions for service recovery. He leads research to identify opportunities for operations and service enhancements and evaluates customer service satisfaction against industry norms. He drives business development opportunities and builds business networks by developing strategic industry partnerships. He also leads change management initiatives for the organisation.

With deep industry expertise, the Manager (Contact Centre Operations)/Manager (Service Centres)/Manager (Premium Passenger Services) anticipates the needs and preferences of airline customers and achieves superior customer satisfaction. He also has strong analytical skills to evaluate internal and external alternatives or circumstances and identify favourable unique opportunities to create value for the organisation. He displays exceptional leadership capabilities and communication skills in order to lead his teams as well as engage other managers and staff across the organisation.

| TECHNICAL SKILLS AND COMPETENCIES | | | |
|---|---------|---|---------|
| Airline Distribution Channel Strategies | Level 5 | Human Factors Management | Level 5 |
| Airline Marketing | Level 5 | Innovation Management | Level 5 |
| Airline Operations Management | Level 5 | Learning and Development | Level 5 |
| Airport Operations Management | Level 3 | Manpower Planning | Level 5 |
| Business Development | Level 5 | Market Research | Level 4 |
| Business Negotiation | Level 5 | Service Branding and Coaching | Level 5 |
| Call Centre Management | Level 4 | Stakeholder Management | Level 5 |
| Change Management | Level 5 | Standard Operating Procedures Development | Level 5 |
| Crisis Communication and Media Management | Level 5 | Technology Application | Level 4 |
| Customer Relationship Management | Level 5 | | |
| Customer Service Delivery | Level 4 | | |
| Ground Services Training Delivery | Level 4 | | |

| GENERIC SKILLS AND COMPETENCIES (TOP 5) | |
|---|--------------|
| Leadership | Intermediate |
| Decision Making | Advanced |
| Developing People | Intermediate |
| Interpersonal Skills | Advanced |
| Service Orientation | Advanced |

For a list of Critical Work Functions and Key Tasks for this job role, visit skillsfuture.sg/skills-framework/air-transport

Vice President

JOB ROLE DESCRIPTION

The Vice President is responsible for the alignment of customer services with evolving customer needs, technological advancements and airline brand identity. He/She is able to drive strategies to champion service excellence and foster an exceptional customer experience. He develops strategies, long-range plans and innovative ideas to enhance customer operations and services. He also aligns human resources with business needs and develops and strengthens executive management relations. He identifies business opportunities and forges international networks to promote the organisation.

As the Vice President for Customer Services, he possesses exceptional communication skills and outstanding analytical and problem-solving skills. He has strong people management skills to coach and lead his teams effectively and demonstrates a positive and passionate attitude towards the industry stakeholders. He also possesses strong leadership skills and exceptional speaking and writing abilities. With expertise in strategic planning, he is able to improve and/or enhance the airline operations and customer service.

| TECHNICAL SKILLS AND COMPETENCIES | | | |
|---|---------|---|---------|
| Airline Distribution Channel Strategies | Level 5 | Human Factors Management | Level 6 |
| Airline Marketing | Level 5 | Innovation Management | Level 6 |
| Airline Operations Management | Level 6 | Learning and Development | Level 6 |
| Business Development | Level 6 | Manpower Planning | Level 6 |
| Business Negotiation | Level 6 | Service Branding and Coaching | Level 5 |
| Change Management | Level 6 | Stakeholder Management | Level 6 |
| Crisis Communication and Media Management | Level 5 | Standard Operating Procedures Development | Level 5 |
| Customer Relationship Management | Level 5 | | |

| GENERIC SKILLS AND COMPETENCIES (TOP 5) | |
|---|----------|
| Leadership | Advanced |
| Decision Making | Advanced |
| Global Mindset | Advanced |
| Developing People | Advanced |
| Transdisciplinary Thinking | Advanced |

For a list of Critical Work Functions and Key Tasks for this job role, visit skillsfuture.sg/skills-framework/air-transport

Network Planning Analyst

JOB ROLE DESCRIPTION

The Network Planning Analyst is responsible for evaluating and recommending new route opportunities to grow airline networks and aircraft fleet. He/She is able to develop short-term network plans for the current and upcoming schedule seasons. He conducts research to comprehend and review traffic rights and airport constraints of flight routes. He provides coaching, training and feedback to improve performance of junior analysts.

The Network Planning Analyst has excellent verbal and written communication skills to prepare reports and propose new routes to internal stakeholders. He also possesses strong analytical skills to evaluate route performances and potential new routes. He has strong statistical and research skills and good computer literacy to run network planning software. In addition, he is able to obtain stakeholders buy-in with his strong presentation skills and possesses strong interpersonal skills to work effectively with other departments and team members.

| TECHNICAL SKILLS AND COMPETENCIES | | | |
|---|---------|-----------------------------------|---------|
| Airline Distribution Channel Strategies | Level 3 | Learning and Development | Level 3 |
| Airline Marketing | Level 3 | Market Research | Level 3 |
| Airline Operations Management | Level 3 | Network Planning and Operations | Level 3 |
| Airline Revenue Management | Level 3 | Route Forecasting and Development | Level 3 |
| Airport and Airline Economics | Level 3 | Scheduling and Slot Coordination | Level 3 |
| Business Development | Level 3 | Stakeholder Management | Level 3 |
| Business Negotiation | Level 4 | Technology Application | Level 3 |
| Change Management | Level 3 | | |
| Data Analytics | Level 3 | | |
| Innovation Management | Level 3 | | |

GENERIC SKILLS AND COMPETENCIES (TOP 5)

| | |
|------------------------|--------------|
| Computational Thinking | Intermediate |
| Problem Solving | Advanced |
| Communication | Intermediate |
| Creative Thinking | Intermediate |
| Sense Making | Advanced |

For a list of Critical Work Functions and Key Tasks for this job role, visit skillsfuture.sg/skills-framework/air-transport

Assistant Manager (Network Planning)

JOB ROLE DESCRIPTION

The Assistant Manager (Network Planning) manages flight network planning processes with other departments and oversees route studies to determine the feasibility of new flight routes. Using airline intelligence tools, he/she analyses the schedule capacity of other airlines and identifies underperforming rotations in flight networks. He is tasked with the design of flight schedules based on profitability of routes, airport constraints and airlines' fleet constraints. He also acts as a mentor to other analysts in the teams.

