Highfield Level 4 End-Point Assessment for ST0039 Aviation Operations Manager

End-Point Assessment Kit

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EPA Kit

Contents

Please click on the headings below to navigate to the associated section of the EPA kit.

How to use this EPA kit

Welcome to the Highfield end-point assessment kit for the Aviation Operations Manager Apprenticeship Standard.

Highfield is an independent end-point assessment organisation (EPAO) that has been approved to offer and carry out the end-point assessments (EPA) for the Level 4 Aviation Operations Apprenticeship Standard. Highfield internally quality assures all end-point assessments in accordance with its IQA process. Additionally, all end-point assessments are externally quality assured by the relevant EQA organisation.

This guide is designed to outline all you need to know about the end-point assessments for this standard, and will also provide an overview of the on-programme delivery requirements. In addition, advice and guidance for trainers on how to prepare apprentices for the end-point assessment is included. The approaches suggested are not the only way in which an apprentice may be prepared for their assessments, but trainers may find them helpful as a starting point.

Key facts

Apprenticeship standard:	Aviation Operations Manager
Level:	4
On-programme duration:	18 - 24 months
Grading:	Pass/merit/distinction
End-point assessment duration:	Maximum of 2 months
End-point assessment methods:	Written exam, reflective essay and log of professional competence and professional discussion

In this guide, you will find:

- a section focused on delivery, where the standard and assessment criteria are presented in a suggested format that is suitable for delivery
- guidance on how to prepare the apprentice for gateway
- detailed information on which part of the standard is assessed by which assessment method
- a section focused on the end-point assessment method where the assessment criteria are presented in a format suitable for carrying out mock assessments
- suggestions on how to prepare the apprentice for each part of the end-point assessment

Introduction

Standard overview

An Aviation Operations Manager has accountability for compliance, safety and security within their area, planning and effective use of resources, processes and procedures are essential to maintaining an effective aviation operation, such as a commercial airport, military base/aerodrome, heliport or other airfield. Specialist roles all focus around the management of aircraft arrival, turnaround and departure, as well as the environment and facilities. This standard includes the knowledge, skills and behaviours to complete complex aviation tasks and will include 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 6 distinct managerial areas within an aviation environment. The aviation operations manager will complete all core knowledge, skills and behaviours, along with one of the 6 specialist functions, all of which interlink to form the overall operation.

On-programme requirements

The period of learning, development and on-programme assessment is managed by the employer, in most cases with the service of an education or training provider. Although learning and development and on-programme assessment is flexible and the process is not prescribed, the following best practice recommendation is made:

Throughout the period of learning and development, and at least every 3 months, the apprentice should meet with the on-programme assessor to review and record their progress against the standard. At these reviews, evidence should be discussed and recorded by the apprentice. Once the apprentice is deemed competent, the relevant section(s) of the standard should be signed off by the employer with the support of those involved in the learning and development.

The on-programme reviews and records are important to the apprentice, on-programme assessor and employers in monitoring the progress of learning and development and to determine when the apprentice has achieved full competence in their job role and is ready for end-point assessment.

A minimum of 4 meetings between the apprentice and provider, along with completed records, are recommended to show ongoing competence across the entire standard, over a minimum of a 12-month period (typically 18-24 months) prior to starting the end-point assessment. The assessment plan covers each specialist function of the aviation operations manager standard.

Regardless of the functions selected, the same assessment methodology will apply with the content altered to the correct specialism.

Log of professional competence

The apprentice will be required to produce a log of professional competence, a collection of evidence which will showcase their competence over the range of the standard.

For apprentices who started on programme prior to 01/04/2021 – the log must cover the elements of the standard defined within this assessment method as detailed on the following pages. For apprentices who started on programme on or after 01/04/2021 – the log must cover all areas of the standard (as recorded on the matrix) but will only be assessed against the assessment criteria defined for this assessment method as detailed in The reflective essay and log of professional competence criteria section.

Apprentices will ensure they collect real work evidence to demonstrate their competence across the standard. This collection process should be learner led, but employer support is encouraged to assist the apprentice's understanding of requirements. Evidence should follow the synoptic approach, i.e. not concentrate on ticking individual boxes, but showing an overview of the process. The log will cover all elements of the standard (core plus relevant specialist function).

Examples of work-based evidence may include observation records, call recordings, copies of client briefs and bookings made, performance reviews and feedback and may be stored in electronic format. Apprentices also have the opportunity to submit presentations, which may be pre-recorded, or suggest other imaginative methods of demonstrating their competence. Apprentices should ensure the log is fully completed to ensure competence across the standard.

The 'Log of professional competence – matrix sheet' is available to download from the Highfield Assessment website as a separate document and must be submitted with the log of professional competence to indicate how each item within the log maps to the assessment criteria. The work-based evidence in the log may reference evidence demonstrating competence from the duration of the apprenticeship, but it must only be assessed by the end-point assessor.

Reflective essay

In addition to the log of professional competence, apprentices will be required to produce a reflective essay to demonstrate the apprentice's ability to evaluate and review their own performance

The reflective essay should be 4,050 – 4,950 words in length, excluding any annexes.

The reflective essay must be accompanied by the written submission sheet which is available to download from the Highfield Assessment website.

There are no mandatory qualifications for this standard, however, employers may wish to include relevant qualifications to help structure the on-programme delivery.

Use of Artificial Intelligence (AI) in the EPA

Where AI has been used as part of the apprentice`s day-to-day work and forms part of a project report, presentation, or artefact, it should be referenced as such within the work. AI must not be used to produce the report or portfolio.

Where AI has been used as part of a portfolio that underpins an interview or professional discussion or any other assessment method, it should be fully referenced within the portfolio.

Readiness for end-point assessment

In order for a learner to be ready for the end-point assessments:
- they must have successfully completed the English and maths components of the apprenticeship.
- they must have completed the reflective essay and log of professional competence and submitted this
- the employer must be confident that the apprentice has developed all the knowledge, skills and behaviours defined in the apprenticeship standard. To ensure this, the learner must attend a formal meeting with their employer to complete the readiness for end-point assessment record.
- the apprentice and the employer should then engage with Highfield to agree a plan and schedule for each assessment activity to ensure all components can be completed within a 2-month end-assessment window. Further information about the gateway process is covered later in this kit.

If you have any queries regarding the gateway requirements, please contact your EPA Customer Engagement Manager at Highfield Assessment.

Order of end-point assessments

There are 3 end-point assessment methods - written exams, a reflective essay and log of professional competence and a professional discussion. The assessments can be carried out in any order.

The Highfield approach

This section describes the approach Highfield has adopted in the development of this end-point assessment in terms of its interpretation of the requirements of the end-point assessment plan and other relevant documents.

