Employer Occupational Brief

A guide to apprenticeship training and on-programme assessment

Aviation Operations Manager

July 2016

Overview of the job role

An aviation operations manager has accountability for compliance, safety and security within their area, must effectively plan and manage the use of resources and ensure compliance with processes and procedures. They may manage an aviation operation in a variety of contexts, such as a commercial airport, military base / aerodrome, heliport or other airfield. Specialist roles, all focussed around the management of aircraft arrival, turnaround and departure, as well as the environment and facilities, require knowledge, skills and behaviours to complete complex aviation tasks and management of others to enable compliance with regulations through a safe, secure and effective aviation operation. Effective communication and decision making across all levels of the organisation and with stakeholders across the aviation operation are essential. Aviation operations management comprises six distinct managerial areas within an aviation environment. The aviation operations manager will complete ALL core knowledge, skills and behaviours, along with ONE of the six specialist functions, all of which interlink to form the overall operation.

The detail behind the standard:

	Knowledge 'Know it'	Skills 'Show it'
Safety	**Health and safety legislation in aviation relevant to the organisation and own role** • your organisation's health and safety procedures • your organisation's systems, procedures and practices designed to maintain health and safety including those relating to work patterns, work methods and housekeeping and how these impact on others • your organisation's procedures and dealing with staff who are not meeting health and safety procedures • your organisation's emergency procedures • the relevant aviation and health and safety legislation and the effect they have on your area of responsibility • organisational and legal health and safety requirements • how to identify hazards in the workplace • your organisation's procedures for maintaining procedures	**Manage safety within area of responsibility, ensuring staff are compliant with safety requirements in aviation environments** • manage health and safety systems, procedures and practices within your area of responsibility • take appropriate remedial action when systems, procedures and practices for maintaining health and safety are not being complied with • give all relevant staff information relating to systems, procedures and practices for the maintaining of health and safety • identify hazards or potential hazards and deal with these hazards in the workplace • take appropriate remedial action to put right hazards or potential hazards in the workplace • carry out health and safety checks in line with your organisation's standards • make sure that equipment is managed in safe working order according to the manufacturer's and organisational • complete health and safety records in line with your organisation's procedures

		• process health and safety records, such as the accident book and maintenance records, in line with your organisation's procedures
Security	**How to manage aviation security and what action to take in the event of a breach of security** • what you and others are allowed to do • where you and others are allowed to go • relevant powers contained in security regulations • specified, banned, illegal and dangerous items • relevant documents • the different areas of the airport and what authorisation is needed to access various areas • DfT or other regulatory guidance • your responsibility in relation to security • relevant authorities • your organisation's reporting lines • relevant identity cards required • threat or risk awareness • your organisation's procedures for restricting access • internal and statutory testing procedures • unusual incidents, for example, a person behaving suspiciously, people carrying suspicious items, people trying to gain entry to unauthorised areas or incidents involving vehicles	**Manage aviation security in own area of operations ensuring team members follow organisational procedures and ensure accurate reporting and recording of information** • manage security in accordance with your organisations' procedures • manage access points to keep secure according to your organisation's procedures and your own job responsibilities • report actual or suspected breaches of security threats at an appropriate level • follow security procedures relating to visitors to the site or a specified area • take appropriate action in the event of unusual incidents which may present a security risk • manage problems in the security of actual or possible access points • take appropriate action when you become aware of faults, damage to security equipment or problems with security • complete relevant documents accurately and clearly

	- access points include: to people, to authorised areas and to vehicles - signs of suspicious behaviour - your organisation's procedures for raising or responding to alarms - your organisation's procedures for dealing with actual or suspected security threats - a security threat could include suspected theft, suspected damage, actual damage, suspected terrorist activities, possible harm to people or actual harm to people - DfT threat levels: critical/severe/substantial/moderate/low	- communicate information about actual or suspected security threats calmly clearly and using appropriate discretion - make sure that all the action you take in response to actual or suspected security threats is within the limits of your own responsibility and in line with your organisation's procedures
Compliance & Legislation	**How to manage and comply with aviation procedures and regulations to meet legislative and organisational requirements within own area of responsibility** - the requirements for compliance in the aviation environment - which procedures must be followed to ensure compliance - the impact of not following procedures and ensuring compliance - the impact of the aviation operation on the environment - environmental controls in the aviation operation - how to ensure team members are aware of compliance and legislation requirements - how to ensure team members comply with organisational and legislative requirements	**Manage compliance with legislation, aviation procedures and regulations within own area of responsibility** - follow procedures to meet organisational and legal requirements for compliance with e.g. - Aviation legislation - Environmental legislation - Health and safety legislation - Airport authority regulations - Civil Aviation Authority (CAA) / Military Aviation Authority (MAA) requirements - Local authority regulations

	• action to take in the event of non-compliance	• when procedures cannot be followed carry out corrective action • Ensure team are aware of compliance and legislative requirements • Manage the work of the team to ensure compliance with legislation • Take appropriate action in the event of non-compliance
Communication	**How to manage communications with users, staff and external agencies, selecting appropriate methods and language** • available lines and methods of communication e.g. oral; written; electronic; carried out by self and carried out by others • relevant communications equipment • organisational procedures relating to use of communications equipment • organisational procedures regarding malfunctioning equipment • relevant aviation guidelines, procedures and standard phrases • commonly used aviation codes relevant to your job role; and sources of information of less commonly used codes • phonetic alphabet	**Manage communication with users, staff and external agencies, selecting appropriate methods and language in aviation operations** • manage all communications to an appropriate timescale • use the most appropriate form of communication equipment at all times • manage the use of communication equipment to ensure it is used effectively • manage malfunctioning communication equipment in line with your organisation's procedures • communicate in a way that is appropriate to the equipment being used • use correct codes and phrases when communicating • follow appropriate codes, procedures and guidelines, which could be aviation industry specific and/or organisation specific, when communicating

	- your organisation's systems for processing and storing information your organisational information processing systems - your organisational procedure - requests for information from: seniors; colleagues or external sources - alternative communication routes in event of an equipment failure	- manage alternative communication routes in event of an equipment failure - pass on information to appropriate people - prioritise transferring information in line with your organisation's aims - make sure the information you supply is accurate, complete and relevant - check and update information, both written and electronic, before responding to information requests - make sure that confidential and commercially sensitive information is appropriately restricted
Resource Management	**How to identify and procure sufficient, suitable resources (e.g. finance, staff, equipment, supplies) within the organisation in line with budgetary and organisational requirements** - how to identify resources required - how to procure resources in accordance with organisational policy - how to monitor resources and predict when further resources are required - how to record and maintain resources - how to ensure resources are fit for purpose - why it is important to review and audit organisational procedures to ensure they are compliant with policy	**Manage resources effectively to ensure the efficient running of department in line with organisational procedures** - identify resources required within own level of authority - procure resources in accordance with organisational policy - manage resources to ensure there are sufficient to meet organisational objectives - plan for the requirement of resources to meet future organisational objectives - record, maintain and inform of resource levels

		• ensure current resource levels are fit for purpose in order to meet organisational objectives • review and audit organisational procedures to ensure they comply with policy
Airport operations	**Understand fully the importance of cohesive airside operations and how each specialist function links with each other, as well as agencies, contractors and visitors to ensure compliance with procedures and adherence to requirements** • Understand how operations within your own area of responsibility impact on the wider organisation • Understand how other specialist functions operate • Understand how other specialist functions can assist in achieving organisational objectives • Understand how external agencies operate • Understand how external agencies can assist in achieving organisational objectives • Understand airport/airfield procedures	**Manage own area of responsibility to meet the needs of the wider organisation, ensuring the needs of the site, customers, visitors and service users are met in adherence to business operational procedures and requirements** • Conduct operations within your own area of responsibility as necessary to achieve organisational objectives • Utilise other specialist functions as necessary to achieve organisational objectives • Utilise other external agencies as necessary to achieve organisational objectives • Operate in accordance with airport/airfield procedures
Service level agreements and standard operating procedures	**The agreed levels of performance and standard operational procedures within own area of responsibility** • know what documentation should be available to carry out job role • know where to find relevant SOP's/documentation	**Manage team and facilities to deliver results according to agreed levels of performance whilst ensuring standard operating procedures are adhered to** • complete all necessary documentation specific to your job role

	- know what documentation is required to carry out work processes - know who has the authority to amend/change SOP's - know your organisational procedures for reporting incidents where SOP's have not been followed	- process all necessary documentation appropriately - ensure required documentation is made available to appropriate authorities and team members - report on incidents in accordance with organisational procedures - Follow SOP's at all appropriate times and be able to justify and report if and when SOP's are not followed - Provide guidance and briefings and ensure subordinates follow SOP's as appropriate - Make recommendations to appropriate authorities when SOP's require amendments using operational experience to justify
Disruptions, incidents and emergencies	**How to manage staff and resources to ensure compliance with procedures to mitigate disruption, incidents and emergencies in area of responsibility** - how to identify, analyse and accurately describe problems - how to recognise when a problem exists - how to use different methods to analyse problems - how to describe each part of the problem and the factors that affect these - how to implement measures to resolve problems - how to use select appropriate methods to appropriately deal with problems	**Manage staff and resources to ensure compliance with procedures and actions to minimise impact on aviation operations in the event of disruption, incidents or emergencies** - collect and interpret information from others about relevant problems - check understanding of problems by appropriate methods - share relevant feedback with others to help identify and prevent possible problems - identify any connected problems and the range of factors affecting them

	- how to weigh up the benefits and risks of each approach and use this information to justify the method you decide to use - how to plan your chosen way of solving the problem to include resources, methods, the sequence of steps to be taken and time line, including points for checking progress - the necessary action to meet health and safety procedures and other regulations and ways to overcome difficulties - how to get implement or gain approval for your plan as appropriate - how to put your plan into action, make judgements about when support and feedback would be helpful from others, such as those affected by the problem and specialists, and use this effectively to help tackle the problem - how to review your plan regularly to check progress and to decide on any necessary revisions to your approach	- identify suitable available methods for resolving complex aviation problems - consult with others, as appropriate, to identify and confirm the options available - work out the main features, advantages, disadvantages and risks of each option - choose the best overall option - advise alternative sources to resolve problems if it falls outside of your area of responsibility - implement proposed options for solving the problems - take action to put the agreed option into practice - work with others to make sure that any commitments related to solving the problem are kept - keep others fully informed about what is happening to resolve the problem(s)
Staff performance	**The rights and responsibilities of staff and the organisation's systems and procedures for ensuring effective management of staff e.g. recruitment, performance reviews, learning and development, discipline, grievance, industrial relations** - Understand the principles of employment legislation - Understand rights and responsibilities of staff - Understand your responsibilities as a manager	**Effectively manage all aspects of own staff's performance e.g. recruitment, performance reviews, learning and development, discipline, grievance, industrial relations** - Implement employment legislation - Ensure the rights and responsibilities of employees are applied - Carry out your responsibilities as a manager