The Assistant Manager (Network Planning) possesses exceptional analytical skills to synthesise information into business recommendations for the airline. He has a thorough understanding of all airlines' commercial and operational goals which allow him to recommend new routes and schedules. He has strong statistical and research skills and good computer literacy to run network planning software. In addition, he possesses excellent verbal and written communication skills for the preparation and presentation of reports. He also has excellent interpersonal skills to persuade and influence various stakeholders.

| TECHNICAL SKILLS AND COMPETENCIES | | | |
|---|---------|---|---------|
| Airline Distribution Channel Strategies | Level 4 | Learning and Development | Level 4 |
| Airline Marketing | Level 4 | Manpower Planning | Level 4 |
| Airline Operations Management | Level 4 | Market Research | Level 4 |
| Airline Revenue Management | Level 4 | Network Planning and Operations | Level 4 |
| Airport and Airline Economics | Level 4 | Route Forecasting and Development | Level 4 |
| Business Development | Level 4 | Scheduling and Slot Coordination | Level 4 |
| Business Negotiation | Level 5 | Stakeholder Management | Level 4 |
| Change Management | Level 4 | Standard Operating Procedures Development | Level 4 |
| Data Analytics | Level 4 | Technology Application | Level 4 |
| Innovation Management | Level 4 | | |

GENERIC SKILLS AND COMPETENCIES (TOP 5)

| | |
|------------------------|----------|
| Computational Thinking | Advanced |
| Problem Solving | Advanced |
| Creative Thinking | Advanced |
| Communication | Advanced |
| Global Mindset | Basic |

For a list of Critical Work Functions and Key Tasks for this job role, visit skillsfuture.sg/skills-framework/air-transport

Manager (Network Planning)

JOB ROLE DESCRIPTION

The Manager (Network Planning) is responsible for traffic rights negotiations and the development of short to mid-term network and aircraft fleet plans. He/She collaborates with other managers to develop long-term plans and determines the impact of flight networks on aircraft fleet requirements. He arbitrates commercial terms of contracts with internal and external stakeholders and takes charge of the schedule planning processes to secure arrival and departure time slots. He also attends world slot guideline conferences to negotiate slot coordination with external stakeholders. He modifies and recommends products and services to meet customers' needs and cultivates close working relationships with airport agencies, authorities, customers and vendors.

The Manager (Network Planning) has exceptional analytical skills and good commercial acumen to develop innovative solutions that can overcome tactical problems pertaining to network planning and scheduling. He participates in conferences and negotiations. He is detail-oriented and has deep industry expertise to anticipate customer needs. Furthermore, he possesses outstanding verbal and written communication skills for negotiating with senior internal and external stakeholders to meet the network optimisation plans of the organisation.

| TECHNICAL SKILLS AND COMPETENCIES | | | |
|---|---------|---|---------|
| Airline Distribution Channel Strategies | Level 5 | Learning and Development | Level 5 |
| Airline Marketing | Level 5 | Manpower Planning | Level 5 |
| Airline Operations Management | Level 5 | Market Research | Level 4 |
| Airline Revenue Management | Level 5 | Network Planning and Operations | Level 5 |
| Airport and Airline Economics | Level 5 | Route Forecasting and Development | Level 5 |
| Business Development | Level 5 | Scheduling and Slot Coordination | Level 5 |
| Business Negotiation | Level 6 | Stakeholder Management | Level 5 |
| Change Management | Level 5 | Standard Operating Procedures Development | Level 5 |
| Data Analytics | Level 5 | Technology Application | Level 4 |
| Innovation Management | Level 5 | | |

| GENERIC SKILLS AND COMPETENCIES (TOP 5) | |
|---|----------|
| Leadership | Advanced |
| Problem Solving | Advanced |
| Developing People | Advanced |
| Decision Making | Advanced |
| Computational Thinking | Advanced |

For a list of Critical Work Functions and Key Tasks for this job role, visit skillsfuture.sg/skills-framework/air-transport

Vice President

JOB ROLE DESCRIPTION

The Vice President develops the overall strategies governing the design of the airline's network plans and operating models. He/She is able to confer with senior stakeholders on decisions impacting future network plans. He is tasked with leading discussions with the aim of enhancing the airline's route performances and increasing agility of flight networks. He leads the optimisation of aircraft deployment, flight frequencies and timing to improve performance of the networks. He aligns human resources with business needs of the airline and formulates commercial strategies to meet the airline's objectives. He also develops and forges international networks to promote the organisation's brand, products and services.

As the Vice President for Network Planning, he possesses remarkable communication, analytical and problem-solving skills. He is equipped with strong people management skills to coach and lead his teams effectively and is able to handle changing environments and priorities. He also demonstrates a passion for building connections with industry stakeholders and other senior executives across the organisation. He possesses deep commercial acumen, strong leadership skills and exceptional speaking and writing abilities. With expertise in strategic planning, he is able to enhance the airline operations and flight networks.

| TECHNICAL SKILLS AND COMPETENCIES | | | |
|---|---------|---|---------|
| Airline Distribution Channel Strategies | Level 5 | Innovation Management | Level 6 |
| Airline Marketing | Level 5 | Learning and Development | Level 6 |
| Airline Operations Management | Level 6 | Manpower Planning | Level 6 |
| Airline Revenue Management | Level 6 | Network Planning and Operations | Level 6 |
| Airport and Airline Economics | Level 5 | Route Forecasting and Development | Level 6 |
| Business Development | Level 6 | Scheduling and Slot Coordination | Level 6 |
| Business Negotiation | Level 6 | Stakeholder Management | Level 6 |
| Change Management | Level 6 | Standard Operating Procedures Development | Level 5 |

| GENERIC SKILLS AND COMPETENCIES (TOP 5) | |
|---|----------|
| Decision Making | Advanced |
| Leadership | Advanced |
| Developing People | Advanced |
| Global Mindset | Advanced |
| Communication | Advanced |

For a list of Critical Work Functions and Key Tasks for this job role, visit skillsfuture.sg/skills-framework/air-transport

Overview of Technical Skills and Competencies

Technical Skills and Competencies (TSCs)