Documents used in developing this end-point assessment

Standard (2015)

https://www.instituteforapprenticeships.org/apprenticeship-standards/aviation-operations-manager/

End-point assessment plan (July 2016)

https://www.instituteforapprenticeships.org/media/1167/aviation_operations_manager.pdf

Common approach (December 2019)

People 1st

Specific considerations

Two written exams - Highfield has used 4 short-answer questions worth 10 marks each and 2 long-answer questions worth 30 marks each. The pass mark for each of the exams is 60%.

In accordance with the aviation operations manager assessment plan, Highfield has detailed which criteria must be covered within the reflective essay and log of professional competence at the end of this guide. The apprentice will demonstrate their competence in the workplace on a daily basis, covering a range of tasks and dealing with different client needs. The apprentice will be required to produce a log of professional competence, a collection of evidence which will showcase their competence over the range of the standard. The log must be accompanied by a reflective essay to demonstrate the apprentice's ability to evaluate and review their own performance.

Ideally, the professional discussion should take place after the reflective essay and log of professional competence to establish the apprentice's understanding and application of the remaining knowledge, skills and behaviours.

All of the evidence criteria used within this end-point assessment have been taken directly from the aviation operations manager standard assessment plan or written based on supporting documentation.

The assessment plan states that: 'The on demand tests and reflective essay and log of professional competence can be completed in any order, but must be passed prior to the professional discussion as the last assessment activity', however, this has since been revised within the People 1st common approach document, issued in November 2019, allowing the assessment methods to now be taken in any order.

There is an opportunity for assessment criteria not met within the reflective essay and log of professional competence assessment method, to be covered during a 30-minute Q&A session, which is included as part of the reflective essay and log of professional competence assessment method.

Gateway

How to prepare for gateway

After apprentices have completed their on-programme learning, they should be ready to pass through 'gateway' to their end-point assessment.

Gateway is a meeting that should be arranged between the apprentice, their employer and training provider to determine that the apprentice is ready to undertake their end-point assessment. The apprentice should prepare for this meeting by bringing along work-based evidence, including:

- customer feedback
- recordings
- manager statements
- witness statements

As well as evidence from others, such as:

- mid and end-of-year performance reviews
- feedback to show how they have met the apprenticeship standards while on-programme

In advance of gateway, apprentices will need to have:

- achieved Level 2 English
- achieved Level 2 maths
- completed their log of professional competence and reflective essay

Apprentices should be advised by employers and providers to gather this evidence throughout their on-programme training. It is recommended that employers and providers complete regular checks and reviews of this evidence to ensure the apprentice is progressing and achieving the standards before the formal gateway meeting is arranged.

The gateway meeting

The gateway meeting should last around an hour and must be completed on or after the apprenticeship on-programme end date. It should be attended by the apprentice and the relevant people who have worked with the apprentice on-programme, such as the line manager/employer or mentor, the on-programme trainer/training provider and/or a senior manager (as appropriate to the business).

During the meeting, the apprentice, employer and training provider will discuss the apprentice's progress to date and confirm if the apprentice has met the full criteria of the apprenticeship standard during their on-programme training. The **Gateway Readiness Report** should be used to log the outcomes of the meeting and agreed by all 3 parties. This report is available to download from the Highfield Assessment website.

The report should then be submitted to Highfield to initiate the end-point assessment process. If you require any support completing the Gateway Readiness Report, please contact your EPA Customer Engagement Manager at Highfield Assessment.

Please note: a copy of the standard should be available to all attendees during the gateway meeting.

Reasonable adjustments and special considerations
Highfield Assessment has measures in place for apprentices who require additional support. Please refer to the Highfield Assessment Reasonable Adjustments Policy for further information/guidance.

ID requirements
Highfield Assessment will need to ensure that the person undertaking an assessment is indeed the person they are claiming to be. All employers are therefore required to ensure that each apprentice has their identification with them on the day of the assessment so the end-point assessor can check.

Highfield Assessment will accept the following as proof of an apprentice's identity:

- a valid passport (any nationality)
- a signed UK photocard driving licence
- a valid warrant card issued by HM forces or the police
- another photographic ID card, e.g. employee ID card or travel card

Click here to return to contents

Highfield Level 4 End-Point Assessment for Aviation Operations Manager Apprenticeship Standard

The following pages contain the Level 4 Aviation Operations Manager apprenticeship standard and the assessment criteria in a suggested format that is suitable for delivery.

Safety
Written exam
CK1   Understand any aviation-specific health and safety legislation relevant to the organisation and their own role
CK1.1   Describe statutory requirements for health and safety in an aviation environment
Professional discussion
CS1   Manage safety within their area of responsibility, ensuring staff are compliant with safety requirements in aviation environments

Security
Written exam
CK2   Understand how to manage aviation security and what action to take in the event of a security breach
Professional discussion
CS2   Manage aviation security in their own area of operations, ensuring team members follow organisational procedures and that accurate reporting and recording of information is completed

Compliance & Legislation	
Written exam	
CK3	Understand how to manage and comply with aviation procedures and regulations to meet legislative and organisational requirements within their own area of responsibility
CK3.1	Describe statutory requirements for employment, equality and diversity
CK3.2	Describe industry regulations relating to aviation operations, including passenger and cargo requirements, security procedures and dangerous goods
CK3.3	Describe industry regulations relating to CAA, MAA and DfT
CK3.4	Describe DfT threat levels: critical/severe/substantial/moderate/low
CK3.5	Describe the requirements for compliance in the aviation environment
CK3.6	Explain which procedures must be followed to ensure compliance
CK3.7	Explain the impact of not following procedures and ensuring compliance
CK3.8	Describe the impact of the aviation operation on the environment
CK3.9	Describe environmental controls in the aviation operation
CK3.10	Describe how to ensure team members are aware of and adhere to compliance and legislation requirements
CK3.11	Summarise the actions to take in the event of non-compliance
CK3.12	Describe the impact of aviation operations on the environment and measures which can be taken to reduce the impact
Professional discussion	
CS3	Manage compliance with legislation, aviation procedures and regulations within own area of responsibility

Communication

Written exam	
CK4	Understand how to manage communications with users, staff and external agencies, selecting appropriate methods and language
CK4.1	Describe principles of effective communication
CK4.2	Outline relevant aviation guidelines, procedures and standard phrases
Reflective essay and log of professional competence	
CS4	Manage communication with users, staff and external agencies, selecting appropriate methods and language in aviation operations

Resource Management

Written exam	
CK5	How to identify and procure sufficient, suitable resources (e.g. finance, staff, equipment, supplies) within the organisation, in line with budgetary and organisational requirements
Reflective essay and log of professional competence	
CS5	Manage resources effectively to ensure the efficient running of the department in line with organisational procedures