• Understand your organisations' grievance and disciplinary policy/procedures • Understand organisations appraisal system • Understand different methods/processes for development of employees **REF: NOS PPL AOG 79** • why it is important to allocate work to individuals and/or teams on a fair basis and how to do so effectively • why it is important that individuals and/or teams are briefed on allocated work and the standard or level of expected performance and how to do so effectively • the importance of showing individuals and/or teams how their work fits with the vision and objectives of the area and those of the organisation • ways of encouraging individuals and/or teams to ask questions and/or seek clarification in relation to the work which they have been allocated • effective ways of regularly and fairly monitoring the progress and quality of work of individuals and/or teams against the standards or level of expected performance • how to provide prompt and constructive feedback to individuals and/or teams	• Apply grievance and disciplinary policy/procedures as required • Participate in employee appraisals • Develop employees **REF: NOS PPL AOG 79** • ensure that individuals and/or teams are briefed on allocated work, showing how it fits with the vision and objectives for the area and the overall organisation, and the standard or level of expected performance • encourage individuals and/or team members to ask questions, make suggestions and seek clarification in relation to allocated work • monitor the progress and quality of the work of individuals and/or teams on a regular and fair basis against the standard or level of expected performance and provide prompt and constructive feedback • support individuals and/or teams in identifying and dealing with problems and unforeseen events • motivate individual and/or teams to complete the work they have been allocated and provide, where requested and where possible, any additional support and/or resources to help completion

	- why it is important to monitor your area for conflict and how to identify the cause(s) of conflict when it occurs and deal with it promptly and effectively - why it is important to identify unacceptable or poor performance by individuals and/or teams and how to discuss the cause(s) and agree ways of improving performance with them - the type of problems and unforeseen events that may occur and how to support individuals and/or teams in dealing with them - the additional support and/or resources which individuals and/or teams might require to help them complete their work and how to assist in providing this - how to select and successfully apply different methods for encouraging, motivating and supporting individuals and/or teams to complete the work	- monitor your area for conflict, identifying the cause(s) when it occurs and dealing with it promptly and effectively - identify unacceptable or poor performance, discuss the cause(s) and agree ways of improving performance with individuals and/or teams - recognise successful completion of significant pieces of work or work activities by individuals and/or teams - use information collected on the performance of individuals and/or teams in any formal appraisals of performance

Behaviours 'Live it'	
Promote and instil the values of the organisation to all colleagues	- Communicate the purpose, values and methods of organisation - Communicate information about your own organisations aims and values - Emphasise the benefits of your companies work for the wider community

Promote a respectful culture embracing diversity and inclusion	• Why the promotion of equality and valuing of diversity is of vital • Importance if you are to work effectively in the justice sector • What the promotion of equality and valuing of diversity means for you in your day-to-day work • How you can promote equality and diversity whilst protecting people from the risk of harm
Encourage empowerment, ownership and responsibility within team	• Agree the roles and responsibilities of yourself and other team members and individuals • Agree responsibilities that are consistent with your level of responsibility and competence • Agree how you will maintain responsibility and review progress during joint working
Encourage integrity and accountability within team, leading by example	• Establish systems for collecting and assessing information on the overall • Accountability and performance of each team member within the organisation. • Establish a culture across your organisation where people act with integrity and come forward with suggestions for improvement in accountability.
Seek and provide feedback to manage continuous development of self, team and processes	• Engage people in your organisation and other key stakeholders in managing continuous improvement. • Establish valid and appropriate measures for evaluating the performance of your organisation. • Encourage customers, suppliers and other key stakeholders to provide • Feedback on your organisation's performance and suggest improvements
Be technologically astute and keep abreast of industry developments and innovations	• Ensure you take a reflective practitioner approach to personal and professional development, keeping current of all technological and industry developments. • You take a proactive approach to determining personal and professional • Objectives for your future development

Be vigilant and proactive in embedding a safe, secure and compliant working culture	• Always act in accordance with relevant legislation, employment regulations and policies, and codes of practice related to promoting equality and valuing • Diversity, ensuring all practices are embedded

	Knowledge 'Know it'	**Skills 'Show it'**
Specialist function 1: **Aircraft handling** **manager**		
Payload and zero fuel weight (ZFW), weight & balance **Aircraft documentation**	**The maximum utilisation of available payload, the importance of correct ZFW calculation and constitution, the fundamentals of correct aircraft weight and balance, procedures and processes to plan effectively the necessary resources to ensure sufficient unit load device (ULD) availability and the requirements for and importance of all documentation systems / processes related to aircraft handling operations** • the safety management system within your organisation	**Manage, within own remit, maximum payload utilisation in line with organisation's commercial targets, adherence to ZFW, weight and balance in accordance with specific aircraft requirements and the use and maintenance of specialised equipment, including ULDs, in accordance with organisation's policies and procedures and regulatory requirements, finalising in completion of correct documentation**

• the risk assessment and control management procedures within your organisation • the quality audit procedures within your organisation • the hazard reporting procedure within your organisation • the flight data monitoring policy within your organisation • how your SMS links in with others • the factors that can lead to poor pilot performance • the CRM/nontechnical skills that contribute to TEM • the value of checklists and SOPs as TEM countermeasures • the importance of clear handover/takeover procedures • how errors in crew performance have contributed to previous accidents and incidents • fundamental pilot priorities – aviate, navigate, communicate **Glossary** SMS – Safety Management System TEM – Threat and Error Management CRM – Crew Resource Management SOP – Standard Operating Procedure • knowledge/understanding of the basics of theory of flight and the limitations that apply • aviation terminology relating to arrival and departure times of aircraft	• identify and monitor common threats to flight and ground/flying site safety • submit safety reports in accordance with regulatory requirements • submit cabin crew reports where applicable in accordance with regulatory requirements • submit flight deck reports in accordance with regulatory requirements • submit maintenance reports in accordance with regulatory requirements • regularly appraise and review your organisation's safety policy • identify common threats to flight and ground safety • Identify common errors to flight and ground/flying site safety • proactively monitor events, performance and systems to reduce the potential for an accident or incident • apply checklists and SOPs to prevent aircraft handling, procedural or communication errors • identify errors before safety is affected or the aircraft enters an undesired flight state • identify the approach and terminal phase as high risk areas requiring extra vigilance • understand the principles of TEM

• the 24 hour clock and time variations (UTC, BST)	• use lookout and knowledge of TCAS to avoid potential collision hazards
• standard ground times and minimum ground times, airline precision time schedules, standard turnround plan for airline/aircraft	• monitor and manage crew workload to limit threats and errors
• standard movement messages to include movement, load messages and passenger service messages; and how to interpret them	• monitor and crosscheck the performance of other crew members
• your organisation's communication systems, channels and procedures	• use 'rough order of magnitude' checks to monitor the performance of automated systems and identify failures
• Ground Service Equipment (GSE) requirements for the aircraft	• develop and implement countermeasures to manage threats
• how to interpret and communicate information relating to an aircraft departure	• collect and collate the Estimated Time of Arrival (ETA) as per your organisation's procedures
• your organisation's policies and procedures relating to aircraft arrival	• calculate any revised Estimated Time of Departure (ETD) using airline ground times when an aircraft is operating off schedule as per your organisation's/airline procedures
• your role in relation to health and safety of yourself and others	• check for problems that could affect the revised ETD as per your organisation's procedures
• paperwork required in preparation for an aircraft arrival	
• actions prior to flight arrival	• receive a standard movement message, decode and record on appropriate paperwork in line with your organisation's procedures for arriving aircraft
• FOD and its disposal points	
• commonly used airline codes, IATA AirImp and delay codes	• collect any special requests from aircraft crew and ensure that these have been passed to the relevant departments as per your organisation's procedures
• the various departments and organisation's involved in the turn round of an aircraft and how to contact them	

• security routes and separation as applicable to inbound passengers • the knock on effect of any further delays and the cost associated with further delays to the airline • your organisation's or airline baggage, load and mail unloading procedures (priority items/anti tip sequences) • your organisation's procedures for preparing the stand/gate • safe working practices on the ramp • personal protective equipment required when working on the ramp • your role in relation to the health and safety of yourself and others; a basic understanding of the safety requirements of the services provided to an aircraft • the critical time pathway relating to the departments and organisations involved in the turnround of aircraft • your role in obtaining, evaluating and passing information in a timely manner during an aircraft turnround • time management of self and other service providers within the critical time pathway • anticipating and/or reacting to changes to the standard turnround plan and critical time pathway • your level of authority to change service standards and delivery to meet minimum ground time and the method of communication and delivery	• check stand details and availability before an aircraft's arrival as per your organisation's procedures and carry out pre-arrival checks in line with your organisations procedures • complete all relevant documents in line with your organisation's requirements • wear relevant personal protective equipment for your role in line with your organisation's procedures • act on and report unsafe practices on the ramp in line with your organisation's procedures • act on and report breeches or potential breeches of security and security access points • give company and other service providers' staff relevant information before and during the aircraft preparation for departure in line with your organisation's procedures • oversee and coordinate the arrival of services to meet an arriving aircraft in line with your organisation's procedures • meet and greet inbound aircraft crew and accept requests made by them • disembark passengers ensuring that safety, special needs and security requirements are adhered to • work with other departments or organisations to obtain information for the outbound aircraft crew

	• how to intercede when departments or organisations fall behind with the turnround plan or are in dispute; know how to coordinate a resolution • recording information in line with your organisation's procedures • requirements of triple `A' to DfT / NASP standard • correct response to dangerous goods, restricted articles and special cargo; including passenger mobility aids and live domestic animals in accordance with the IATA Dangerous Goods Regulations Workbook 2 – Flight Crew and Load Planners • safety requirements for passengers, to include remote stands where ground transport is required • security routes and separation as applicable to passengers • dealing with passengers who have special needs • types of requests that may be expected from inbound crew and your responses and actions • airline or airport procedures to adopt whilst fuelling is taking place • aircraft fuelling safety awareness • You need to know and understand: • Co-ordinate the departure of aircraft • the airline critical time line/precision time schedule and other service provider requirements	• monitor and coordinate the progress of services at the aircraft in line with the turnround plan and critical time pathway and, when appropriate, communicate changes to relevant departments and organisations • intercede when departments or organisations fall behind with the turnround plan or are in dispute and coordinate a resolution • brief the outbound crew with departure information including passengers who have special needs • brief aircraft crew on the progress of the turnround • oversee and monitor the boarding of passengers • supply written and verbal information to people that need it in a timely manner • act on and report unsafe practices on the ramp in line with your organisation's procedures • act on and report breeches or potential breeches of security and security access • complete all relevant documents in line with your organisation's procedures • monitor and coordinate the progress of all service providers to ensure the scheduled departure time is met safely and efficiently • record deficiencies in the departure process in line with your organisation's procedures and airline procedures