| TSC Category | TSC Title | TSC Description | Proficiency Levels | | | | | | |
|---------------------|--|---|--------------------|---|---|---|---|---|--|
| | | | 1 | 2 | 3 | 4 | 5 | 6 | |
| Aircraft Operations | Aircraft Cruise Operations | Monitor aircraft systems, performance and external environments as well as comply with Air Traffic Control (ATC) instructions and en route navigation requirements to ensure safe and optimal flight conditions | | | | ● | ● | | |
| | Aircraft Dispatch | Review flight dispatch documents to identify dispatch issues and determine mission continuance | | | | ● | ● | | |
| | Aircraft Emergency Management | Command and control aircraft during emergency situations in accordance with Safety and Emergency Procedures (SEP) | | | | ● | ● | | |
| | Aircraft Landing Operations | Initiate aircraft descent, approach and landing in accordance with procedures and Air Traffic Control (ATC) instructions to ensure safe landing within the runway environment | | | | ● | ● | | |
| | Aircraft Manual Handling | Operate aircraft to ensure smooth and safe handling during all phases of flights | | | | ● | ● | | |
| | Aircraft Performance Management | Conduct post-flight analysis to develop optimal flight performance parameters | ● | ● | ● | ● | ● | | |
| | Aircraft Take-Off Operations | Perform take-off roll in accordance with Standard Operating Procedures (SOPs) to ensure safe take-off operations | | | | ● | ● | | |
| | Flight Deck Communications | Communicate with Air Traffic Control (ATC), flight crew members and ground personnel using Crew Resource Management (CRM) techniques | | | | ● | | | |
| | Post-Landing Operations | Taxi aircraft from runways to parking stands and operate aircraft systems for shut-down | | | | ● | | | |
| | Pre-Flight Preparation | Prepare aircraft for flights by ensuring proper configuration of aircraft for take-offs and safe environmental and flight conditions | | | | ● | | | |
| Airline Operations | Airline Crew Scheduling | Manage crew requirements through efficient crew scheduling | ● | ● | ● | | | | |
| | Airline Operations Management | Execute and manage operational activities to contribute to the commercial success of airlines | | ● | ● | ● | ● | ● | |
| | Airline Representation and Station Management | Enforce ground service standards of airlines through monitoring ground service activities and building partnerships with ground handling agents | | ● | ● | ● | | | |
| | Flight Disruptions and Irregular Operations Management | Execute and develop plans to manage flight disruptions and irregular airline operations | ● | ● | ● | ● | ● | ● | |
| | Ground Services Training Delivery | Manage the delivery of ground services training to ensure adherence to Standard Operating Procedures (SOPs) and Service Level Agreements (SLAs) of airlines | | ● | ● | ● | | | |
| | Service Branding and Coaching | Execute service brand guidelines and drive strategies to enhance the organisation's service brands and value propositions | | ● | ● | ● | ● | | |
| | Service Level Agreement Management | Assess performance of ground handling agents and form partnerships to deliver efficient ground handling, customer and passenger services | | ● | ● | ● | ● | ● | |

Overview of Technical Skills and Competencies

Technical Skills and Competencies (TSCs)

| TSC Category | TSC Title | TSC Description | Proficiency Levels | | | | | | | |
|--|--|---|---|---|---|---|---|---|---|--|
| | | | 1 | 2 | 3 | 4 | 5 | 6 | | |
| Airport Engineering | Airfield Civil Infrastructure Maintenance and Design | Maintain and enhance airfield civil infrastructure to meet operational requirements of the airports | | ● | ● | ● | ● | ● | | |
| | Airfield Specialised Systems Maintenance and Design | Maintain and enhance airfield specialised systems to meet operational requirements of the airports | | ● | ● | ● | ● | ● | | |
| | Airport Infrastructure and Facilities Maintenance and Design | Maintain and enhance airport infrastructure and facilities to meet operational and service standards of the airports | | ● | ● | ● | ● | ● | | |
| | Engineering Contract Management | Analyse and develop tender requirements to define engineering contract structures, terms and financials | | ● | ● | ● | ● | ● | | |
| | Engineering Project Management | Manage engineering projects and work areas by setting objectives, project plans, methodologies and timelines to ensure successful outcomes | | ● | ● | ● | ● | ● | | |
| | Engineering Safety and Security Standards | Design and execute safety and security policies to promote safe working environments for engineering projects | | ● | ● | ● | ● | ● | | |
| | Engineering Standards Audit and Assessment | Assess engineering project documentation and outcomes to ensure compliance with established standards | | ● | ● | ● | ● | ● | | |
| | Airport Operations | Airport Audit and Compliance | Audit airport operations to ensure alignment with world-class airport standards | | | ● | ● | ● | | |
| | | Airport Collaborative Decision Making Model Application | Utilise the Airport Collaborative Decision Making (A-CDM) model to enhance airport operations and optimise the capacity of runways, terminals, gates and airspace | | | ● | ● | ● | ● | |
| Airport Operations Management | | Manage interconnected airport functions including aircraft operations, airside activities and landside maintenance | ● | ● | ● | ● | ● | ● | | |
| Airport Service Quality Management | | Implement and drive improvements in service quality standards at the airports | | | ● | ● | ● | ● | | |
| Passenger Information Systems Management | | Implement and manage effective Passenger Information Systems (PIS) to provide relevant and timely information to passengers and members of the public | | | ● | ● | ● | ● | | |
| Passenger Movement Management | | Manage passenger movements to enable efficient and smooth airport operations | | | ● | ● | ● | ● | | |

Overview of Technical Skills and Competencies

Technical Skills and Competencies (TSCs)

| TSC Category | TSC Title | TSC Description | Proficiency Levels | | | | | |
|---------------------|--|--|--------------------|---|---|---|---|---|
| | | | 1 | 2 | 3 | 4 | 5 | 6 |
| Airside Operations | Airside Driving | Operate vehicles at the airside and verify functionality of vehicles | ● | ● | ● | ● | | |
| | Airside Operations Management | Plan and coordinate airside operational activities to ensure compliance with airside safety standards | | | ● | ● | ● | ● |
| | Runway Safety | Ensure safe airside operations to prevent runway incursions, excursions and confusions | | | ● | ● | ● | ● |
| | Wildlife Hazard Management | Manage wildlife within and around the airports to prevent wildlife strikes | | | ● | ● | ● | |
| Business Management | Business Development | Identify new business opportunities to meet commercial objectives of the organisation | | | ● | ● | ● | ● |
| | Business Negotiation | Engage in negotiations to reach and create outcomes which support the commercial objectives of the organisation | | | | ● | ● | ● |
| | Crisis Communication and Media Management | Manage communications with the media and/or relevant stakeholders during crises to maintain a positive image of the organisation | | | ● | ● | ● | |
| | Financial Planning and Budget Management | Maximise cost efficiency of organisational operations through financial planning, budget management and optimisation of operations | | | ● | ● | ● | |
| | Human Factors Management | Identify and mitigate risks of aviation incidents and/or accidents caused by human factors | ● | ● | ● | ● | ● | ● |
| | Stakeholder Management | Plan and implement strategies to build and manage constructive and positive relationships with stakeholders | ● | ● | ● | ● | ● | ● |
| Cargo Operations | Standard Operating Procedures Development | Implement and develop Standard Operating Procedures (SOPs) and enforce compliance with SOPs | | | ● | ● | ● | |
| | Air Cargo Operations Management | Manage and implement processes and activities to build and develop air cargo operations | ● | ● | ● | ● | ● | |
| | Cargo Load Planning | Develop cargo load plans to ensure safe and efficient loading and unloading of cargo | | ● | ● | ● | | |
| | Cargo Receipt and Inspection | Process the receipt of cargo in accordance with established guidelines and Standard Operating Procedures (SOPs) | ● | ● | ● | ● | | |
| | Cargo Tracking Systems Administration | Administer and enhance cargo tracking systems to monitor cargo movements during flights and transhipments | | ● | ● | ● | | |
| | Cargo Transit and Transhipment Management | Administer documentation and storage of transit and transhipment cargo before shipments to final destinations | | ● | ● | ● | | |
| | Cargo Warehouse Operations | Plan and coordinate warehousing activities to ensure efficient and safe transportation of cargo to and from aircraft | | ● | ● | ● | | |
| | Import and Export Documentation Administration | Manage and execute documentation processes to facilitate the import and export of air cargo shipments | ● | ● | ● | ● | | |
| | Unit Load Devices Operations | Implement and develop standards for the handling, deployment and maintenance of Unit Load Devices (ULDs) | ● | ● | ● | ● | ● | |