Airport Operations

Written exam	
CK6	Understand the importance of cohesive airside operations and how each specialist function links with each other. Understand the importance of agencies, contractors and visitors remaining compliant with procedures and adherence to requirements.
Professional discussion	
CS6	Manage their own area of responsibility to meet the needs of the wider organisation, ensuring that the needs of the site, customers, visitors and service users are met in adherence to business operational procedures and requirements

SLA/SOPs

Written exam	
CK7	Understand the agreed levels of performance and SOPs within own area of responsibility
CK7.1	Explain principles of standard operating procedure design
CK7.2	Describe the importance of ensuring standard operating procedures are adhered to
Reflective essay and log of professional competence	
CS7	Manage a team and facilities to deliver results according to the agreed levels of performance, whilst ensuring SOPs are adhered to

	Disruption, incidents & emergencies	
Written exam		
CK8	Understand how to manage staff and resources to ensure compliance with procedures to mitigate disruption, incidents and emergencies in their area of responsibility	
	CK8.1	Explain how to identify, analyse and accurately describe problems in the aviation environment relating to incidents and emergencies
	CK8.2	Explain the importance of selecting the most appropriate methods to deal with incidents and emergencies, including time plans
Reflective essay and log of professional competence		
CS8	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	

Staff Performance	
Written exam	
CK9	Understand the rights and responsibilities of staff and the organisation's systems and procedures for ensuring effective management of staff, including: • recruitment • performance reviews • learning and development • discipline • grievance • industrial relations
CK9.1	Describe principles of leadership
CK9.2	Describe principles of management
CK9.3	Outline principles of staff recruitment, performance management, training needs analysis, discipline, grievance and industrial relations
CK9.4	Explain how to motivate staff to achieve team and organisational objectives
CK9.5	Explain how to recognise, address and reduce conflict within the team
CK9.6	Explain how to keep competence up to date
Professional discussion	
CS9	Effectively manage all aspects of own staff's performance, including: • recruitment • performance reviews • learning and development • discipline • grievance • industrial relations

Behaviours
Reflective essay and log of professional competence
BE1   Promote a respectful culture embracing diversity and inclusion
BE2   Encourage empowerment, ownership and responsibility within team
BE3   Be technologically astute and keep abreast of industry developments and innovations
Professional discussion
BE4   Promote and instil the values of the organisation to all colleagues
BE5   Encourage integrity and accountability within team, leading by example
BE6   Seek and provide feedback to manage continuous development of self, team and processes
BE7   Be vigilant and proactive in embedding a safe, secure and compliant working culture

Core
Amplification

Organisation's systems, procedures and practices designed to maintain health and safety - including those relating to work patterns, work methods and housekeeping, and describe how these impact others

Health and safety records - such as the accident book and maintenance records

DfT - Department for Transport

Unusual incidents - for example, a person behaving suspiciously, people carrying suspicious items, people trying to gain entry to unauthorised areas or incidents involving vehicles

Access points - include to people, to authorised areas and to vehicles

Security threats - may include suspected theft, suspected damage, actual damage, suspected terrorist activities, possible harm to people or actual harm to people

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DfT threat levels - critical, severe, substantial, moderate and low

Organisational and legal requirements for compliance - e.g. aviation legislation, environmental legislation, health and safety legislation, airport authority regulations, Civil Aviation Authority (CAA), Military Aviation Authority (MAA) requirements and local authority regulations

Methods of communication - including oral, written, electronic, carried out by self and carried out by others

Resources - including finance, staff, equipment and supplies

SOP - standard operating procedure

Specialist function 1: Aircraft handling manager	
Payload and zero fuel weight (ZFW), weight & balance/Aircraft documentation	
Written exam	
AHK1	Understand the maximum utilisation of the available payload and the importance of correct zero fuel weight calculation and constitution Understand the fundamentals of correct aircraft weight and balance Understand the procedures and processes to plan effectively the necessary resources to ensure sufficient unit load device availability Understand requirements for, and importance of, all documentation systems/processes related to aircraft handling operations
AHK1.1	Describe aircraft handling certification, regulation and legislation
AHK1.2	Describe maximum utilisation of available payload, the importance of correct ZFW calculations and constitution
AHK1.3	Summarise the fundamentals of correct aircraft weight and balance
AHK1.4	Describe the requirements for aircraft load utilisation
AHK1.5	Detail the processes relating to aircraft departure and arrival documentation

	Reflective essay and log of professional competence
AHS1.1	Manage, within their own remit, maximum payload utilisation in line with their organisation's commercial targets, adherence to ZFW and weight and balance, in accordance with specific aircraft requirements
AHS1.2	Manage, within their own remit, 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

Airside Ramp Operations	
Written exam	
AHK2	Understand all facets of ramp operation and management, including the wider organisation's links to, and reliance upon, the aircraft handling department
AHK2.1	Describe how to exceed customer expectations
AHK2.2	Summarise emergency contingency planning and exercise
AHK2.3	Describe the importance of tool control
AHK2.4	Describe effective management of the maintenance of ground service equipment
AHK2.5	Describe effective management of environmental matters and issues
AHK2.6	Describe the process of reporting serviceability issues of equipment on or around the aircraft
AHK2.7	Describe management of bulk and/or ULD load on and off aircraft
Reflective essay and log of professional competence	
AHS2	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

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Aircraft Movements
Written exam
AHK3   Understand 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
Reflective essay and log of professional competence
AHS3   Ensure the safe movement of aircraft; including effective scheduling and aircraft flow management, in line with stakeholders' operational targets

Manage and coordinate airside handling team members, assets and vehicles - air cargo handling equipment (ACHE)
Written exam
AHK4   Understand how to identify and procure sufficient, suitable resources (e.g. finance, staff, equipment, supplies) within the organisation in line with budgetary and organisational requirements
AHK4.1   Explain how to lead and delegate complex aviation tasks to include disruptions
AHK4.2   Describe responsibility and accountability for the operation
AHK4.3   Describe how to maintain and improve performance standards
AHK4.4   Explain service level agreements and financial implications
AHK4.5   Summarise all aspects of the ramp operation including third-party service level agreements
AHK4.6   Describe effective management of on time and ground time performance
AHK4.7   Describe safety practices and procedures
AHK4.8   Describe the management of air cargo and associated equipment
AHK4.9   Describe the management of organisational PPE
AHK4.10   Explain accident and incident investigation and reporting relating to aircraft handling
AHK4.11   Describe effective people management and training

	Professional discussion
AHS4	Manage resources effectively to ensure the efficient running of department in line with organisational procedures