	- subjects to brief both ramp and passenger handling staff with relevant information - subjects required to brief the aircraft operating flight deck and cabin crew with relevant information - aircraft documents including load plan, Load Sheet, cargo manifest, passenger manifest, NOTOC, AAA, specials list, passenger list, meal list, weather pack as appropriate to the airline - your organisation's and/or your airline customers' passenger boarding procedures - your organisation's procedures for loading bulk and containers and the potential effects of incorrect loading - your organisation's procedures for checking the aircraft mass and balance documents to ensure that the aircraft limitations are not exceeded - correct response to dangerous goods, restricted articles and special cargo; including passenger mobility aids and live domestic animals in accordance with the IATA Dangerous Goods Regulations Workbook 2 – Flight Crew and Load Planners - your organisation's procedures for checking the packing and loading of dangerous goods, restricted articles and special cargo; including passenger mobility aids and live domestic animals	- complete a departure briefing with ramp and passenger staff in line with your organisation's/airline procedures - complete a departure briefing with aircraft operating flight deck and cabin crew in line with your organisation's/airline procedures (depending on airline; passenger list, meal list, specials list, load sheet etc) - complete all relevant documents accurately in line with your organisation's/airline procedures and timelines - check and verify the loading and security of load in line with your organisation's/airline procedures - monitor, check and verify the passengers boarded in line with your organisation's/airline procedures - check and verify all relevant aircraft departure documents in line with your organisation's procedures (hold baggage manifest declaration, load sheet and load instruction report, etc) - update information relating to the final aircraft load to all necessary parties in line with your organisation's/airline procedures - confirm and communicate that the aircraft is ready for departure in line with your organisation's procedures - record aircraft departure time and communicate to all necessary parties in line with your organisation's procedures

	- your organisation's procedures for maintaining communication with other service providers - your organisation's procedures for identifying, allocating and communicating departure delays - your organisations/airline procedures for reporting incident / accidents / unsafe acts / near misses / breeches of security, Mandatory Occurrence Reports for Dangerous goods incidents (Airline) - knowledge of the impact of adverse weather (high winds, icing conditions, lightening etc.) and actions to take for safe working and departure	- analyse any departure delay and allocate/recommend responsibility in line with your organisation's or customers' procedures - process all relevant documents in line with your organisation's/airline procedures - act on and report unsafe practices on the ramp in line with your organisation's procedures - act on and report breeches or potential breeches of security and security
Airside Ramp Operations	**All facets of ramp operation and management, including the wider organisation's links to and reliance upon the aircraft handling department** Understand the Management of Carry out aircraft handling operations in compliance with one of the following: - Civil Aviation Authority (CAA)/European Aviation Safety Agency (EASA) - extended range twin engined operations procedures (ETOPS) (where appropriate) - Federal Aviation Authority (FAA) - Ministry of Defence (MoD) - Military Aviation Authority (MAA)	**Manage effective ramp operation, including arrival, turnaround and departure, for the organisation, ensuring relevant communication with all other airport stakeholders and government agencies to ensure effectiveness of the whole aviation operation** Manage Carry out aircraft handling operations in compliance with one of the following: - Civil Aviation Authority (CAA)/European Aviation Safety Agency (EASA) - extended range twin engine operations procedures (ETOPS) (where appropriate) - Federal Aviation Authority (FAA)

	- Aerospace Quality Management Standards (AS) - specific organisation standards and procedures - aircraft manufacturer's requirements - the safety management system within your organisation - the risk assessment and control management procedures within your organisation - the quality audit procedures within your organisation - the hazard reporting procedure within your organisation - the flight data monitoring policy within your organisation - how your SMS links in with others - Recognise and manage threats and errors - the factors that can lead to poor pilot performance - the CRM/nontechnical skills that contribute to TEM - the value of checklists and SOPs as TEM countermeasures - the importance of clear handover/takeover procedures - how errors in crew performance have contributed to previous accidents and incidents - fundamental pilot priorities – aviate, navigate, communicate - organisational and regulatory requirements relating to airfield safeguarding - possible threats to aircraft - relevant legislation and HSE guidance - the standard of lighting which should be provided on aprons - Department for Transport Security programmes	- Ministry of Defence (MoD) - Military Aviation Authority (MAA) - Aerospace Quality Management Standards (AS) - specific organisation standards and procedures - aircraft manufacturer's requirements - identify and monitor common threats to flight and ground/flying site safety - submit safety reports in accordance with regulatory requirements - submit cabin crew reports where applicable in accordance with regulatory requirements - submit flight deck reports in accordance with regulatory requirements - submit maintenance reports in accordance with regulatory requirements - regularly appraise and review your organisation's safety policy - identify common threats to flight and ground safety - Identify common errors to flight and ground/flying site safety - proactively monitor events, performance and systems to reduce the potential for an accident or incident - apply checklists and SOPs to prevent aircraft handling, procedural or communication errors

• the separation of people and aircraft	• identify errors before safety is affected or the aircraft enters an undesired flight state
• apron management	• identify the approach and terminal phase as high risk areas requiring extra vigilance
• how to reduce the risk of manual handling injuries during baggage handling using appropriate handling equipment e.g. belt conveyors	• understand the principles of TEM
• how to reduce the risks from inappropriate manual handling	• use lookout and knowledge of TCAS to avoid potential collision hazards
• how to reduce risks from reversing vehicles	• monitor and manage crew workload to limit threats and errors
• how to reduce of risks arising from using aircraft access equipment and uncovered aircraft access points	• monitor and crosscheck the performance of other crew members
• how to reduce risks from moving aircraft and live aircraft engines	• use 'rough order of magnitude' checks to monitor the performance of automated systems and identify failures
• how to protect employees from noise exposure, including hearing protection and reducing noise reduction	• develop and implement countermeasures to manage threats
• hazardous substances which might be found on an airfield, including those used in a work activity and those arising from a work activity and how to assess risk from these substances	• monitor the airfield environment for actual and possible airside hazards
• the use and effectiveness of personal protective equipment	• take appropriate action when actual or possible airside hazards are identified
• relevant procedures for using airbridges and ways in which risks associated with airbridges can be reduced	• report accidents or near misses in line with your organisation's and regulatory procedures
• safety practices for parking aircraft	• assess the training needs of all staff working airside
• how to manoeuvre aircraft safely on the apron	• make sure all staff working airside receive appropriate training
• hazards arising from aircraft engines and hazards to aircraft engines arising from foreign object debris	
• hazards arising from departure of aircraft	

	• hazards arising from poor weather conditions and low visibility	• complete all documents relating to airfield hazards
	• organisational and regulatory requirements relating to airfield safeguarding	• carry out initial airside safety briefings to appropriate staff in line with your organisation's requirements
	• possible threats to aircraft	• make sure that all people working airside are told about amendments to safety procedures relating to airside hazards
	• relevant legislation and HSE guidance	
	• the standard of lighting which should be provided on aprons	• pass suggestions relating to improvements in airside safety to appropriate people
	• Department for Transport Security programmes	• recognise and take advantage of opportunities to share information and advice about airside hazards
	• how to separate people and aircraft	
	• apron management	
	• how to reduce the risk of manual handling injuries during baggage handling using appropriate handling equipment e.g. belt conveyors	
	• how to reduce the risks from inappropriate manual handling	
	• how to reduce risks from reversing vehicles	
	• how to reduce risks arising from the use of aircraft access equipment and uncovered aircraft access points	
	• how to reduce risks from moving aircraft and live aircraft engines	
	• how to protect employees from noise exposure, including hearing protection and noise reduction	
	• hazardous substances which might be found on an airfield including those used in a work activity and those arising from a work activity and how to assess risk from these substances	

	• how to use personal protective equipment • relevant procedures for the standard operation of airbridges and ways in which risks associated with airbridges can be reduced • safety practices for parking aircraft • how to manoeuvre aircraft safely on the apron • hazards arising from aircraft engines and hazards to aircraft engines arising from foreign object debris • hazards arising from departure of aircraft • hazards arising from poor weather conditions and low visibility • personnel include: airport staff; airport operators staff; contractors; contractors' staff	
Aircraft Movements	**The procedures and processes for the safe movement of aircraft within own area of responsibility, including how to schedule and handle aircraft to maintain flow and meet required operational standards of performance** • the specific safety precautions and procedures to be observed whilst carrying out the aircraft handling operations (including any specific legislation, regulations or codes of practice relating to the activities, equipment or materials) • the health and safety requirements of the work area in which you are carrying out the activities, and the responsibility these requirements place on you	**Ensure safe movement of aircraft , including effective scheduling and aircraft flow management, in line with stakeholders' operational targets** • Manage/work safely at all times, complying with health and safety and other relevant regulations, directives and guidelines • Prepare the operational environment relating to the aircraft and work area for the handling activities to be undertaken

	- the authorisation you require to commence work on the aircraft - the requirements and importance of understanding and applying human factors as defined by the regulatory requirements and the potential impact if these are not adhered to - the hazards associated with towing, marshalling, parking and securing the aircraft (including airfield hazards and procedures), and how to minimise them and reduce any risk - the hazards associated with engine start and running and how they can be minimised - the importance of aircraft husbandry and of ensuring that, throughout the activity, the aircraft and area are free from foreign objects; the implications of foreign object debris (FOD) to the safety of the aircraft - the protective equipment that you need to use for both personal protection (PPE) and protection of the aircraft - the specifications used during aircraft handling and the importance of following the procedures listed in these documents - the process and procedures for preparing an aircraft for flight operations (including engine start and `see off')</li><li>the process and procedures for recovering an aircraft from flight operations (`see in')	- carry out the activities within the limits of your personal authority - carry out the activities in the specified sequence and in an agreed timescale - report any instances where the activities cannot be fully met or where defects are identified - Manage and ensure that the aircraft and work area are left in a safe and secure condition on completion of the activities. Manage Carry out all of the following during the aircraft handling activities: - ensure that airport procedures applicable to movement in restricted (such as airside) areas, including necessary security procedures, are understood and carried out - ensure that appropriate authorisation to move the aircraft is obtained and that authorisations relevant to operating towing vehicles are held and valid - check that the work area is free from hazards and suitably prepared for the aircraft to be moved - adhere and enforce to procedures or systems in place for risk assessment, COSHH, and other relevant safety regulations and procedures to realise a safe system of work

	- the standard signals used when marshalling and handling aircraft - the attachment of towing devices to the aircraft and how to identify the appropriate attachment points - the equipment used to tow the aircraft (such as towing vehicles, tow bars, towing cables) and how to check that they are in a safe and usable condition - an understanding of the minimum turning radius for the particular aircraft being handled and the ground turning techniques to be used - the methods of communicating with the handling team and/or flight crew using both headsets and hand signals - the importance of correct securing of the aircraft (using such items as wheel chocks, mooring blocks and mooring cables) - the need to fit blanking plugs, covers, locking/safety devices and where appropriate, cocooning materials - the importance of correct static grounding of the aircraft - the importance of tool control and company tool control procedures - the methods and equipment used to manoeuvre the aircraft and how to - check that the equipment is in a usable condition	- ensure that the relevant required safety procedures are implemented - Manage and obtain appropriate personal protection equipment and emergency equipment, and check that it is in a usable condition - obtain any required support equipment, and check that it is in a safe and useable condition - Manage and ensure the correct use approved aircraft handling and moving techniques at all times - return tools and equipment to the correct storage location on completion of the activities - leave the work area and the aircraft in a safe and secure condition Manage Prepare the aircraft for towing, by carrying out five of the following: - ensure that the aircraft is in safe condition to move, by checking aircraft documentation - check/set brake pressure - make cockpit checks and apply internal power, as required - check/fit required safety locks/pins (such as landing gear, nose steering, control surface) - Ensure the correct fit the towing arms are available