Overview of Technical Skills and Competencies

Technical Skills and Competencies (TSCs)

| TSC Category | TSC Title | TSC Description | Proficiency Levels | | | | | |
|-------------------------------------|---|---|--------------------|---|---|---|---|---|
| | | | 1 | 2 | 3 | 4 | 5 | 6 |
| Commercial Management | Airline Distribution Channel Strategies | Develop and implement distribution channel strategies to increase market reach of airlines | | | ● | ● | ● | |
| | Airline Marketing | Plan, develop and implement marketing concepts and campaigns for airlines to drive sales and build brand equity | ● | ● | ● | ● | ● | |
| | Airline Revenue Management | Develop and implement pricing strategies and revenue management models to maximise airlines revenues | | | ● | ● | ● | ● |
| | Airport and Airline Economics | Analyse factors affecting the performance of airports and/or airlines operations and recommend actions for improvements | | | ● | ● | ● | |
| | Network Planning and Operations | Establish profitable flight networks for airlines through optimising airline fleet deployment, adjusting frequency of schedules and identifying optimal departure and arrival times | | | ● | ● | ● | ● |
| | Route Forecasting and Development | Identify flight routes for airlines through the detailed study of airline performance, route profitability, competitors, revenue potential and future business strategies | | | ● | ● | ● | ● |
| | Scheduling and Slot Coordination | Develop and manage airline schedules and slots by applying optimisation techniques | | | ● | ● | ● | ● |
| Customer and Passenger Services | Baggage Services Management | Manage all baggage service operations to deliver baggage to and from aircraft | | ● | ● | ● | | |
| | Call Centre Management | Implement and manage call centre operations to address queries and needs of customers | ● | ● | ● | ● | | |
| | Customer and Passenger Handling and Care | Manage delivery of customer and passenger services to meet ground services standards of airlines | | ● | ● | ● | | |
| | Customer Relationship Management | Initiate and drive activities to enhance customer relationships and brand loyalty for the organisation | | ● | ● | ● | ● | |
| | Customer Service Delivery | Anticipate customer needs and provide quality customer services as ambassadors of the airports | ● | ● | ● | ● | | |
| | Flight Check-In Operations | Assist customers with flight check-in procedures to ensure a seamless and hassle-free process | | ● | ● | ● | | |
| | People and Relationship Management | Manage the organisation's manpower to drive service excellence | ● | | ● | | | |
| | Service Challenges | Develop a framework to manage and mitigate service challenges and feedback from customers | ● | | ● | | | |
| | Service Coaching | Coach staff to deliver service in accordance with organisation's service vision, mission and values | | | ● | | | |
| | Service Excellence | Develop a service framework to manage and address service challenges, and partner with partners to deliver service excellence | ● | | ● | | | |
| | Service Information and Results | Acquire and analyse data and information to enhance the organisation's service performance | ● | | ● | | | |
| | Service Leadership | Champion and role-model the organisation's service vision, mission and values | ● | | ● | | | |
| Service Planning and Implementation | Develop and implement strategies and plans for the service operations | ● | | ● | | | | |

Overview of Technical Skills and Competencies

Technical Skills and Competencies (TSCs)

| TSC Category | TSC Title | TSC Description | Proficiency Levels | | | | | | |
|--|--|---|--------------------|---|---|---|---|---|--|
| | | | 1 | 2 | 3 | 4 | 5 | 6 | |
| Flight Operations | Flight Dispatch | Plan and execute flight dispatch activities and identify dispatch issues to ensure optimal and safe flights | | ● | ● | ● | | | |
| | Flight Planning | Plan cross-country flights according to regulatory and safety standards | | ● | ● | ● | ● | | |
| | Flight Watching and Flight Following | Monitor conditions which may affect the planned completion of flights and propose actions to prevent disruptions to flights | | ● | ● | ● | | | |
| Ground Handling Services and Operations | Aircraft Load Planning | Plan aircraft loads with due consideration for regulatory requirements and safety standards | | | ● | ● | | | |
| | Aircraft Movement Management | Direct aircraft on the ramps by using appropriate manual and systems cues | ● | ● | ● | | | | |
| | Aircraft Turnaround Coordination | Conduct activities to prepare and turn around inbound aircraft for outbound flights | ● | ● | ● | ● | | | |
| | Aircraft Weight and Balance Calculation | Maintain accurate aircraft weight and balance calculations to ensure safe and efficient aircraft operations | | ● | ● | ● | | | |
| | Baggage Handling Operations | Manage overall baggage handling operations according to safety standards and Standard Operating Procedures (SOPs) | ● | ● | ● | ● | | | |
| | Baggage Loading and Unloading Administration | Manage baggage loading and unloading activities to and from the aircraft in accordance with loading plans and Standard Operating Procedures (SOPs) | ● | ● | ● | ● | ● | | |
| | Baggage Lost and Found Operations | Provide quality services and execute appropriate actions to ensure timely delivery and recovery of lost baggage | ● | ● | ● | ● | | | |
| | Cargo Loading and Unloading Administration | Manage cargo loading and unloading activities to and from the aircraft in accordance with loading plans and Standard Operating Procedures (SOPs) | ● | ● | ● | ● | ● | | |
| | Flight Performance Data Calculation | Maintain accurate calculation of flight performance data and assess its implications on flight paths | | ● | ● | ● | | | |
| | Ground Handling Services and Operations Management | Identify and manage activities to process passengers, cargo, baggage and supplies for flight operations | ● | ● | ● | ● | ● | ● | |
| | Ground Support Equipment Failure Analysis | Examine malfunctioning Ground Support Equipment (GSE) to identify and rectify the causes of failures | | | ● | ● | ● | | |
| | Ground Support Equipment Maintenance | Manage Ground Support Equipment (GSE) serviceability and availability to meet operational requirements for ground handling services and operations | | ● | ● | ● | ● | | |
| | Ground Support Equipment Operations | Operate Ground Support Equipment (GSE) to provide ramp/technical ramp services to turn around aircraft according to flight schedules | ● | ● | ● | ● | | | |
| | Ground Support Equipment Safety Audit Inspections | Perform safety audit inspections on Ground Support Equipment (GSE) to ensure they are functioning according to specifications of Original Equipment Manufacturers (OEMs) and established safety standards | ● | ● | ● | ● | | | |
| Incident Weather Operations and Planning | Manage flight operations, airport activities and affected passengers during inclement weather conditions | ● | ● | ● | ● | ● | | | |