Specialist function 1: Aircraft handling manager

Amplification

SMS - safety management system

TEM - threat and error management

CRM - crew resource management

SOP - standard operating procedure

ULD - unit load device

UTC, **BST** - Universal Time Coordinated, British Summer Time

GSE - ground support equipment

FOD - foreign object debris

PPE - personal protective equipment

ZFW - zero fuel weight

TCAS - Traffic Collision Avoidance System

ETA - estimated time of arrival

ETD - estimated time of departure

Pilot priorities - aviate, navigate, communicate

Movement messages - including movement, load messages and passenger service messages and how to interpret them

Baggage, load and mail unloading procedures - including priority items/anti-tip sequences

Aircraft documentation - including load plan, load sheet, cargo manifest, passenger manifest, NOTOC, AAA, specials list, passenger list, meal list, weather pack as appropriate to the airline

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

Checking the packing and loading of dangerous goods, restricted articles and special cargo - including passenger mobility aids and live domestic animals

Reporting under the Mandatory Occurrence Reports for Dangerous goods incidents (Airline) - including incidents, accidents, unsafe acts, near misses and breeches of security

Adverse weather - including high winds, icing conditions and lightening

Departure briefing - including (depending on airline) passenger list, meal list, specials list and load sheet

Aircraft departure documents - including hold baggage manifest declaration, load sheet and load instruction report

HSE - Health and Safety Executive

DfT - Department for Transport

Pilot priorities - aviate, navigate, communicate

Handling equipment - e.g. belt conveyors

Protect employees from noise exposure - including hearing protection and noise reduction

Hazardous substances - including those used in a work activity and those arising from a work activity

Relevant personnel - including airport staff, airport operators' staff, contractors and contractors' staff

Safety precautions and procedures - including any specific legislation, regulations or codes of practice relating to the activities, equipment or materials

Hazards - associated with towing, marshalling, parking and securing the aircraft (including airfield hazards and procedures)

Equipment used to tow the aircraft - including towing vehicles, tow bars, towing cables

Correct securing of the aircraft - using items such as wheel chocks, mooring blocks and mooring cables

COSHH - Control of Substances Hazardous to Health

Safety locks/pins - including landing gear, nose steering, control surface

Locking/safety devices - including undercarriage, nose steering, control surface

Parking of the aircraft - including the use of wheel chocks, mooring blocks and, where appropriate, earthing

Safety practices and procedures - including any specific legislation, regulations/codes of practice for the activities, equipment or materials

ETOPS - extended range twin-engine operations procedures

Relevant documentation - including aircraft manuals, logbooks, flight logs and other documents

Mechanical fasteners - including threaded fasteners and special securing devices

Triple 'A' to DfT/NASP standards - airlines are required to account for the status of every bag (including transfer bags) being loaded into the hold of an aircraft and for the details to be duly authorised by an appointed person

Relevant regulations and organisational policies:
- 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
- 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

Aircraft handling activities:
- ensure that airport procedures applicable to movement in restricted 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 to and enforce procedures or systems in place for risk assessment, COSHH and other relevant safety regulations and procedures to realise a safe system of work
- ensure that the relevant required safety procedures are implemented
- manage and obtain appropriate PPE 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 of 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
- brake man/woman
- wing tip man/woman

- tractor/steering operator
- blade man/woman
- tail safety man/woman
- towing supervisor
- safety chock man/woman
- removing any fitted blanks, bungs and covers
- removing any locking/safety devices
- 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
- fitting any blanks, bungs and covers that may be required
- fitting any required locking/safety devices
- parking of the aircraft

Manage and prepare the aircraft for towing:
- ensure that the aircraft is in a 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
- ensure the correct fit of towing arms are available
- ensure electrical earthing and chocks (where appropriate) are available
- obtain clearance for movement
- ensure that the aircraft is prepared in accordance with local regulations

Specialist function 2: Aircraft movement manager	
Manage the airside movement of aircraft and or vehicles	
Written exam	
AMK1	Understand the procedures and processes for the safe movement of aircraft and/or airside vehicles within own area of responsibility. Understand the requirements of the aviation environment in accordance with standard operating procedures to meet those requirements.
AMK1.1	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
AMK1.2	Describe the use of aviation systems including, lighting systems, marking systems, landing systems, power systems and emergency equipment
AMK1.3	Understand civil and military licensing and inspection procedures
AMK1.4	Explain relevant legislation for aviation within your area of responsibility
AMK1.5	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
Reflective essay and log of professional competence	
AMS1.1	Manage the safe movement of aircraft and/or airside vehicles within own area of responsibility, ensuring the execution of activities is in accordance to aviation safety laws and airport procedures
AMS1.2	Manage 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

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Manage an airside movements team

	Written exam
AMK2	Understand 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
AMK2.1	Know how to assess human factor risks
AMK2.2	Define the different methods of communication and when to use them within the team
AMK2.3	Explain when it is essential to communicate with others in the team
AMK2.4	Outline the purpose and benefits of work goals and plans
AMK2.5	Describe how to schedule activities and resources for the team
AMK2.6	Explain the situations in which team members might need support and how to provide this
AMK2.7	Define the purpose of work assessment
AMK2.8	Explain how to assess the work of teams and team members
	Professional discussion
AMS2	Manage the planning of the required amount of resources according to aircraft type and environment in line with client, aviation environment and organisational requirements and standards, within required timescales

Facilities Management

	Written exam
AMK3	Understand the complex equipment, tools and facilities required for safe, efficient operation of an airport. Understand relevant modern practices that can support effectiveness and efficiencies. Understand the principles of supervision, organisation and administration.
AMK3.1	Describe what emergency equipment is available and your organisation's procedures for ensuring serviceability including fire categories
AMK3.2	Explain your organisation's procedures for clearing airfield surfaces including winter operations

	AMK3.3	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
	AMK3.4	Know how to carry out risk assessments
	AMK3.5	Explain the situations in which supervision of others can achieve positive outcomes
Reflective essay and log of professional competence		
AMS3	Analyse and interpret codes and regulations, and use information to maximise operational performance when planning, setting priorities, organising and supervising the work of others	

Interpersonal Skills Management	
Written exam	
AMK4	Understand the requirements for promoting strong interrelationships with other airport users. Demonstrate knowledge of local and national regulations and the need for compliance with all regulations including health and safety.
AMK4.1	Understand CAA and local guidance on Airside Safety Management
AMK4.2	Understand the relevant UK laws that apply to aviation in your area
AMK4.3	Explain the role of the regulatory bodies such as Civil Aviation Authority (CAA), Health and Safety Executive (HSE) and Department for Transport (DfT)
AMK4.4	Describe the purpose and benefits of working with other person(s) to achieve agreed goals and objectives
Reflective essay and log of professional competence	
AMS4.1	Establish and maintain positive relationships, promoting strong interrelationships with other airport users
AMS4.2	Maintain records required under regulations and the need for compliance with all regulations including health and safety