• how to deal with problems with aircraft handling processes or procedures, and the importance of informing appropriate people of any defects • the extent of your own authority and to whom you should report if you have problems that you cannot resolve	• Ensure check/remove electrical earthing and chocks (where appropriate) is available • obtain clearance for movement • ensure that the aircraft is prepared in accordance with local regulations Manage Assist in the three of the following aircraft handling activities: • towing • marshalling • parking/storing • mooring • picketing Provide Undertake three of the following roles when moving/ Ground Handling aircraft: • brake man • wing tip man • tractor/steering operator • blade man • tail safety man • towing supervisor • safety chock man Manage the assistance Assist in carrying out all of the following during the preparation for flight operations: • removing any fitted blanks, bungs and covers

		• removing any locking/safety devices (such as undercarriage, nose steering, control surface)
		• carrying out cockpit checks and applying ground power
		• carrying out engine starter crew activities (using headset operations and/or hand signals)
		• carrying out pre-flight checks
		• marshalling
		Manage Carry out all of the following during recovery from flight operations:
		• marshalling (where applicable)
		• fitting any blanks, bungs and covers that may be required
		• fitting any required locking/safety devices (such as undercarriage, nose steering, control surface)
		• parking of the aircraft (to include the use of wheel chocks, mooring blocks and where appropriate, earthing)
		Manage Carry out aircraft handling operations in compliance with one of the following:
		• Civil Aviation Authority (CAA)/European Aviation Safety Agency (EASA)
		• extended range twin engine operations procedures (ETOPS) (where appropriate)
		• Federal Aviation Authority (FAA)
		• Ministry of Defence (MoD)
		• Military Aviation Authority (MAA)

		• Aerospace Quality Management Standards (AS) • specific organisation standards and procedures • aircraft manufacturer's requirements
Manage and coordinate airside handling team members, assets and vehicles – air cargo handling equipment (ACHE)	**The procedures and processes to ensure adequate and necessary resources (team members, vehicles and ACHE), to ensure sufficiently serviceable airside handling aids are available, and that baggage handling and air cargo facilities are operational for in-bound, transfer, out-bound and make-up, including those provided via a third party if applicable** • the specific safety practices and procedures that you need to observe when carrying out Ground Handling Management maintenance activities on aircraft both passenger and cargo and accessory compartments (including any specific legislation, regulations/codes of practice for the activities, equipment or materials) • the importance of maintenance on aircraft cargo and accessory compartments, and impact upon (Extended Range Twin-Engine Operations Procedures) ETOPS systems, legislation and local procedures • the hazards associated with removing and fitting aircraft cargo and accessory compartment equipment and ULDs and components, and with the tools and equipment used, and how to minimise them and reduce any risk	**Plan and manage the required amount of specialist team members, vehicles and handling aids airside, to meet current and future tasking and ensure systems and procedures for air cargo and baggage handling are completed to standard within own remit and area of responsibility** • Manage Aircraft Ground Handling teams work safely at all times, complying with health and safety and other relevant regulations, directives and guidelines • follow the relevant management/maintenance schedules to carry out the required work • carry out the management maintenance activities within the limits of your personal authority • carry out the management maintenance activities in the specified sequence and in an agreed timescale • report any instances where the management maintenance activities cannot be fully met or where there are identified defects outside the planned schedule • complete the relevant management maintenance records accurately and pass them on to the appropriate person

	• the requirements and importance of understanding and applying human factors as defined by the regulatory requirements and the potential impact if these are not adhered to • the protective equipment that you need to use for both personal protection (PPE) and protection of the aircraft • the importance of aircraft husbandry and of ensuring that, throughout the Ground Handling maintenance activity, the aircraft and work area are maintained free from foreign objects, and the implications of FOD to the safety of the aircraft • how to extract and use information from aircraft manuals, log books, flight logs, and other documents needed in the Ground Handling maintenance process • how to carry out currency/issue checks on the specifications you are working with • the range of cargo and accessory compartment equipment Unit Load Devices (ULDs) that may need to be maintained/replaced • the various mechanical fasteners that are used to hold the equipment in place, and their methods of removal and replacement (such as threaded fasteners, special securing devices)	• Manage the removal and disposal dispose of waste materials from the aircraft in accordance with safe working practices and approved procedures

	- the importance of using the specified fasteners for the particular installation and why you must not substitute others - why securing ULDs devices need to be locked and labelled, and the different methods that are used to remove and install them - the torque loading requirements on the fasteners and what to do if these loadings are exceeded or not achieved - the various types of electrical connector that are used, methods of unlocking, orientation indicators and locating and locking-in of the connections - the need to take care when removing handling ULDs and bulk items equipment so as not to cause damage to the equipment or surrounding structure - the need to label and store ULDs and containers correctly components that require repair or overhaul, and to check that replaced components have the correct part/identification markings and accompanying release documentation - the need to position, align, adjust and secure ULDs correctly the replaced equipment in the aircraft, without damage to the components or surrounding structure - methods of lifting, handling and supporting the components/equipment during the maintenance Ground Handling activities	

	- why electrical bonding is critical, and why it must be both mechanically and electrically secure - how know the significance of carrying out routine checks of the aircraft cargo and accessory compartments (such as checking the condition and security of cargo restraint equipment) - why tool/equipment control is critical and what to do if a tool or piece of equipment is unaccounted for on completion of the activities - the problems that can occur with the Ground Handling maintenance operations and how these can be overcome - the recording documentation to be completed for the activities undertaken and, where appropriate, the importance of marking and identifying specific pieces of work in relation to the documentation - the procedure for the safe disposal of waste materials from the aircraft and surrounding areas and scrap components - the extent of your own authority and to whom you should report if you have problems that you cannot resolve	
Specialist function 2: Aircraft movement manager		

Manage the airside movement of aircraft and or vehicles	The procedures and processes for the safe movement of aircraft and / or airside vehicles within own area of responsibility and the requirements of the aviation environment in accordance with standard operating procedures to meet those requirements	Manage the safe movement of aircraft and / or airside vehicles within own area of responsibility, the day-to-day operation of movement teams and specialists at airports/ heliports and other landing platforms, ensuring the execution of activities is in accordance with aviation safety laws and airport procedures
	• Describe rules applying to aviation conditions including, runways, taxiways, apron, roadways, adverse weather conditions, surface water; ice, slush, snow, presence of birds and wildlife, presence of foreign objects and obstructions	• Monitor aviation condition to make sure that it meets your organisation's procedures and regulatory requirements
	• Describe the use of aviation systems including, lighting systems, marking systems, landing systems, power systems and emergency equipment	• Monitor airfield systems to make sure that they are operating in line with your organisation's standards and procedures
	• Understand Civil and military licensing and inspection procedures	• Make sure necessary resources are available for airfield operations
	• Understand your organisation's inspection procedures	• Make sure that your organisation's systems and procedures are maintained or followed at all times
	• Describe what emergency equipment is available and your organisation's procedures for ensuring serviceability including fire categories	• Take appropriate action when airfield operations fail to meet minimum operational standards which include your organisation's standards and standards set out by regulatory bodies which relate to safety, cost, customer service and punctuality
	• Explain your organisation's procedures for clearing airfield surfaces including winter operations	
	• Explain your organisation's standards, aims and objectives	• Pass on information that is needed to maintain airfield operations, to all relevant parties including colleagues,
	• Explain relevant legislation for aviation within your area of responsibility	
	• Describe standard safety and working practices in relation to airfield operations including cleaning or sweeping, snow	

	clearance, ice clearance, surface repairs, systems and equipment, installation and repairs, marking operations, putting up and maintaining signs and building works • Outline your company structure and reporting procedures	internal departments, air traffic control, external agencies and customers
Manage an airside movements team	**The procedures and processes to plan and allocate the necessary resources to ensure safe and successful operation of airside movements according to the type of aircraft and aviation environment required** • Understand CAA and local guidance on Airside Safety Management • Have an understanding of legal duties relating to the CAA • Understand EU Directives on ground movement policy • Know how to carry out risk assessments • Know how to assess human factor risks • Understand the dangers of airside hazards: vehicles striking people, inappropriate manual handling; slips, trips and falls; falls/ working at height, moving aircraft, live aircraft engines, noise, machinery, hazardous substances and inadequate/poor lighting	**Manage the planning of the required amount of resources according to aircraft type and environment in line with client, aviation environment, organisational requirements and standards and within required timescales** • Consult all relevant individuals and organisations while you develop aviation safety procedures to reduce airside hazards • Take account of safety considerations in all aviation planning • Tell relevant individuals and organisations about aviation safety procedures • Promote examples of best practice among operators • Identify problems between actual and best practice and make appropriate recommendations • Identify factors initiating changes which require safety planning action and take appropriate action
Facilities Management	**The complex equipment, tools and facilities required for safe, efficient operation of an airport, relevant**	**Analyse and interpret codes and regulations and use information to maximise operational performance**

	modern practices that can support effectiveness and efficiencies and the principles of supervision, organisation and administration • Have a knowledge of the international bodies, regulations, standards and recommended practices for aviation including; ICAO, EASA, Euro control • Understand the relevant UK laws that apply to aviation in your area • Explain the role of the regulatory bodies such as Civil Aviation Authority, Health and Safety Executive, Department of Transport (DfT) • Describe the Civil Aviation Publications or equivalent, that relate to aviation operations	**when planning, organising and supervising the work of others and setting priorities** • Interpret and demonstrate the correct use of the aviation regulations • Ensure that all facilities within area of responsibility meet the relevant aviation regulations • Organise the implementation of authorised changes to aviation regulations • Implement the changes to aviation regulations, following organisational guidelines • Monitor early reactions to changes and make appropriate fine-tuning adjustments
Interpersonal Skills Management	**Understand the requirements for promoting strong interrelationships with other airport users, including hanger owners, leasing tenants, fixed base operators, business and the general public.** **Knowledge of local and national regulations and the need for compliance with all regulations including Health and safety** • Describe the purpose and benefits of working with other person(s) to achieve agreed goals and objectives • Explain the situations in which supervision of others can achieve positive outcomes • Define the different methods of communication and when to use them within the team	**Establish and maintain positive relationships, promoting strong interrelationships with other airport users, including hanger owners, leasing tenants, fixed base operators, business and the general public.** **Maintain records required under regulations and complies e with all regulations including Health and safety** • Communicate with other person(s) in the team • Supervise others to achieve agreed outcomes • Plan and implement work goals, objectives, priorities and responsibilities with others