Overview of Technical Skills and Competencies

Technical Skills and Competencies (TSCs)

| TSC Category | TSC Title | TSC Description | Proficiency Levels | | | | | | |
|--------------------|---|---|--------------------|---|---|---|---|---|--|
| | | | 1 | 2 | 3 | 4 | 5 | 6 | |
| | International Air Transport Association Safety Audit for Ground Operations Implementation | Maintain safety and reduce risks in ground handling services and operations through the implementation of International Air Transport Association (IATA) Safety Audit for Ground Operations (ISAGO) standards | ● | ● | ● | ● | ● | | |
| | Load Control Documentation | Complete load control documents to facilitate aircraft loading | | | ● | ● | | | |
| In-Flight Catering | Cabin Loading Activities | Implement cabin loading procedures to facilitate safe and efficient loading and storage of food, beverages and in-flight meals on aircraft | ● | ● | ● | | | | |
| | Food and Beverage Quality Assurance Framework Development | Establish quality standards and safety requirements for food and beverages served during flights | | | ● | ● | ● | | |
| | Food and Beverage Quality Audit and Assessment | Audit and assess the quality of in-flight meals to enhance food and beverage quality and safety | | ● | ● | ● | ● | | |
| | Food and Beverage Safety, Hygiene and Security | Execute and develop food and beverage safety, hygiene and security policies and procedures to reduce safety risks and contamination | | ● | ● | ● | ● | | |
| | Food Waste Management | Manage activities for the disposal of food waste in aircraft and central kitchens | | ● | ● | ● | ● | | |
| | Kitchen Production Scheduling | Manage production of in-flight meals based on airline and flight requirements | ● | ● | ● | ● | ● | | |
| In-Flight Services | Cabin Crew Performance Management | Manage cabin crew performance to ensure quality of service delivery meets organisational standards | | | ● | ● | ● | | |
| | Cabin Hygiene and Cleanliness | Perform in-flight cleaning to maintain cabin hygiene and cleanliness according to organisational standards | | ● | ● | ● | | | |
| | Cabin Preparation | Prepare and dress aircraft cabins for departures and ensure safety checks are carried out according to organisational standards | | ● | ● | ● | | | |
| | Cabin Safety Management | Assess and manage the safety of aircraft cabins through surveillance and safety checks | | ● | ● | ● | | | |
| | Food and Beverage Services | Prepare and serve food and beverages to passengers according to meal sequence flow and organisational quality standards | | ● | ● | | | | |
| | In-Flight Customer Services | Provide quality customer services to ensure comfort and safety of passengers during flights | | ● | ● | ● | | | |
| | In-Flight Emergency Management | Administer Safety and Emergency Procedures (SEP) to handle in-flight emergency situations | | ● | ● | | | | |

Overview of Technical Skills and Competencies

Technical Skills and Competencies (TSCs)

| TSC Category | TSC Title | TSC Description | Proficiency Levels | | | | | |
|--------------------------------|---|---|--------------------|---|---|---|---|---|
| | | | 1 | 2 | 3 | 4 | 5 | 6 |
| Organisational Development | Change Management | Initiate and facilitate organisational changes and business transformation initiatives | ● | ● | ● | ● | ● | ● |
| | Learning and Development | Develop knowledge, skills and abilities of self or employees to support the capability development needs of the organisation | ● | ● | ● | ● | ● | ● |
| | Manpower Planning | Develop and implement manpower plans to support strategic and operational needs | | | | ● | ● | ● |
| Productivity and Innovation | Data Analytics | Organise and analyse structured or unstructured data to create insights systematically | | ● | ● | ● | ● | |
| | Innovation Management | Create value and differentiation through new and improved processes, products and/or services | | ● | ● | ● | ● | ● |
| | Market Research | Conduct market research to identify opportunities for enhancing product suites, services and revenue opportunities for the organisation | | ● | ● | ● | | |
| | Process Improvement and Optimisation | Implement improvements to current processes to maximise efficiency and effectiveness of operations | | ● | ● | ● | ● | ● |
| | Service Innovation | Provide new service offerings to enhance customer experiences and efficiency of services | ● | | ● | ● | ● | ● |
| Safety and Security Management | Accident and Incident Response Management | Deploy appropriate tools, procedures and resources to respond to accidents and incidents efficiently | ● | ● | ● | ● | ● | |
| | Airport Safeguarding and Security | Develop and execute airport safety and security policies to promote a safe working environment and passenger experience | | | ● | ● | ● | ● |
| | Baggage Security Screening Operations | Screen baggage in accordance with 100 percent Hold Baggage Screening (HBS) standards to facilitate detection and prohibition of explosives and security threats | | ● | ● | ● | | |
| | Behavioural Analysis and Predictive Screening | Mitigate security threats by deploying behavioural analysis and predictive screening techniques | ● | ● | ● | | | |
| | Emergency Response Planning | Plan emergency response procedures to manage incidents and accidents at the airside, terminals and landside | | ● | ● | ● | ● | |
| | Fire Prevention and Firefighting | Minimise the risk of fire and maintain operational readiness to respond to emergency situations involving structural fires | | ● | ● | ● | ● | |
| | Personnel and Equipment Operational Readiness | Maintain and enhance operational readiness of personnel and equipment to respond to emergency situations in line with established performance standards | | ● | ● | ● | ● | |
| Safety Management | Airside Safety | Develop and execute airside safety policies to promote a safer working environment at the airside | | | ● | ● | ● | ● |
| | Dangerous Goods Management | Manage handling of dangerous goods in accordance with regulatory requirements | ● | ● | ● | ● | | |
| | Hazard and Risk Control and Policy Management | Apply systematic and objective approaches for hazard identification and risk assessment to manage workplace hazards effectively | | ● | ● | ● | | |
| Technology Management | Human-Robot Collaboration | Implement Human-Robot Collaboration (HRC) applications to enhance the efficiency and effectiveness of work processes | | ● | ● | ● | ● | ● |
| | Internet of Things Application | Implement Internet of Things (IoT) technologies to drive efficiency and effectiveness of operations | | ● | ● | ● | ● | |
| | Technology Application | Integrate technologies into operations of the organisation to optimise efficiency and effectiveness of processes | ● | ● | ● | ● | | |