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Specialist function 2: Aircraft movement manager
Amplification

Aviation systems - including lighting systems, marking systems, landing systems, power systems and emergency equipment

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

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

Minimum operational standards - including the organisation's standards, and standards set out by regulatory bodies which relate to safety, cost, customer service and punctuality

Relevant parties - including colleagues, internal departments, air traffic control, external agencies and customers

CAA - Civil Aviation Authority

Airside hazards - including 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

ICAO - International Civil Aviation Organization

EASA - European Aviation Safety Agency

Regulatory bodies - such as Civil Aviation Authority (CAA), Health and Safety Executive (HSE), Department for Transport (DfT)

Other person(s) - including hanger owners, leasing tenants, fixed base operators, business and the general public

Specialist function 3: Fire service watch manager	
Manage an on-duty fire service watch	
Written exam	
FSK1	Understand what information must be given/received when handing over/taking over duty. Understand the principles of leading teams/individuals and providing feedback. Understand what the minimum amounts of resources are to run different category fire stations

FSK1.1	Identify the legislation and external regulations and requirements that impact your work when managing a duty watch at an operational incident, training event and daily workplace activities
FSK1.2	Identify hazards, risks and control measures affecting people within the workplace and the environment
FSK1.3	Identify the legal requirements for maintaining a healthy, safe and productive work environment and how to monitor work conditions to ensure they meet health and safety requirements
FSK1.4	Describe principles and requirements of how to make and apply decisions based on the assessment of risk and apply control measures
FSK1.5	Describe the requirements for planning, monitoring, assessing and providing feedback of work activities
FSK1.6	Explain how to provide feedback to watch members
FSK1.7	Explain how to ensure safe work activities for watch members
FSK1.8	Identify capabilities and limitations of personal and equipment
FSK1.9	Explain the principles and requirements of evidence preservation
FSK1.10	Describe the principles of the Incident Command System and scene management
FSK1.11	Describe roles and responsibilities within the Incident Command System
FSK1.12	Describe roles, responsibilities and limits of authority of self, others and other agencies in the workplace
FSK1.13	Describe the requirements and principles for motivating and encouraging Watch members
FSK1.14	Describe how to monitor work activities and take corrective action to ensure requirements are being met

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Reflective essay and log of professional competence	
FSS1.1	Ensure that sufficient resources are available to manage the watch, and that recommendations for improvement to work activities are made when necessary
Professional discussion	
FSS1.2	Maintain fire service workplace activities to meet requirements while maintaining healthy, safe and productive working conditions, including takeover/handover of a duty watch

Manage a multi-appliance aviation fire & rescue incident	
Written exam	
FSK2	Understand the requirements, procedures and processes for resolving multi-appliance aviation fire and rescue operational incidents. Understand how to close down and hand over a multi-appliance aviation fire and rescue incident.
FSK2.1	Describe principles of effective communication when managing a duty watch at an operational incident, training event and daily workplace activities
FSK2.2	Describe the requirements for planning prioritising and setting objectives at an operational incident, training event and daily workplace activities
FSK2.3	Describe the requirements of regularly reviewing work at an operational incident, training event and daily workplace activities
FSK2.4	Explain how to solve problems make decisions and plan for contingencies
FSK2.5	Describe the principles of fair and objective assessment of an operational incident, training event and daily workplace activities
FSK2.6	Describe the principles and requirements of confidentiality at an operational incident, training event and daily workplace activities
FSK2.7	Identify how to plan and prioritise work, including time management of an operational incident, training event and daily workplace activities

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FSK2.8	Identify sources and availability of information at an operational incident training event and daily workplace activities
FSK2.9	Describe the requirements for availability, operational readiness and response of human and physical resources
FSK2.10	Describe the requirements for conducting debrief, and review of performance
FSK2.11	Describe the requirements for ensuring yours and watch members records are in the agreed format, accurate, complete, legible and available to authorised users
FSK2.12	Describe how to assess current working conditions/practises and identify possible areas for improvement
FSK2.13	Describe how to collect and check the validity of information

	Reflective essay and log of professional competence
FSS2.1	Plan and implement actions to meet the needs of the incident, lead and resolve a multi-appliance aviation fire and rescue operational incident
FSS2.2	Close down, hand over and debrief a multi-appliance aviation fire and rescue operational incident

Design and develop a multi-appliance training scenario

	Written exam
FSK3	Demonstrate knowledge of 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
FSK3.1	Describe team and organisational constraints which influence the planning of development activities
FSK3.2	Describe the principles and requirements to develop realistic and achievable training scenarios for teams and individuals both in the short, medium and long term
	Reflective essay and log of professional competence
FSS3	Plan a multi-appliance training scenario, applying control measures to ensure a safe training environment and develop team/individual skills and knowledge

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Deliver and monitor a multi-appliance training scenario	
Written exam	
FSK4	Understand the organisational requirements and processes for the delivery and assessment of training scenarios, including organisational safety requirements to conduct a multi-appliance training scenario. Understand how to review and provide appropriate feedback for a multi-appliance training scenario.
Reflective essay and log of professional competence	
FSS4.1	Safely conduct a multi-appliance training scenario in accordance with organisational requirements to develop individuals against objectives
FSS4.2	Review a multi-appliance training scenario and implement any necessary actions in accordance with organisational policy

Specialist function 4: Flight operations manager - Air traffic control (ATC)	
Manage Flight Operations - ATC	
Written exam	
FAK1	Understand 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
FAK1.1	Identify aviation hazards including moving aircraft
FAK1.2	Describe airside PPE
FAK1.3	Describe airside accidents and emergencies including cause and effect
Reflective essay and log of professional competence	
FAS1	Manage the safe movement of aircraft within own area of responsibility whilst airborne within designated airspace and on the airfield

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Manage a flight operations team - ATC

Written exam

FAK2	Understand the procedures and processes to plan the necessary resources to ensure safe operation of the department. Understand the procedures and processes to allocate the necessary resources to ensure safe and successful operation of the department.
FAK2.1	Describe how to lead, communicate and motivate a team effectively
FAK2.2	Explain the benefits of developing the individual to enhance the team
FAK2.3	Describe the purpose and benefits of working towards agreed goals
FAK2.4	Describe how to incorporate feedback into the work of the team and its benefits
FAK2.5	Describe how to allocate activities and resources according to the strengths, abilities and potential of the team
FAK2.6	Describe the purpose of agreeing quality measures in work assessment and its benefits
FAK2.7	Describe situations in which team members might need support, problems and disagreements which may occur and how to resolve them