• Explain when it is essential to communicate with others in the team • Clarify the purpose and benefits of work goals and plans • Describe how to schedule activities and resources for the team • Explain the purpose and benefits of acknowledging the strengths of others and building on team abilities and potential • Reiterate the value and benefits of diversity in teams • Explain the situations in which team members might need support and how to provide this • Define the purpose and benefits of respecting others as individuals within the team • Define the purpose and benefits of agreeing quality measures with others • Evaluate the types of problems and disagreements that occur when working with others and how to resolve them • Define the purpose of work assessment • Explain how to assess the work of teams and team members • Reflect upon the purpose and benefits of providing opportunities to team members to assess their own work • Define the purpose and benefits of giving and receiving constructive feedback with other team members	• Schedule activities and resources • Make best use of abilities and potential within a team • Provide support to team members • Show respect for individuals in the team • Manage the achievement of quality standards within agreed timescales • Work with team members to identify and solve problems and disagreements • Assess work periodically to improve team performance • Give team members opportunities to assess their own work • Share feedback with others on the achievement of objectives and make suggestions and encouragement for improving their work

	• Establish how to make use of feedback to improve the work of others and the work of the team as a whole	
Specialist function 3: Fire Service Watch Manager		
Manage an on duty fire service watch	**What information must be given / received when handing over / taking over duty. Principles of leading teams/individuals and providing feedback. What the minimum amounts of resources are to run different category Fire Stations** • own contractual obligations, rights of employment and limits of authority WM1.1 • the range of external regulations and requirements that impact on your work WM1.2 • organisational policies, aims and objectives WM1.3 • the importance of effective communication when explaining work plans and allocations WM1.4 • how to present work plans in a way that gains the support and commitment of those involved WM1.5 • the importance of being clear about the purpose of assessment and communicating this effectively to those involved WM1.6 • the importance of good communication skills when providing feedback WM1.7	**Maintain Fire Service workplace activities to meet requirements while maintaining healthy, safe and productive working conditions, including takeover / handover of a duty watch, ensuring sufficient resources are available to manage the watch and recommendations for improvement to work activities are made when necessary** • give opportunities to your team members and agree requirements to contribute to the planning and organisation of their work WM1.1 • ensure your plans are consistent with your team's objectives and cover all personnel whose work you are responsible of WM1.2 • ensure your plans and schedules are realistic and achievable within organisational constraints WM1.4 • ensure you plan the way you allocate work taking full account of team members' abilities and development needs explaining and confirming understanding WM1.5

• how to provide feedback to team members that will maintain or improve their performance WM1.8	• update your plans at regular intervals taking account of individual, team and organisational changes WM1.8
• how to motivate team members WM1.9	• monitor the work your team at agreed intervals ensuring compliance with organisational procedures and requirements WM2.4
• the importance of being encouraging when providing feedback to team members and showing respect for those involved WM1.10	• take corrective action when required and make recommendations for improving work activities WM2.7
• the importance of planning work activities to organisational effectiveness and your role and responsibilities in relation to this WM1.11	• inform others about their legal and organisational responsibilities for maintaining a safe working environment WM2.9
• how to develop realistic and achievable work plans for teams and individuals both in the short, medium and long term WM1.12	• give sufficient support to others to ensure they are able to work in a safe way WM2.10
• how to choose an appropriate time and place to give feedback to teams and individuals WM1.13	• give opportunities to others to make recommendations for improving working conditions WM2.11
• the importance of providing your team members with the opportunity to contribute to the planning and organisation of their work WM1.14	• ensure that working conditions under your control conform to organisational and legal requirements WM2.12
• the importance of providing opportunities to your team members to assess their own work and how you can encourage and enable this involvement WM1.15	• ensure that working conditions under your control are as conducive to the work activity as possible within organisational constraints WM2.13
• why it is important to provide constructive suggestions on how performance can be improved WM1.16	• respond to health and safety matters in ways which are prompt and consistent with organisational and legal requirements WM2.14

	- the importance of giving those being assessed the opportunity to provide suggestions on how to improve their work WM1.17 - the implications of the differences between planning the work of team members within your line management and others WM1.18 - how to gather and evaluate the information you need to assess the work of teams and individuals WM1.19 - the principles of confidentiality when providing feedback WM1.20 - the purposes of work assessment, and how it plays a role in an organisation WM1.21 - how to assess the work of teams and individuals in the workplace WM1.22 - the principles of fair and objective assessment of work and how to ensure this is achieved WM1.23 - the importance of regularly reviewing work WM1.24 - know the information which is required to be given and received on handover and takeover of a duty watch N/A - know the resources required, including personnel, vehicles and firefighting media required for the different crash categories within your organisation N/A	- make recommendations for improving working conditions clearly and promptly to others WM2.15 - maintain records relating to health and safety that comply with organisational and legal requirements WM2.16 - assess the work of teams and individuals at appropriate times, ensuring it is based on sufficient, valid and reliable information and is carried out objectively WM1.11, 12 - provide opportunities for team members to assess their own work WM1.10 - provide feedback on the work of teams and individuals at appropriate times, ensuring it is carried out objectively and constructively WM1.14 - maintain the confidentiality of feedback allowing team members to respond WM1.18 - make recommendations for improvement to activities based on sufficient, valid and reliable information and is consistent with the objectives of your team and your organisation WM2.17, 18 - ensure your recommendations take into account the impact of introducing changes on other parts of your organisation and are in an agreed format WM2.19 - ensure all relevant information is given on handover of the duty watch in an agreed format N/A

Manage a multi appliance training scenario	The requirements, procedures and processes for resolving multi appliance aviation fire and rescue operational incidents.	Plan and implement actions to meet the needs of the incident, lead and resolve a multi appliance aviation fire and rescue operational incident.
	How to close down and hand over a multi appliance aviation fire and rescue incident	**Close down, hand over and debrief a multi appliance aviation fire & rescue operational incident**
	• hazards and risks of the workplace affecting people and the environment WM7.1	• collect and confirm information relevant to the known and anticipated risks to people, property and the environment WM7.1
	• how to apply practices that maximise the health, safety and welfare of yourself and others in the workplace WM7.2	• plan action to lead and support your crew's response to the incident WM7.2
	• how to make and apply decisions based on the assessment of risk WM7.3	• develop your objectives through risk assessment WM7.3
	• applicable fire service or other legislation WM7.4	• determine initial action against available resources, using a realistic assessment of their suitability for operational use WM7.4
	• how to access, interpret and provide relevant information, including feedback WM7.5	• ensure your action plan provides sufficient flexibility to meet the known and anticipated needs of the incident WM7.5
	• how to monitor and evaluate the effectiveness of plans and objectives WM7.6	• make appropriate adjustments to your plan based on an initial assessment of the incident WM7.6
	• how to plan and prioritise work, including time management WM7.7	• confirm your objectives and deploy your resources to meet priority needs WM7.7
	• how to plan the use of physical resources WM7.8	• make decisions that continue to minimise risk and maximise progress towards your objectives WM7.8
	• how to provide information to influence change or improve service delivery WM7.9	
	• organisational policies, aims and objectives WM7.10	
	• recording systems and their use WM7.11	
	• sources and availability of information WM7.12	

	- the range of external regulations and requirements that impact on your work WM7.13 - how to communicate clearly and effectively with the range of people involved WM7.14 - how to involve and motivate people WM7.15 - how to make positive contributions to effective teamwork WM7.16 - how to plan and prioritise work in response to work demands WM7.17 - how to recognise problems that affect performance, and action appropriate and timely solutions WM7.18 - how to select and use feedback techniques WM7.19 - how to set objectives WM7.20 - how to solve problems, make decisions and plan for contingencies WM7.21 - how to treat colleagues and members of the public with respect and consideration, taking account of, and accepting, diversity WM7.22 - lines and methods of communication/reporting in the workplace WM7.23 - methods of active and proactive monitoring of achievements of objectives WM7.24 - role requirements and expected standards of performance WM7.25	- re-deploy your resources to meet the changing priorities of the incident WM7.9 - actively seek information to update your plan and progress action to meet your objectives WM7.10 - operate within the agreed level of your responsibility and authority WM7.11 - ensure your role and responsibilities at the incident are known and understood by those under your leadership and support WM7.12 - ensure your records are accurate, complete, in the agreed format, legible and available to authorised users WM7.13 - ensure your contact with people is supportive, constructive and timely WM7.14 - confirm your achievements against the planned objectives with relevant people WM7.15 - confirm the final status of the incident and agree any further action with relevant people WM7.16 - identify any unresolved risks and hazards and take action to minimise these within operational constraints WM7.17 - collate and provide accurate and complete information and advice to relevant people and confirm mutual understanding WM7.18

	- roles, responsibilities and limits of authority of self, others and other agencies in the workplace WM7.26 - the importance of challenging unacceptable behaviour WM7.27 - capabilities and limitations of personal and operational equipment WM7.28 - how to identify and preserve evidence WM7.29 - how to match and use resources to meet objectives WM7.30 - how to support the investigation of an event WM7.31 - roles and responsibilities within the incident command systems WM7.32 - the availability and access to internal and external resources and support WM7.33 - the requirements for availability, operational readiness and response of human and physical resources WM7.34 - types of evidence and its importance WM7.35 - how to organise and conduct debriefs and review of performance N/A (look for)	- ensure contact with people is supportive, sensitive to context and presents a positive image of the organisation WM7.19 - make your resources available for redeployment at the earliest opportunity WM7.20 - accurately confirm with relevant people your resource status and availability WM7.21 - operate within agreed levels of your authority and responsibility WM7.22 - ensure records are complete, accurate, legible, in the agreed format and available to authorised users WM7.23 - measure performance against specified standards relevant to defined roles WM7.24 - identify opportunities and action to improve future performance WM7.25 - conduct the debrief in a manner which promotes constructive, open and supportive review of the incident WM7.26 - recognise successful actions, acknowledge effective performance and report meritorious actions to the relevant people WM7.27 - immediately address risk critical issues identified through performance of people, equipment, working practices and systems WM7.28

Design and develop a multi appliance training scenario	Know the considerations and requirements to plan a multi appliance training scenario, including resources required and health and safety requirements that must be met to develop team / individual performance	Plan a multi appliance training scenario, applying control measures to ensure a safe training environment and develop team/individual skills and knowledge
		• identify and record all significant learning points and agree action to address these WM7.29 • ensure your records are in the agreed format, accurate, complete, legible and available to authorised users WM7.30
Design and develop a multi appliance training scenario	**Know the considerations and requirements to plan a multi appliance training scenario, including resources required and health and safety requirements that must be met to develop team / individual performance** • the importance of health and safety at work and your role and responsibility in relation to this WM2.1 • the types of support it may be necessary to provide on health and safety issues and how to provide such support WM2.3 • hazards and risks of the workplace affecting people and the environment WM7.1 • how to apply practices that maximise the health, safety and welfare of yourself and others in the workplace WM7.2 • how to make and apply decisions based on the assessment of risk and apply control measures WM7.3 • organisational policy, aims and objectives in relation to training WM 1.3	**Plan a multi appliance training scenario, applying control measures to ensure a safe training environment and develop team/individual skills and knowledge** • ensure your plans are consistent with your team's objectives WM1.2 • ensure your training plans cover all those personnel whose work you are responsible for WM1.3 • ensure your training plans and schedules are realistic and achievable within organisational constraints WM1.4 • ensure you plan the way you allocate training taking full account of team members' abilities and development needs WM1.5 • explain your training plans and work activities to your team members in sufficient detail and at a level and pace appropriate to them WM1.6 • confirm your team members' understanding of your training plans and their work activities WM1.7