Overview of Technical Skills and Competencies

General Descriptors for Technical Skills and Competencies (TSCs)

| Level | Responsibility (Degree of supervision and accountability) | Autonomy (Degree of decision-making) | Complexity (Degree of difficulty of situations and tasks) | Knowledge and Abilities (Required to support work as described under Responsibility, Autonomy and Complexity) |
|-------|---|--|---|--|
| 6 | Accountable for significant areas of work, strategy or overall satisfaction | Empowered to chart direction and practices within and outside of work (including professional field/community), to achieve/exceed work results | Complex | <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 new ideas and structures |
| 5 | Accountable for achieving assigned objectives, decisions made by self and others | Provide leadership to achieve desired work results; Manage resources, set milestones and drive work | Complex | <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 |
| 4 | Work under broad direction Hold accountability for performances of self and others | Exercise judgement; adapt and influence to achieve work performance | Less routine | <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 |
| 3 | Work under broad direction May hold some accountability for performance of others, in addition to self | Use discretion in identifying and responding to issues, work with others and contribute to work performance | Less routine | <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 |
| 2 | Work with some supervision Accountable for a broader set of tasks assigned | Use limited discretion in resolving issues or enquiries. Work without frequently looking to other for guidance | Routine | <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 |
| 1 | Work under direct supervision assigned Accountable for tasks | Minimal discretion required. Expected to seek guidance | Routine | <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 |

Overview of Generic Skills and Competencies

Generic Skills and Competencies (GSCs)

| GSC | GSC Description | Proficiency Levels | | |
|-------------------------------|---|---|--|---|
| | | Basic | Intermediate | Advanced |
| Communication | Convey and exchange thoughts, ideas and information effectively through various mediums and approaches. | Communicate information with others to respond to general inquiries and to obtain specific information. | Articulate and discuss ideas and persuade others to achieve common outcomes. | Negotiate with others to address issues and achieve mutual consensus. |
| Computational Thinking | Develop and use computational models, tools and techniques to interpret and understand data, solve problems and guide decision-making. | Use computational models, tools and techniques to identify patterns in a problem and develop a solution. | Modify existing computational models, tools and techniques to develop different solutions. | Develop and create computational models, tools and techniques to implement new solutions and apply to other problems. |
| Creative Thinking | Adopt a fresh perspective to combine ideas or information in new ways and make connections between seemingly unrelated fields to create new ideas and applications. | Connect ideas or information from related fields or applications to address an immediate issue. | Connect or combine ideas or information from unrelated fields or applications to generate multiple ideas to bring about a specific outcome. | Create original applications or ideas to reveal new possibilities and reshape goals through high level of innovativeness. |
| Decision Making | Choose a course of action from various alternatives using a reasoned process to achieve intended goals. | Make decisions of simple or routine nature to achieve intended goals using given information and guidelines. | Make decisions in a complex setting to achieve intended goals using a structured process and multiple sources of available information. | Make decisions in a volatile and ambiguous setting using a structured process and limited sources of available information to achieve intended goals. |
| Developing People | Help others to learn and develop their capabilities to enhance their performance and achieve personal or professional goals. | Use demonstration and explanation to teach a familiar task to inexperienced co-workers. | Provide coaching to others to develop their skills and knowledge on their jobs to enhance performance. | Provide mentorship to help others in their professional and personal development to improve performance and further their careers. |
| Digital Literacy | Use ICT tools, equipment and software to create, evaluate and share information digitally with others. | Perform basic functions using software programmes pertaining to computer operating systems and file management, and search online information. | Use available software features to create and edit documents, customise templates and reports and evaluate online information. | Use available software features to enhance documents, analyse and manipulate data, and use ICT to organise, share and communicate information clearly and coherently. |
| Global Mindset | Awareness of diversity across global cultures and markets. Seek opportunities to adopt successful practices and ideas. | Demonstrate understanding of global challenges and opportunities and how to transfer best practices across cultures. Respect cultural differences and needs of a diverse workforce. | Develop global networks and manage virtual relationships while balancing both local and global perspectives. Adopt a local and global perspective when making decisions. | Build the organisation's capabilities to compete in a global environment. Manage tension between corporate requirements, global and cultural differences. |

Overview of Generic Skills and Competencies

Generic Skills and Competencies (GSCs)

| GSC | GSC Description | Proficiency Levels | | |
|-----------------------------|--|--|--|--|
| | | Basic | Intermediate | Advanced |
| Interpersonal Skills | Manage relationships efficiently and communicate with others effectively to achieve mutual consensus and outcomes. | Recognise own internal feelings and emotional states to manage interpersonal relationships in social situations. | Detect and decipher emotions of others to manage interpersonal relationships in social situations. | Influence, guide and handle others' emotions to build instrumental relationships and manage conflicts and disagreements. |
| Leadership | Lead others to achieve objectives in the most effective way. Provide an inclusive workplace that cultivates workplace relationships and teamwork, and foster the development of others. | Demonstrate professionalism to set a good example at peer level. Support others through own initiative and enthuse others through own positive and energetic approach. | Lead by example at team level. Encourage and guide others to adopt a point of view, make changes or take action. Provide a team environment that facilitates relationships building, teamwork and the development of others. | Lead by example at organisational level. Inspire, motivate and guide others to adopt a point of view, make changes or take action. Cultivate an open, cooperative and collaborative learning culture for the organisation. |
| Lifelong Learning | Seek out opportunities to enhance one's knowledge and skills. Access and acquire new knowledge and skills actively for continual learning. | Organise and manage own learning by setting learning targets. Identify learning approaches to achieve work or career goals. | Engage in collaborative learning by discussing one's learning with others and soliciting feedback to continually improve oneself. | Conduct self-reflective practices to review one's learning to facilitate continual growth in one's career or profession. |
| Managing Diversity | Work well with people from diverse backgrounds and understand their concerns and interests. Diverse backgrounds may include ethnic, social, cultural, educational and religious backgrounds. | Demonstrate sensitivity when working and interacting with people from diverse backgrounds by being aware of their characteristics, values, beliefs, and behaviours. | Build relationships with people from diverse backgrounds by embracing inclusive work practices to create a positive and harmonious work environment. | Manage conflicts arising from working with people from diverse backgrounds appropriately while acknowledging the different perspectives, characteristics, values, beliefs and behaviours of a diverse workforce. |
| Problem Solving | Generate feasible and efficient solutions to solve problems and capitalise on new opportunities. | Identify easily perceivable problems and follow given guidelines and procedures to solve the problems. | Identify less perceivable problems and use problem solving tools and techniques to solve the problems. | Anticipate potential problems beyond the current scope and apply higher order problem solving tools and techniques to turn problems into opportunities. |
| Resource Management | Efficient and effective deployment and allocation of resources when and where they are needed. Include planning, allocating and scheduling of resources to tasks, which typically include manpower, machines, money and materials. | Use resources to ensure optimum and efficient use of resources. | Deepen insights into the planning, allocation and deployment of resources to anticipate needs. Plan the allocation and deployment of resources efficiently and effectively. | Establish strategies for the allocation and deployment of resources efficiently and effectively. |