Professional discussion

FAS2	Manage the planning of the required amount of resources, including the allocation of work to meet the departmental aims

Driving

Written exam

FAK3	Understand rules and regulations for driving specialist vehicles on an airfield, including specific requirements in designated zones, airside and landside
FAK3.1	Describe organisational and regulatory standards for the operational condition of vehicles
FAK3.2	Describe authorisation and licences needed to drive vehicles on the airfield, including currency management
FAK3.3	Identify airside areas in relation to licence categories
FAK3.4	Describe types of airside vehicles

	FAK3.5	Describe airside security procedures and regulations in relation to driving
Reflective essay and log of professional competence		
FAS3		Impart knowledge of rules and regulations for driving on an airfield to staff, monitor their performance and ensure compliance with organisation and regulatory requirements

Airfield administration		
Written exam		
FAK4		Understand the legal and administrative requirements to enable the safe flow of air traffic
	FAK4.1	Describe environmental conditions which affect the airfield, as well as systems used to maintain control over the airfield including driving
	FAK4.2	Describe civil, military and local procedures
	FAK4.3	Describe methods of communication including those relating to airfield serviceability
	FAK4.4	Demonstrate knowledge of conformity with the Department for Transport National Aviation Security programme
	FAK4.5	Describe standard safety and working practices in an airfield environment
	FAK4.6	Explain relevant legislation including Air Navigation Orders and Regulations
Reflective essay and log of professional competence		
FAS4		Manage processes and procedures to ensure, in a timely manner, safe and efficient flow of air traffic

Specialist function 4: Flight operations manager - Air traffic control (ATC)

Amplification

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

METARS - routine weather reports describing the meteorological elements observed at an airport at a specific time

NOTAMS - Notice to Airmen

SNOTAMS - a message describing the conditions of the runways, taxiways and apron at an aerodrome

Methods of communication - for example verbal, NOTAMS, METARS, electronic, via signs, signals or markings

Airfield surfaces - for example runways, taxiways, apron and roadways

Appropriate testing - including testing of runway visual range, friction and noise

Actions to put things right – including reporting, recording, communicating information to appropriate personnel and putting up signs

Airfield operations - including driving standards, conduct of apron personnel, wearing safety equipment, investigating accidents, refuelling, work in progress, marshalling aircraft and vehicles

Sources of information - including accident investigation reports, incident reports, work in progress schedules, records of monitoring activity and operational safety instructions

Maintenance operations - including cleaning/sweeping, surface repairs, system repairs, marking operations and putting up and maintaining signs

Resolving conflict between airfield maintenance operations and other activities - rearranging maintenance, postponing maintenance, sectioning off an area, using warning signs and stopping other activities

Information sources - including maintenance schedules and inspection reports

Airside areas - such as roads, manoeuvring areas and stands

PPE - personal protective equipment, including high-visibility, noise protection and those specific to the job

Aviation hazards - for example jet blast, ingestion, propellers, rotors, downdraft as appropriate

Airside hazards - including spillages, dangerous goods and livestock

Accidents and emergencies - including those involving aircraft, involving vehicles other than aircraft, staff, fire and fuel spillage

FOD - foreign object debris

Relevant legislation - including the Air Navigation Order and the Air Navigation Regulations

Standard safety and working practices - 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

Minimum operational standards - including the organisation's standards and standards set out by regulatory bodies which relate to safety, cost, customer service and punctuality

Relevant parties - including colleagues, internal departments, air traffic control, external agencies and customers

Describe how to safely manoeuvre a vehicle while airside:
- describe airside safety instructions
- describe airside areas in relation to licence categories
- describe airside road signs, markings and traffic lights
- describe aircraft crossing points
- describe airport and stand layout

- outline speed limits
- outline airside parking regulations
- describe types of aircraft servicing operations and their related vehicles, procedures and hazards
- describe characteristics of the vehicle you are operating including height, length, width and handling
- identify vehicle reversing signals
- summarise regulations concerning reversing
- explain low-visibility notification and operating procedures
- describe the effect that poor weather conditions including snow and ice, high winds, rain/surface water, lightning and heat have on driving airside

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 PPE when driving

Specialist function 5: Flight operations manager - Operations	
Operations room administration	
Written exam	
FOK1	Understand the requirements for the coordination of air space management
FOK1.1	Describe relevant legislation in relation to flight control operations including referencing sources for compliance with national and international rules along with their military equivalent
FOK1.2	Describe navigation and landing aids including visual and decision heights
FOK1.3	Describe aviation meteorology and its effects on flight operations
FOK1.4	Explain how to monitor, maintain and update aviation reference sources both internal and external as well as regulatory requirements
FOK1.5	Explain operational standards and the role and function of government and international agencies
FOK1.6	Describe operational information on factors which can have an effect on flight operations, including maintenance and planning
FOK1.7	Identify relevant parties and the governing legislation involved in flight operations
FOK1.8	Identify reference sources for compliance with national and international agencies including ICAO, IATA and CAA
FOK1.9	Describe relevant legislation in relation to flight operations control and aeronautical facilities
FOK1.10	Describe navigation and landing aids including DME, VOR, GPS and ILS
Reflective essay and log of professional competence	
FOS1	Supply flight crew with aviation safety information

Manage Flight Operations

Written exam		
FOK2	Understand the procedures and processes to ensure the safe movement of aircraft within their own area of responsibility	
	FOK2.1	Explain the importance of systems and procedures such as communications, information processing, documentation, reference sources, handover procedures and quality assurance
	FOK2.2	Explain the principles of change management
	FOK2.3	Explain flight control operations including all factors to be considered
	FOK2.4	Describe weather conditions in relation to aircraft landing minima, decoding of formatted weather information including airport equipment, ground procedures and equipment
Reflective essay and log of professional competence		
FOS2	Manage the safe movement of aircraft within own area of responsibility	

Planning

Written exam		
FOK3	Understand both the need and processes for flight planning and contingency arrangements to enable the efficient flow of air traffic	
	FOK3.1	Describe route planning and the factors to be taken into consideration
	FOK3.2	Explain diversions and selection of alternates including diplomatic clearance procedures
Reflective essay and log of professional competence		
FOS3.1	Prepare and submit an 'integrated initial flight plan system' approved flight plan	
Professional discussion		
FOS3.2	In the event of accident, incident or emergency, select an appropriate diversion air field	