	- the records which need to be completed and how this should be done WM2.5 - the procedures to follow in order to recommend improvements in working conditions WM2.6 - the records which need to be kept and the organisational and legislative requirements for doing so WM2.7 - how team objectives and organisational values affect development needs WM5.1 - how to ensure development needs are consistent with organisational objectives and values WM5.2 - the team and organisational constraints which influence the planning of development activities WM5.3 - the importance of team development to the continuing effectiveness of your organisation and your role and responsibilities in contributing to this WM5.5 - how to take account of team and organisational constraints in the planning process WM5.6 - the importance of effective communication when explaining training plans WM1.4 - how to present training plans in a way that gains the support and commitment of those involved WM1.5 - how to plan the use of physical resources WM7.8	- ensure your input to the planning process reflect the identified development needs of all those you are responsible for WM5.4 - inform others about their legal and organisational responsibilities for maintaining a safe working environment WM2.9 - ensure your input to development activities support your team objectives and plans WM5.8 - ensure your input meets the agreed objectives of the development activity WM5.9 - ensure your input takes into account the needs of individual team members WM5.10 - organisational policies, aims and objectives WM7.10 - how to set objectives WM7.20 - carry out a risk assessment and record findings including control measures N/A - supply resources required to carry out training task N/A

	• the importance of planning a training scenario to meet organisational effectiveness and your role and responsibilities in relation to this WM1.11 • how to develop realistic and achievable training scenarios for teams and individuals both in the short, medium and long term WM1.12 • the principles of planning work activities, setting objectives and priorities to ensure requirements are met efficiently WM2.14 • how to communicate clearly and effectively with the range of people involved WM7.14 • how to involve and motivate people WM7.15 • how to make positive contributions to effective teamwork WM7.16	
Deliver and monitor a multi appliance training scenario	**The organisational requirements and processes for the delivery and assessment of training scenarios, including organisational safety requirements to conduct a multi appliance training scenario.** **How to review and provide appropriate feedback for a multi appliance training scenario** • the organisational and legal requirements for maintaining a healthy, safe and productive work environment WM2.2 • how to monitor work conditions to ensure they meet health and safety requirements WM2.4	**Safely conduct a multi appliance training scenario in accordance with organisational requirements to develop individuals against objectives.** **Review a multi appliance training scenario and implement any necessary actions in accordance with organisational policy** • monitor the work your team at agreed intervals WM2.4 • ensure the monitoring of your team's work complies with your organisation's procedures WM2.5

- hazards and risks of the workplace affecting people and the environment WM7.1 - organisational policy, aims and objectives in relation to training WM1.3, 7.10 - how team objectives and organisational values affect development needs WM5.1 - how to ensure development needs are consistent with organisational objectives and values WM5.2 - how to monitor and evaluate the effectiveness of plans and objectives WM7.6 - the procedures to follow in order to recommend improvements in working conditions WM2.6 - applicable fire service or other legislation WM7.4 - how to access, interpret and provide relevant information, including feedback WM7.5 - the importance of good communication skills when providing feedback WM1.7 - how to provide feedback to team members that will maintain or improve their performance WM1.8 - how to motivate team members WM1.9 - the importance of being encouraging when providing feedback to team members and showing respect for those involved WM1.10	- ensure the work under your control meets agreed requirements WM2.6 - take corrective action when training does not meet agreed requirements' WM2.7 - give sufficient support to others to ensure they are able to work in a safe way WM2.10 - ensure that working conditions under your control conform to organisational and legal requirements WM2.12 - ensure that working conditions under your control are as conducive to the work activity as possible within organisational constraints WM2.13 - respond to health and safety matters in ways which are prompt and consistent with organisational and legal requirements WM2.14 - develop your objectives through risk assessment WM7.3 - provide opportunities for team members to appraise their own work WM1.10 - ensure your appraisal of work takes place at times most likely to maintain and improve effective performance WM1.11 - ensure your appraisals are based on sufficient, valid and reliable information WM1.12 - ensure your appraisals are made objectively WM1.13

- how to choose an appropriate time and place to give feedback to teams and individuals WM1.13 - the importance of providing opportunities to your team members to assess their own performance and how you can encourage and enable this involvement WM1.15 - why it is important to provide constructive suggestions on how performance can be improved WM1.16 - the importance of giving those being assessed the opportunity to provide suggestions on how to improve their work WM1.17 - the principles of confidentiality when providing feedback WM1.20 - the purposes of work assessment, and how it plays a role in an organisation WM1.21 - how to assess the work of teams and individuals in the workplace WM1.22 - how to monitor work activities and take corrective action to ensure requirements are being met WM2.13 - how to assess current working conditions and identify possible areas for improvement WM2.15 - how to assess current working practices and identify possible areas for improvement WM2.16	- provide feedback to your team members in a situation, form and manner that maintains and improves their performance WM1.14 - ensure the feedback you give is clear and is based on an objective assessment of team members' work WM1.15 - ensure your feedback recognises team members' achievements and provides constructive suggestions and encouragement for improving their work WM1.16 - ensure the way you give feedback shows respect for the individuals involved WM1.17 - maintain the confidentiality of feedback given to individuals and teams WM1.18 - provide opportunities for team members to respond to feedback WM1.19 - give opportunities to team members to help identify their own development needs WM5.1 - identify their development needs in using sufficient, reliable and valid information WM5.2 - ensure the development needs identified are consistent with team objectives and organisational values WM5.3 - encourage feedback from those taking part in activities to improve your future contributions to development activities WM5.18

- how to present development needs to teams and individuals in a way which could influence their decision-making positively WM5.7
- how to encourage and gather feedback from team members on the development activities they are involved in WM5.8
- the importance of providing team members with opportunities to help identify their own development needs WM5.9
- how to encourage and enable team members to identify their development needs WM5.10
- the importance of monitoring and reviewing development activities and recording feedback WM5.11
- how to collect and validate the information needed to identify development needs WM5.12
- the information needed to appraise team members' progress WM5.13
- how to collect and check the validity of information WM5.14
- the importance of confidentiality when carrying out and reporting appraisals and who may receive what information WM5.15
- the importance of agreeing development plans with those involved and how to reach such agreements WM5.16
- the importance of team members contributing to the appraisal of their own progress WM5.17

- use feedback from those taking part in activities to improve your future contributions to development activities 5.19
- measure performance against specified standards relevant to defined roles WM7.24
- identify opportunities and action to improve future performance WM7.25
- conduct the debrief in a manner which promotes constructive, open and supportive review of the incident WM7.26
- recognise successful actions, acknowledge effective performance and report meritorious actions to the relevant people WM7.27
- immediately address risk critical issues identified through performance of people, equipment, working practices and systems WM7.28
- identify and record all significant learning points and agree action to address these WM7.29
- ensure your records are in the agreed format, accurate, complete, legible and available to authorised users WM7.30

Make recommendations

- make recommendations for improvement to activities based on sufficient, valid and reliable information WM2.17

	• the importance of taking account of team members' individual needs WM5.21 • the importance of valid, sufficient and reliable appraisals WM5.22 • methods of active and proactive monitoring of achievements of objectives WM7.24 • role requirements and expected standards of performance WM7.25 • roles, responsibilities and limits of authority of self, others and other agencies in the workplace WM7.26 • the importance of challenging unacceptable behaviour WM7.27 • capabilities and limitations of personal and operational equipment WM7.28 • how to organise and conduct debriefs and review of performance WM7.36	• ensure your recommendations for improvement are consistent with the objectives of your team and your organisation WM2.18 • ensure your recommendations take into account the impact of introducing changes on other parts of your organisation WM2.19 • present your recommendations in a manner and form consistent with your organisation's procedures WM2.20
Specialist function 4: Flight operations manager – Air Traffic Control (ATC)		
Manage Flight Operations - ATC	**The procedures and processes for the safe movement of aircraft both airborne within designated airspace and when on the airfield within own area of responsibility**	**Manage the safe movement of aircraft within own area of responsibility whilst airborne within designated airspace and on the airfield**

• airfield conditions including, runways, taxiways, apron, roadways, adverse weather conditions, surface water; ice, slush, snow, presence of birds and wildlife, presence of foreign objects and obstructions • airfield systems including, lighting systems, measuring systems, marking systems, landing systems, power systems and emergency equipment • airfield lighting including beacons, runway lights, approach lights, taxiway lights, approach path indicators • civil and military licensing and inspection procedures • your organisation's inspection procedures • recording and reporting procedures in relation to airfield serviceability including METARS,NOTAMS and SNOTAMS • your organisation's procedures for measuring and testing airfield serviceability and standards K8 your organisation's procedures for marking unserviceable areas of the airfield • available emergency equipment and your organisation's procedures for ensuring serviceability including fire categories • your organisation's procedures for altering or declaring the operational status of the airfield K11 procedures for controlling birds and wildlife • your organisation's procedures for clearing airfield surfaces including winter operations	• monitor airfield condition to make sure that it meets your organisation's procedures and regulatory requirements • monitor airfield systems to make sure that they are operating in line with your organisation's standards and procedures • make sure that you record information about airfield condition • use appropriate methods of communication to forward information about airfield condition to all necessary parties • inspect airfield surfaces, systems and conditions according to your organisation's procedures P2 take appropriate action when defects are identified in airfield surfaces, systems and conditions P3 carry out appropriate testing of airfield surfaces and systems according to your organisation's procedures • carry out appropriate testing of runway surface to produce a surface report • give all relevant parties information about airfield surfaces, systems and conditions • use appropriate information sources to establish airfield maintenance needs

- relevant local procedures for regulating aircraft noise levels - relevant local environmental procedures - conformity with the Department of Transport's National Aviation Security programme - Methods of communication, for example, verbal, NOTAMS, METARS, electronic, via signs, signals or markings - airfield surfaces, for example runways, taxiways, apron and roadways - airfield systems, for example, lighting systems, measuring systems, marking systems and landing systems - airfield conditions including weather; surface water; ice, presence of birds and other wildlife, presence of foreign objects - appropriate testing includes testing of runway visual range, friction and noise - airfield lighting including beacons, runway lights, approach lights, taxiway lights and approach path indicators - your organisation's recording and reporting procedures in relation to airfield serviceability - your organisation's procedures for measuring and testing airfield serviceability and standards K8 your organisation's procedures for marking unserviceable areas of the airfield	- initiate airfield maintenance operations in response to needs - make sure that airfield maintenance operations are carried out safely and efficiently and according to your organisation's procedures - take appropriate action in response to any deficiencies in airfield maintenance operations - give all relevant parties information about airfield maintenance operations according to your organisation's procedures - complete all relevant documents accurately - process all relevant documents according to your organisation's procedures - use appropriate information sources to identify airfield maintenance needs - initiate airfield maintenance operations in response to needs - allocate staff and resources to carry out the airfield maintenance operation - resolve conflicts between airfield maintenance operations and other activities - make sure that airfield maintenance operations are carried out safely and efficiently and in line with your organisation's procedures