Overview of Generic Skills and Competencies

Supporting Organisations and Acknowledgements

Generic Skills and Competencies (GSCs)

| GSC | GSC Description | Proficiency Levels | | |
|-----------------------------------|---|--|---|--|
| | | Basic | Intermediate | Advanced |
| Sense Making | Organise and analyse data and information accurately to identify relationships and detect patterns and trends to gain insights for decision-making. | Identify relationships and linkages within different components of data. | Interpret data to uncover patterns and trends between various sources of data. | Analyse data relationships, patterns and trends to gain important insights and make informed decisions. |
| Service Orientation | Commit to exceeding both internal and external customers' needs. Proactively identify customer needs and sustain a culture of service excellence within the organisation. | Exceed customer needs and expectations and handle service challenges with a positive mindset. Demonstrate an understanding of the organisation's service vision, mission and values. | Anticipate customer needs and expectations and elicit feedback from customers to improve service. Build relationships with customers to create and sustain customer loyalty. | Model, lead, train and motivate staff with a focus on sustaining a culture that encourages commitment to service excellence and high performance. |
| Teamwork | Work collaboratively and effectively with others to contribute to group efforts to achieve identified objectives. | Contribute to a positive and cooperative working environment by fulfilling own responsibilities and providing support to co-workers to achieve team goals. | Facilitate work team activities, provide assistance and support needed by team members and promote ownership and commitment among team members to work goals to improve team performance. | Establish teams, design and assess tasks to continually improve team effectiveness and cultivate a sense of organisational ownership and a cooperative working environment. |
| Transdisciplinary Thinking | Understanding of concepts across multiple disciplines, with the capacity to synthesise the knowledge and insights to guide decisions and foster cooperation. | Research and adapt concepts from outside one's field of expertise to supplement one's core knowledge and proficiency. | Co-relate material from diverse knowledge bases to guide decisions and policy making. Participate in reflective and trans-disciplinary communities within and outside the organisation. | Synthesise knowledge and insights across disciplinary boundaries to aid strategic decisions and foster cooperation within and outside of the organisation. |
| Virtual Collaboration | Use online collaborative communication tools to work as teams to accomplish tasks or projects. | Participate and contribute in a virtual team. Set up appropriate online collaborative tools and supporting equipment. | Use interactive collaborative tools to foster cohesion and commitment among virtual team members to achieve goals. Keep up-to-date with innovative online collaborative tools and applications to enhance one's proficiency in engaging in virtual collaboration. | Leverage on diverse team talent, latest online collaborative technologies and virtual platforms to produce collaborative behaviour and achieve technological savviness in virtual collaboration. |

We would like to thank the following organisations and partners for their support and contributions in the development and validation of the Skills Framework for Air Transport:

Changi Airport Group (Singapore) Pte Ltd

dnata Singapore Pte Ltd

Jetstar Asia Airways Pte Ltd

SATS Ltd

Scot Tigerair Pte Ltd

Silkair (Singapore) Pte Ltd

Singapore Airlines Ltd

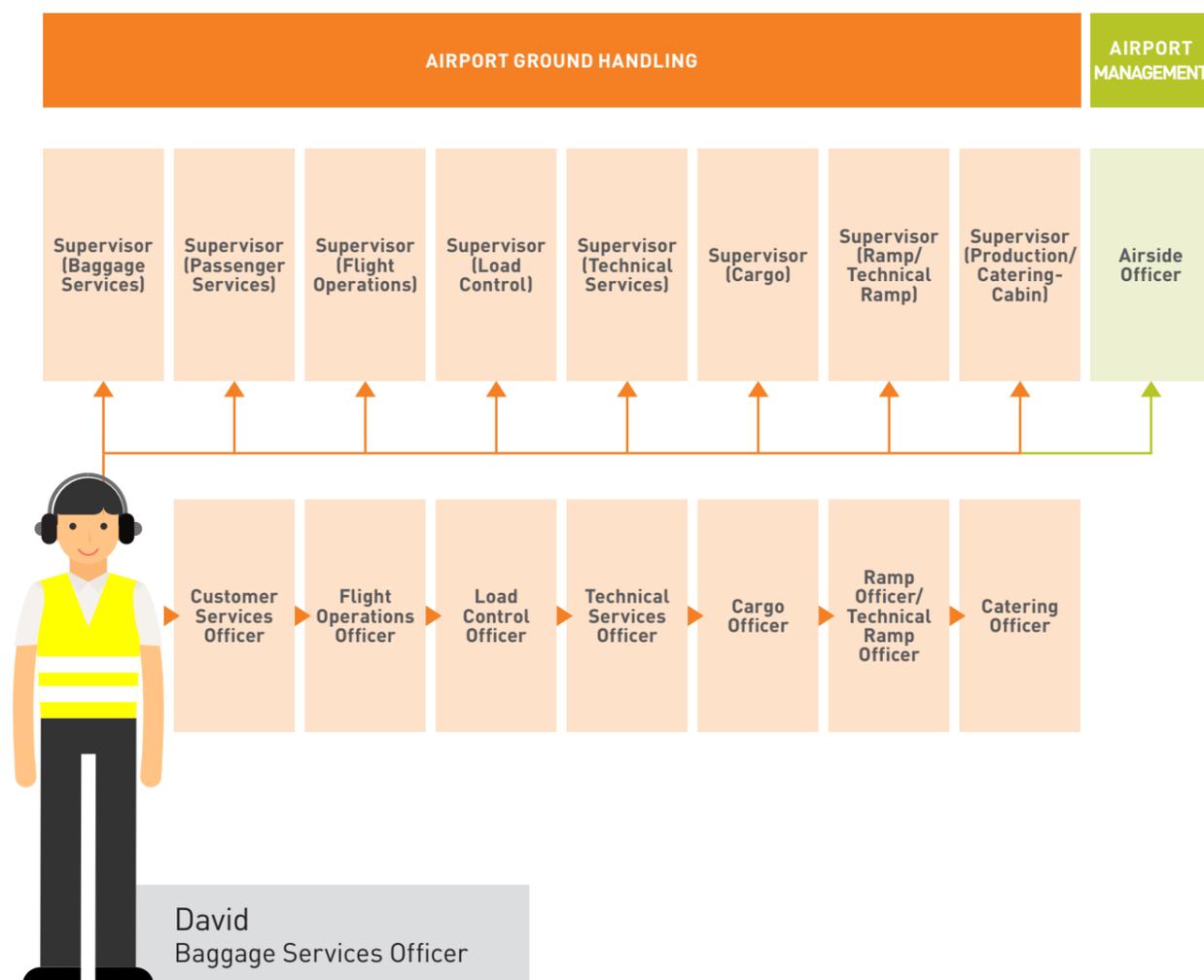
Singapore Airlines Engineering Company Ltd

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- Organisations that have provided the necessary information and assisted in the validation
- Individuals who have agreed to share their personal career stories
- The Unions who have provided their views and support on behalf of their members
- The Industry Association and Professional Bodies for sharing their business and members' perspectives
- Various Government and Government-Linked Agencies for their assistance
- Education and Training Providers for the inputs on skills and competencies development

Illustration of Possible Career Pathways of a Baggage Services Officer

This illustration depicts the ability of the Baggage Services Officer to move into any of the roles indicated. Progression in the Air Transport sector does not only occur vertically, it can occur laterally as well. This opens up a wide range of opportunities for those pursuing a fruitful career in Air Transport.