Manage a flight operations team	
Written exam	
FOK4	Understand the procedures and processes to plan the necessary resources to ensure safe operation of the department. Understand the procedures and processes to allocate the necessary resources to ensure safe and successful operation of the department.
Professional discussion	
FOS4	Manage the planning and allocation of resources to ensure safe and effective operation of the department in line with objectives and service standards

Specialist function 5: Flight operations manager - Operations
Amplification

Relevant legislation - including the Air Navigation Order and Air Navigation Regulations (or their military equivalent)

Flight control operations - including flight scheduling, route planning, aircraft positioning, slot planning, diplomatic clearance, weather planning and routing, security monitoring, security clearing and airfield destination planning

NOTAMs - Notice to Airmen

SNOTAMs - a message describing the conditions of the runways, taxiways and apron at an aerodrome

Aviation information services - including NOTAMS and SNOTAMS

DME - distance measuring equipment

VOR - VHF omnidirectional range

GPS - Global Positioning System

ILS - instrument landing system

Navigation and landing aids - including DME, VOR, GPS and ILS

Aviation meteorology and effects on flight operations - weather conditions in relation to aircraft landing minima, decoding of formatted weather information, calculation of crosswind components

Route planning - including critical points, fuel planning, point of no return routes

Operational standards - including organisational standards, standards laid down by regulatory bodies, and that they relate to safety, cost, customer service and punctuality

Systems and procedures - such as communications procedures, information processing procedures, documentary procedures, maintaining reference sources, handover procedures and quality systems

ICAO - International Civil Aviation Organization

IATA - International Air Transport Association

CAA - Civil Aviation Authority

The role and function of government and international agencies - including ICAO, IATA, CAA

Flight control operations - including flight scheduling, route planning, aircraft positioning, slot planning, diplomatic clearance, weather planning and routing, security monitoring, security clearing, airfield destination

Relevant parties - including colleagues, internal departments, flight crew, external agencies or customers

Weather/atmospheric conditions - including wind, clouds and precipitation, visibility, ice accretion, air masses and fronts

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

IFP - instrument flight procedures

Conditions to consider for flight plans:
- visibility and decision heights

- runway visual range
- navigation and landing aids
- aviation meteorology and effects on flight operations
- route planning
- flight watch systems and procedures
- schedules, diversions and selection of alternates

Specialist function 6: Passenger operations manager

Travel documentation

Written exam	
POK1	Understand the requirements for travel documentation, implications and consequences for not controlling documentation, and how to source up-to-date information on regulations and legislation. Understand what information will be communicated from external sources and how to communicate this to staff and passengers
POK1.1	Describe processes relating to aircraft departure and arrival documentation

Professional discussion	
POS1.1	Manage travel documentation to ensure compliance with organisational and legal regulations
POS1.2	Investigate service failures and errors, recommending/taking appropriate action and liaising with stakeholders, including monitoring of systems and procedures, reports on failures and rejected travellers

Check in

Written exam	
POK2	Understand 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
POK2.1	Describe the fundamentals of correct aircraft passenger head counts

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POK2.2	Describe procedures relating to health and safety regulations and the commercial implications of noncompliance with baggage and cargo regulations
Reflective essay and log of professional competence	
POS2	Work with the check-in team, senior management and other stakeholders as required, making effective decisions to maintain operational standards, commercial performance and customer satisfaction

Operational performance	
Written exam	
POK3	Understand how to manage passenger facilities to maintain customer experience. Understand procedures for managing incidents in the terminal, on an aircraft and on the ground. Understand the potential implications for internal and external stakeholders of decisions that are made which affect the aviation operation.
POK3.1	Explain how to lead and delegate complex aviation tasks including disruptions
POK3.2	Describe passenger handling certification, regulation & legislation
POK3.3	Describe responsibility and accountability for the operation
POK3.4	Describe emergency contingency planning and exercises
POK3.5	Describe how to achieve maximum utilisation of seat availability and the relevant cost implications
POK3.6	Explain how to oversee all aspects of the passenger operation including third-party service level agreements
POK3.7	Describe management of passengers with reduced mobility and additional needs
POK3.8	Describe management of organisational PPE
POK3.9	Describe accident and incident investigation and reporting relating to passenger handling
POK3.10	Explain how to handle security breaches
POK3.11	Describe effective management of the maintenance of passenger handling equipment and IT systems

POK3.12	Describe effective people management and training
Reflective essay and log of professional competence	
POS3.1	Manage terminal facilities in line with organisational procedures
POS3.2	Anticipate the impact of external influences on aviation operation, to meet customer expectations within operational restrictions
POS3.3	Communicate with all relevant stakeholders when decisions which may affect the aviation operation need to be made, ensuring commercial output while minimising disruption
POS3.4	Manage major incidents and accidents both in the terminal and on an aircraft on the ground

Service performance

	Written exam
POK4	Demonstrate knowledge of the performance service standards for their department and how these should be managed in their own area of responsibility. Understand their organisation's procedures and requirements for addressing media outlets, maintaining brand and operational standards. Understand how local regulations, travel advisories and geo-political climates may impact upon aviation operations.
POK4.1	Describe how to maintain and improve performance standards
POK4.2	Describe how to exceed customer expectations
POK4.3	Explain service level agreements and financial implications
POK4.4	Describe effective management of on time and ground time performance
POK4.5	Describe safety practices and procedures
POK4.6	Describe effective management of environmental matters and issues including waste management
Reflective essay and log of professional competence	
POS4.1	Monitor performance against standards, investigating and addressing poor performance, anticipating future trends and adapting products and procedures to ensure consistent performance

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POS4.2	Maintain brand standards while anticipating and managing changes to aviation operations as a consequence of external factors
POS4.3	Ensure effective communication with customers

Specialist function 6: Passenger operations manager
Amplification
Documentary discrepancies - including invalid tickets, lost tickets, incorrect tickets, visa discrepancies and passport discrepancies **Commercial aspects of revenue** - relating to excess baggage charges, operational issues and service recovery and appropriate targets, incentive schemes and measures **Customer mishandling** - for example overbookings, complaints

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Core and all pathways
Reflective essay and log of professional competence – Merit criteria
REM1   Demonstrate confidence and self-motivation in their role
REM2   Actively look for opportunities for self-development
REM3   Deal with problems as they arise
REM4   Seek to exceed customer expectations, in line with business objectives
Reflective essay and log of professional competence – Distinction criteria
RED1   Consistently perform above the required level for their role
RED2   Have excellent self and time-management skills
RED3   Seek and take opportunities to share knowledge and develop others when the opportunity arises
RED4   Deliver excellent customer experiences within the confines of the aviation operations environment