• your organisation's procedures for altering or declaring the operational status of the airfield K11 procedures for controlling birds and wildlife • your organisation's procedures for clearing airfield surfaces including winter operations • actions to put things right, including reporting, recording, communicating information to appropriate personnel and putting up signs • airfield operations include driving standards, conduct of apron personnel, wearing safety equipment, investigating accidents, refuelling, work in progress, marshalling aircraft and vehicles • appropriate operational safety instructions • airport bye-laws • your organisation's routine monitoring procedures • K19 your organisation's standard safety and working practices in relation to airfield operations K20 your organisation's procedures for initiating and reporting operations K21 your organisation's procedures for dealing with shortfalls in operations and standards K22 procedures for controlling birds and wildlife K23 your organisation's procedures for investigating and reporting accidents	• make sure that work is completed in line with agreed timescales • take appropriate remedial action in response to any deficiencies in airfield maintenance operations • give all necessary parties information about airfield maintenance operations in line with your organisation's procedures • complete all relevant documents accurately • process all relevant documents in line with your organisation's procedures

	K24 sources of information, including accident investigation reports, incident reports, work in progress schedules, records of monitoring activity and operational safety instructions	
	Initiate airfield maintenance operations (PPLAOG33)	
	K1 maintenance operations, including cleaning/sweeping, surface repairs, systems repairs, marking operations and putting up and maintaining signs	
	K2 equipment to carry out airfield operations and how to use it correctly	
	K3 materials to carry out airfield operations	
	K4 staff available to carry out airfield operations	
	K5 your organisation's procedures for carrying out routine maintenance	
	K6 standard safety and working practices in relation to airfield operations	
	K7 your organisation's procedures for initiating and reporting maintenance operations	
	K8 your organisation's procedures for dealing with shortfalls in maintenance operations and standards	
	K9 ways of resolving conflict between airfield maintenance operations and other activities: rearranging maintenance, postponing maintenance, sectioning off an area, using warning signs and stopping other activities	

	K10 information sources including, maintenance schedules and inspection reports	
Manage a flight operations team - ATC	**The procedures and processes to plan the necessary resources to ensure safe operation of the department and procedures and processes to allocate the necessary resources to ensure safe and successful operation of the department** • the purpose and benefits of working with other person(s) to achieve agreed goals and objectives • the situations in which supervision of others can achieve positive outcomes • different methods of communication and when to use them within the team • when it is essential to communicate with others in the team • the purpose and benefits of work goals and plans • how to schedule activities and resources for the team • the purpose and benefits of acknowledging the strengths of others and building on team abilities and potential • the value and benefits of diversity in teams • the situations in which team members might need support and how to provide this • the purpose and benefits of respecting others as individuals within the team • the purpose and benefits of agreeing quality measures with others	**Manage the planning of the required amount of resources, including the allocation of work to meet the departmental aims** • communicate with other person(s) in the team • supervise others to achieve agreed outcomes • plan and implement work goals, objectives, priorities and responsibilities with others • schedule activities and resources • make best use of abilities and potential within a team • provide support to team members • show respect for individuals in the team • supervise the achievement of quality standards within agreed timescales • work with team members to identify and solve problems and disagreements • assess work periodically to improve team performance • give team members opportunities to assess their own work • share feedback with others on the achievement of objectives and make suggestions and encouragement for improving their work

	the types of problems and disagreements that occur when working with others and how to resolve them • the purpose of work assessment • how to assess the work of teams and team members • the purpose and benefits of providing opportunities to team members to assess their own work • the purpose and benefits of giving and receiving constructive feedback with other team members • how to make use of feedback to improve the work of others and the work of the team as a whole	
Driving	**Rules and regulations for driving specialist vehicles on an airfield, including specific requirements in designated zones airside and landside** • organisational and regulatory standards for the operational condition of the vehicle • types of faults that affect operational condition • airside passes • types of authorisation and licences needed to drive various vehicles • your organisation's procedures for reporting and recording vehicle faults • routine vehicle maintenance • your organisation's procedures as they apply to airside traffic • airside safety instructions	**Impart knowledge of rules and regulations for driving on an airfield to staff, monitor their performance and ensure compliance with organisation and regulatory requirements** • make sure that personal driving authorisation is appropriate to the vehicle • inspect the vehicle before it is used to establish operational condition • take appropriate remedial action in response to any vehicle faults • confirm that the vehicle is lit and marked according to airside requirements

	- airside areas (roads, manoeuvring areas, stands) in relation to licence categories - airside road signs, markings and traffic lights - aircraft crossing points - airport and stand layout - speed limits - airside parking regulations - types of aircraft servicing operations and their related vehicles, procedures and hazards - characteristics of the vehicle you are operating including height, length, width and handling K17 vehicle reversing signals - regulations concerning reversing - low visibility notification and operating procedures - the effect that poor weather conditions including snow and ice, high winds, rain/surface water, lightning and heat have on driving airside - personal protective equipment needs to be appropriate to the task, the weather, visibility and noise level - types of personal protective equipment, including high visibility, noise protection, and those specific to your job, and the conditions in which you must use them - airport and stand layout	- complete documents relating to using the vehicle in line with to your organisation's procedures - manoeuvre the vehicle in a controlled manner in all conditions - park the vehicle safely in appropriate areas in line with your organisation's procedures - follow airside road signs, markings and traffic lights at all times - show courtesy to other vehicles on the airfield - give priority to moving aircraft at all times - maintain a safe distance between the vehicle and aircraft at all times - make sure that all doors and shutters (where relevant) are closed when you are driving the vehicle - reverse the vehicle according to aviation and organisational procedures - be constantly vigilant when driving - wear appropriate personal protective equipment when driving - secure vehicle loads in line with your organisation's procedures - carry an airside driving pass or licence in line with your organisation's procedures

	- types of airside vehicles, (what they do and their related hazards) - aviation hazards e.g. jet blast, ingestion, propellers, rotors, downdraft as appropriate - how to recognise whether aircraft are moving or about to move if possible - how to use seatbelts on the airfield - low visibility notification and operating procedures - identification and security procedures and regulations - types of, sources of and procedures for reporting foreign objects and spillages - where the emergency cut-off switches, phones and alarms are and how to use them - your organisation's procedures for operating emergency cut-off switches, phones and alarms K33 where the first-aid equipment is - your organisation's procedures for dealing with airside hazards including spillages, dangerous goods and livestock - types of accidents and emergencies (including those involving aircraft, involving vehicles other than aircraft, staff, fire and fuel spillage) and your organisation's procedures for dealing with them - The importance of keeping the airfield driving database up to date	- take appropriate remedial action when foreign objects (FOD) or spillages are seen on the airfield - report dangerous or unsafe practices to an appropriate authority - get rid of all waste products in line with your organisation's procedures - take the most direct route between places on the airfield whenever possible - avoid obstructing other airside workers or operations whenever possible - keep access free for emergency services at all times - report all airside accidents and emergencies in line with your organisation's procedures - respond to airside accidents and emergencies in line with your organisation's procedures - deploy vehicle emergency equipment (if fitted) in line with your organisation's procedures P27 operate vehicle emergency equipment (if fitted) in line with your organisation's procedures - Update the airfield driving permit database - Deliver the airfield driving brief - Update and develop the airfield driving brief in accordance with local policy

	• The importance of keeping the Airfield Driving Brief up to date • The continuous improvement of Airfield Driving Permits • Airfield driving policy	• Use and manipulate the database to ensure that permit holders are aware of their renewal dates
Airfield administration	**The legal and administrative requirements to enable the safe flow of air traffic** • your organisation's standards and objectives • relevant legislation including the Air Navigation Order and the Air Navigation Regulations • standard safety and working practices in relation to airfield operations including cleaning or sweeping, snow clearance, ice clearance, surface repairs, systems and equipment, installation and repairs, marking operations, putting up and maintaining signs and building works • your organisation's procedures for maintaining and updating reference sources • company structure and reporting procedures	**Manage processes and procedures to ensure completion in a timely manner enabling safe and efficient flow of air traffic** • make sure necessary resources are available for airfield operations • maintain systems to monitor airfield operations • make sure that your organisation's systems and procedures are maintained or followed at all times • take appropriate action when airfield operations fail to meet minimum operational standards which include your organisation's standards and standards set out by regulatory bodies which relate to safety, cost, customer service and punctuality • pass on information that is needed to maintain airfield operations, to all relevant parties including colleagues, internal departments, air traffic control, external agencies and customers P10 complete records relating to the airfield operations accurately

		• process records relating to airfield operations in line with your organisation's procedures
Specialist function 5: Flight operations manager – Operations		
Operations room administration	**The requirements for the coordination of air space management** • your organisation's standards and objectives • relevant legislation, including the Air Navigation Order and Air Navigation Regulations (or their military equivalent) in relation to flight control operations, which include flight scheduling, route planning, aircraft positioning, slot planning, diplomatic clearance, weather planning and routing, security monitoring, security clearing and airfield destination planning • reference sources for compliance with national and international rules and regulations, and aeronautical facilities - civil or military • aviation information services, including NOTAMS and SNOTAMS • your organisation's operations manual • your organisation's policy and procedures relating to chartering aircraft to restore operations K7 your	**Supply flight crew with aviation safety information** • make sure necessary resources for flight control operations are available • deal with any deficiencies in necessary resources which could be available • monitor flight control operations and make sure that your organisation's systems and procedures are followed at all times • take appropriate action when flight control operations fail to meet minimum operational • give all relevant parties operational information • complete records relating to flight control operations accurately and clearly • process records relating to flight control operations • evaluate systems and procedures used to carry out flight control operations • recommend appropriate changes to systems and procedures to the appropriate authority

	- organisation's policy and procedures relating to additional positioning flights - your company's structure and reporting procedures - visibility and decision heights - runway visual range - navigation and landing aids including DME, VOR, GPS, ILS - aviation meteorology and effects on flight operations: weather conditions in relation to aircraft landing minima; decoding of formatted weather information; calculation of cross-wind components - flight watch systems and procedures - handover procedures - how to maintain and update reference sources - route planning including critical points, fuel planning, point of no return routes - schedules, diversions and selection of alternates - the need to monitor systems that are both quantitative and qualitative - what constitutes operational standards including: organisational standards; standards laid down by regulatory bodies, and that they relate to safety; cost; customer service; punctuality - the importance of systems and procedures such as communications procedures; information processing	- tell relevant parties about approved changes to systems and procedures - implement approved changes to systems and procedures within agreed timescales - evaluate outcomes of changes against expectations, efficiency targets and previous performance - alter the way you make changes to sort out any problems that arise

	procedures; documentary procedures; maintaining reference sources; handover procedures; quality systems	
	• the use of information sources that are internal or external to the organisation	
	• that appropriate action take into account the following contingency plans; your organisation's objectives and procedures; your level of authority	
	• your organisation's required flight control operations	
	• your organisation's objectives and efficiency targets	
	• regulatory requirements	
	• navigation and landing aids	
	• aviation information services	
	• the role and function of government and international agencies including ICAO, IATA, CAA	
	• relevant legislation including the Air Navigation Order and Air Navigation Regulations (or their military equivalents) in relation to flight control operations	
	• reference sources for compliance with national and international rules and regulations, and aeronautical facilities	
	• flight watch systems and procedures	
	• routes, schedules, diversions and alternates	
	• aviation meteorology and effects on flight operations	
	• how to manage change	