Note: The career pathway would depend on individual performance, capability (skills and competencies), experience, aspirations and company needs.

Wage Information

MONTHLY GROSS WAGES OF SELECTED OCCUPATIONS IN TRANSPORTATION AND STORAGE, JUNE 2016

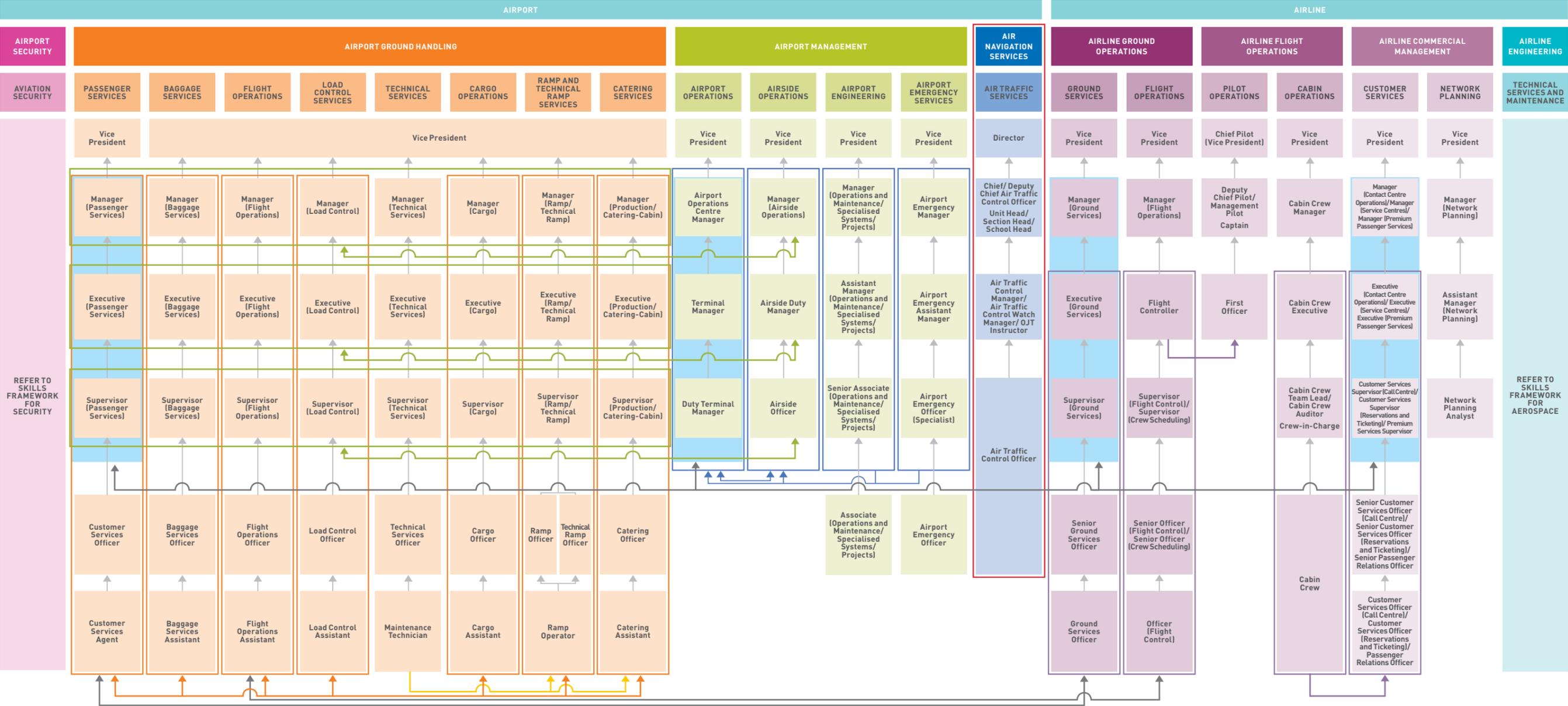
| Sample of Job Roles Found in Skills Framework for Air Transport | Occupations in Transportation and Storage | Gross Wage | |
|---|---|----------------------|----------------------|
| | | 25th Percentile (\$) | 75th Percentile (\$) |
| Operators | Godown Labourer | 1,500 | 2,278 |
| Assistants | Transport Clerk | 2,000 | 2,821 |
| Officers | Mobile Machinery Supervisor and General Foreman | 2,000 | 3,274 |
| Supervisors | Air Transport Service Supervisor | 2,990 | 4,077 |
| Executives | Management Executive | 3,034 | 4,540 |
| Managers | Transport Operations Manager | 4,732 | 8,600 |
| Vice Presidents | Chief Operating Officer/General Manager | 9,505 | 19,835 |

Source: Occupational Wage Survey, Manpower Research & Statistics Department, Ministry of Manpower

Notes:

- 1) Data pertains to full-time resident employees in the private sector establishments each with at least 25 employees.
- 2) Monthly Gross Wage refers to the sum of the basic wage, overtime payments, commissions, allowances, and other regular cash payments. It is before deduction of employee CPF contributions and personal income tax and excludes employer CPF contributions, bonuses, stock options, other lump sum payments and payments-in-kind.
- 3) 25th Percentile Wage refers to the wage level which divides the bottom 25% of wage earners from the rest.
- 4) 75th Percentile Wage refers to the wage level which divides the top 25% of wage earners from the rest.
- 5) A sample of job roles in the Skills Framework for Air Transport mapped, by Civil Aviation Authority of Singapore, to corresponding occupations in Transportation and Storage covered by the Occupational Wage Survey.

SKILLS FRAMEWORK FOR AIR TRANSPORT Career Pathways



↑ Denotes vertical career progression
 ↔ Denotes lateral (cross-functional) career progression
 ↔ Denotes lateral career progression across Airport Ground Handling
 → Denotes lateral career progression from Technical Services to other Airport Ground Handling career tracks
 ↔ Denotes lateral career progression across Airport Management
 → Denotes lateral career progression across Airline sub-sector
 ↔ Denotes lateral career progression across Airport Ground Handling and Airside Operations
 ↔ Denotes lateral career progression across customer and/or passenger facing career tracks
 Refer to CAAS website: <https://www.caas.gov.sg/about-caas/careers/opportunities/career-as-an-air-traffic-control-officer>

The Career Map serves as a reference to reflect the typical job roles and possible career pathways in the Air Transport sector, which may vary depending on each company's structure and business context. The career progression pathways would depend on individual performance, capability, experience, aspiration, as well as company needs.

SKILLS FRAMEWORK FOR AIR TRANSPORT Career Pathways



Scan this QR code to find out more
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