	• flight control operations including: flight scheduling, route planning, aircraft positioning, slot planning, diplomatic clearance, weather planning and routing, security monitoring, security clearing, airfield destination	
Manage Flight Operations	**The procedures and processes to ensure the safe movement of aircraft within own area of responsibility** • operational information which could relate to: flight schedules, routes, flight destinations, aircraft availability, equipment carried, aircraft maintenance, weather conditions, station activities or status and airspace restrictions • operational information which could be accessed by verifying, clarifying analysing or interpreting • relevant parties including colleagues, internal departments, flight crew, external agencies or customers • available information sources and services including NOTAMS and SNOTAMS • visibility and decision heights • runway visual range • the role and function of government and international agencies including ICAO, IATA and CAA • relevant legislation including the Air Navigation Order and Air Navigation Regulations (or their military equivalents) in relation to flight operations control	**Manage the safe movement of aircraft within own area of responsibility** • collect operational information on aircraft movements and operating conditions from all available sources • give operational information to all relevant parties in line with your organisation's procedures • maintain visual displays of aircraft movements in line with your organisation's procedures • record aircraft progress and operational information accurately and clearly • process aircraft progress and operational information in line with your organisation's procedures • use all available information sources which could be either external or internal and contingency plans in case of flight irregularities • get appropriate approval for contingency plans • implement contingency plans according to your own level of responsibility

	- reference sources for compliance with national and international rules and regulations, and aeronautical facilities - your organisation's operations manual - your organisation's communications and recording systems and procedures - vertical block and linear flight watch visual-display systems - flight servicing operations - diversions and selection of alternates - diplomatic clearance procedures - weather conditions in relation to aircraft landing minima, decoding of formatted weather information, calculation of cross-wind components - factors relevant to landing minima including airport equipment, airport ground procedures, aircraft equipment - navigation and landing aids including DME, VOR,GPS, ILS - route planning including critical points, fuel planning and point of no return	- review and revise contingency plans in response to changing circumstances - record contingency plans in line with your organisation's requirements - tell all relevant parties about new and revised contingency plans in line with your organisation's procedure
Planning	**The need and processes for flight planning and contingency arrangements to enable the efficient flow of air traffic** flight planning, navigation and aircraft handling in relation to weather conditions	**Prepare and submit an Integrated Initial Flight Plan Processing System IFPs approved flight plan.** **In the event of accident, incident or emergency, select an appropriate diversion air field**

	- weather/atmospheric conditions and their effect, including wind, clouds and precipitation, visibility, ice accretion, air masses and fronts - significant weather charts - flight documents - regulations in British and international airspace - crew briefing - destination planning - airspace categorisation criteria and their meanings - how to complete and file a standard flight plan, taking account of the weather, air traffic conditions and regulations, navigation, alternate aerodromes/flying sites, communications, flight rules, the equipment carried, the type of flight and operational restrictions - relevant Aeronautical Information Publications - how to use aerodromes and flying sites - communication services - air traffic rules and services - the arrival, departure and transit of civil/military aircraft on international flights - search and rescue in relation to flight planning - current regulatory authority instructions in relation to flight planning - navigation	- monitor actual against planned conditions and performance making revisions to the flight plan where necessary - change plans in the event of changed conditions, problems or unpredicted events - implement contingency plans and communicate to parties as required - file a revised flight plan, when required, according to regulatory requirements - conduct a thorough crew briefing in accordance with your organisations requirements - collect all necessary information to be analysed and used in preparing the flight plan - record and develop all the necessary elements of the flight plan - prepare a flight plan that is appropriate to flying conditions, flight rules, the type of aircraft, and the equipment carried - complete the flight plan accurately, clearly and in the appropriate format - file the flight plan according to regulations

	• radio aids • aeronautical or civil/military aviation data communications systems • charts and plates	
Manage a flight operations team	**The procedures and processes to plan the necessary resources to ensure safe operation of the department. The procedures and processes to allocate the necessary resources to ensure safe and successful operation of the department** • the purpose and benefits of working with other person(s) to achieve agreed goals and objectives • the situations in which supervision of others can achieve positive outcomes • different methods of communication and when to use them within the team • when it is essential to communicate with others in the team • the purpose and benefits of work goals and plans • how to schedule activities and resources for the team • the purpose and benefits of acknowledging the strengths of others and building on team abilities and potential • the value and benefits of diversity in teams • the situations in which team members might need support and how to provide this	**Manage the planning and allocation of resources to ensure safe and effective operation of the department in line with objectives and service standards** • communicate with other person(s) in the team • supervise others to achieve agreed outcomes • plan and implement work goals, objectives, priorities and responsibilities with others • schedule activities and resources • make best use of abilities and potential within a team • provide support to team members • show respect for individuals in the team • supervise the achievement of quality standards within agreed timescales • work with team members to identify and solve problems and disagreements • assess work periodically to improve team performance • give team members opportunities to assess their own work

	• the purpose and benefits of respecting others as individuals within the team • the purpose and benefits of agreeing quality measures with others • the types of problems and disagreements that occur when working with others and how to resolve them • the purpose of work assessment • how to assess the work of teams and team members • the purpose and benefits of providing opportunities to team members to assess their own work • the purpose and benefits of giving and receiving constructive feedback with other team members • how to make use of feedback to improve the work of others and the work of the team as a whole	• share feedback with others on the achievement of objectives and make suggestions and encouragement for improving their work
Specialist function 6: Passenger operations manager		
Travel documentation	**The requirements for travel documentation, implications and consequences of not controlling documentation. How to source up to date information on regulations and legislation.** **Information from external sources and how to communicate this to staff and passengers**	**Manage travel documentation to ensure compliance with organisational and legal regulations, investigate service failures and errors, recommending and taking appropriate action, liaising with stakeholders, including monitoring of systems and procedures, reports on failures and rejected travellers**

	• the very latest customs and immigration information in relation to airline destinations and necessary documents and how to communicate this effectively • your organisation's procedures for dealing with service failures relating to documentary discrepancies including invalid tickets, lost tickets, incorrect tickets, visa discrepancies and passport discrepancies and dealing with the consequences and procedures to reduce failure • Key stakeholders and agencies who can provide relevant levels of expertise • The management information available and its analysis and identifying opportunities to mitigate failure	• check passenger documents for validity and applicability before processing and providing training and briefing on the latest changes to regulatory requirements • deal with the consequences of service failures in line with your organisation's procedures, ensuring you have the latest and most factual information available • Writing, approving and communicating corrective procedures as a result of output from management information providing guidance and support as required
Check in	**How to manage check in to meet passenger, operator and local requirements, regulations and agreed levels of service including passenger compliance requirements for security and dangerous goods** • The procedures to investigate a security breach • The regulations relating to the carriage of passengers and baggage • the use of work place risk assessment and it application in relation to your organisation's procedures for dealing with disruptive passengers • the consequences of breaches of regulations regarding dangerous goods	**Work with check in team, senior management and other stakeholders as required, making effective decisions to maintain operational standards and commercial performance, customer satisfaction and address check in issues, e.g. late check ins, overbooking, complaints, customer issues, excess baggage and special requests and requirements** • Take the lead and carry out investigations relating to breaches of security and regulation and compile reports and recommendations and communicate as appropriate • Carry out a work place risk assessment and communicate the outputs

	• the commercial aspects of revenue relating to excess baggage charges, operational issues and service recovery and appropriate targets, incentive schemes and measures • aspects of Health and Safety regulations and commercial implications as a result of non-compliant acceptance of baggage and cargo	• Take the lead in analysing management information and ensuring measures are in place to protect revenue, commercial performance and operational standards • Sign off and implement appropriate levels of service recovery measures relating to customer mishandling e.g. overbookings, complaints, etc • to locate the latest information relating to carriage of dangerous goods and make available through appropriate communication channels • interact with service partners and authorities to review and improve procedures and service levels
Operational performance	**How to manage passenger facilities to maintain customer experience.** **Procedures for managing incidents both in the terminal and on an aircraft on the ground.** **The potential implications for internal and external stakeholders of decisions that are made which affect the aviation operation** • The legislation and information relating to the provision of services to members of the public and management of staff • The facilities available at the various locations across the operational areas • The process for dealing with incidents in the terminal and on board an aircraft on the ground	**Manage terminal facilities in line with organisational procedures, anticipating the impact of external influences on the aviation operation, to meet customer expectations within operational restrictions. Communicate with all relevant stakeholders when decisions which may affect the aviation operation need to be made, ensuring commercial output and minimising disruption. Manage major incidents and accidents both in the terminal and on an aircraft on the ground** • Create and communicate effective procedures in order to effectively manage the terminal environment ensuring

	• The identification of key internal and external stakeholders in order to make informed decisions affecting the operation	operational needs are balanced with customer requirements engaging at all levels to solicit and provide feedback • Effectively deal with difficult situations and incidents by being resilient, agile, assertive and keeping the safety of customers and staff at the forefront of decision making and application • Communicate information in a timely manner in a way that information is readily understood by a wide or range of stakeholders and customers • Translate legislative and regulatory information and apply as part of the decision making process, especially in dealing with major incidents and accidents
Service performance	**Know the performance service standards for the department and how these should be managed in own area of responsibility, organisation's procedures and requirements for addressing media outlets, maintaining brand and operational standards and how local regulations, travel advisories and geo-political climates may impact upon aviation operations** • The service standards for the organisation and the department • The procedures relating to dealing with the media and press • The correct branding and operational standards for your customers	**Monitor performance against standards, investigating and addressing poor performance, anticipating future trends and adapting products and procedures to ensure consistent performance, maintain brand standards and anticipate and manage changes to aviation operations as a consequence of external factors and ensure effective communication with customers** • Interpret and analyse management information which identifies poor performance against standards

	• The local regulations and security and political status at your location	• Take a leading role to carry out investigations, compile reports and address performance issues • Identify opportunities for continuous improvement to enhance operational and business performance by engaging with operational teams to solicit feedback • Interpret and implement the correct brand standards according to customer needs • Communicate effectively, through preferred channels when dealing with external media organisations • Deal with challenging situations as a result of external factors by remaining calm, professional, agile and mindful of the impact of your behaviour and decisions providing necessary support and guidance