Core and all pathways
Professional discussion criteria
PD1   Clearly articulate examples from the workplace relevant to evidencing competence across the standard
PD2   Explain why it is essential to instil the importance of company vision, values, empowerment and following procedures to staff
PD3   Provide examples of how staff are managed effectively, including motivation and development of teams and individuals
PD4   Provide reasoned examples of how the aviation department operates efficiently
PD5   Explain the importance of keeping up to date with current industry regulations and provide examples of how this has been achieved
PD6   Provide an overview of how the aviation department meets the needs of the business and customer
PD7   Provide evidence to show they have been part of the effective planning and review in the team
PD8   Describe how the aviation department meets regulatory requirements

PD9	Evidence effective day to day management of the team/department and how these lead to customer satisfaction and ensure business performance	
PD10	Provide an effective evaluation of own performance, including behaviours, identifying where opportunities for improvement have been taken and results thereof evaluated	
PD11	Demonstrate how feedback has been sought from managers and stakeholders and how this has been effectively dealt with	

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Assessment

Assessment summary

The end-point assessment for aviation operations manager is made up of 3 components:

1. Two 1-hour written exams
2. Reflective essay (4,050 - 4,950-word count) and log of professional competence
3. A 2-hour professional discussion

The assessments can be carried out in any order.

As an employer/training provider, you should agree a plan and schedule with the apprentice to ensure all assessment components can be completed effectively.

Each component of the end-point assessment will be assessed against the appropriate criteria laid out in this guide, which will be used to determine a grade for each individual component.

Written exams

- The core test is not graded above a pass
- The specialist test is graded pass/merit/distinction
- To achieve a pass, apprentices must achieve 60%
- To achieve a merit, apprentices must achieve 70%
- To achieve a distinction, apprentices must achieve 80%

Reflective essay and log of professional competence

- In order to achieve a pass in the reflective essay and log of professional competence, the apprentice will competently perform their role demonstrating application of the knowledge, skills and behaviours set in the standard in line with company and regulatory requirements and ensuring customer satisfaction.
- To achieve a merit in the reflective essay and log of professional competence the apprentice, in addition to meeting the pass criteria, must also meet all of the merit criteria, demonstrating confidence and self-motivation in their role and looking for opportunities for self-development, dealing with problems as they arise and seeking to exceed customer expectations in line with business objectives.

- To achieve a distinction in the reflective essay and log of professional competence the apprentice, in addition to meeting the pass and merit criteria, must also meet all of the distinction criteria, consistently performing above the required level for the role, having excellent self and time management skills, seeking and taking opportunities to share knowledge and develop others when the opportunity arises and delivering excellent customer experiences within the confines of the aviation operations environment.

Professional discussion

- To achieve a pass in the professional discussion, all pass criteria must be covered
- The professional discussion is not graded above a pass

Grading

The specialist function written exam and the reflective essay are both graded pass/merit/distinction. The core knowledge written exam and the professional discussion are not graded above a pass. The table below demonstrates the different grading combinations and the resulting overall grade.

A grade of at least a pass must be achieved in all assessments.

Core knowledge written exam	Professional discussion	Specialist function written exam	Reflective essay and log	Overall grade
Pass	Pass	Pass	Pass	**Pass**
Pass	Pass	Pass	Merit	**Pass**
Pass	Pass	Pass	Distinction	**Merit**
Pass	Pass	Merit	Pass	**Pass**
Pass	Pass	Merit	Merit	**Merit**
Pass	Pass	Merit	Distinction	**Merit**
Pass	Pass	Distinction	Pass	**Merit**
Pass	Pass	Distinction	Merit	**Merit**
Pass	Pass	Distinction	Distinction	**Distinction**

Retake and resit information

Apprentices must pass all assessment activities to pass the overall apprenticeship. Should an apprentice fail 1 assessment activity, then this can be retaken without a further period of training and development. If the apprentice fails 2 or more activities, a period of further training and development lasting a minimum of 2 months must take place before a resit.

There is no maximum number of times an apprentice can be assessed, however, a maximum of 2 attempts at each assessment activity can be made in any 90-day period.

When undertaking a resit or retake, the assessment method(s) will need to be re-attempted in full, regardless of any individual assessment criteria that were passed on any prior attempt. The EPA Report will contain feedback on areas for development and resit or retake guidance and a retake checklist to be submitted when the professional review has taken place.

Apprentices who achieve a pass grade cannot resit or retake the EPA to achieve a higher grade.

Assessing the written exams

The following areas (knowledge) of the aviation operations manager standard will be assessed by a 1-hour written exam based on the core content of the standard and a 1-hour written exam based on the apprentice's chosen specialist function.

Each exam will have 4 short and 2 long-answer questions. The questions will cover the competencies listed below for both the core and relevant specialist function. Some questions will require the apprentice to consider a course of action or solution to a situation/problem based on a 'real-life' workplace activity in line with the identified requirements of the standard, permitting them the opportunity to reference the application of skills and behaviours from real life examples in addition to recalling knowledge. The exams can be taken as either an on-screen assessment or via paper.

The topics covered within the **core** written exam are listed below.

- Safety
- Security
- Compliance & Legislation
- Communication
- Resource management
- Airport operations
- SLA/SOPs
- Disruption, incidents & emergencies
- Staff performance

The topics covered within the **aircraft handling manager** written exam are listed below.

- Payload and zero fuel weight (ZFW), weight & balance/Aircraft documentation
- Airside Ramp Operations
- Aircraft Movements
- Manage and coordinate airside handling team members, assets and vehicles - air cargo handling equipment (ACHE)

The topics covered within the **aircraft movement manager** written exam are listed below.

- Manage the airside movement of aircraft and or vehicles
- Manage an airside movements team
- Facilities Management
- Interpersonal Skills Management

The topics covered within the **fire service watch manager** written exam are listed below.

- Manage an on-duty fire service watch
- Manage a multi appliance aviation fire & rescue incident
- Design and develop a multi appliance training scenario
- Deliver and monitor a multi appliance training scenario

The topics covered within the **flight operations manager - air traffic control (ATC)** written exam are listed below.

- Manage Flight Operations - ATC
- Manage a flight operations team - ATC
- Driving
- Airfield administration

The topics covered within the **flight operations manager - operations** written exam are listed below.

- Operations room administration
- Manage Flight Operations
- Planning
- Manage a flight operations team

The topics covered within the **passenger operations manager** written exam are listed below.

- Travel documentation
- Check in
- Operational performance
- Service performance

Before the assessment

- While on-programme, the employer/training provider should brief the apprentice on the areas to be assessed by the written exam

- In readiness for end-point assessment, the apprentice should complete a sample test

Mocks/practice assessment tests are available in both paper and on-screen format from the Highfield Assessment website.

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Written exam criteria

The following pages include the criteria that are covered by the **core** written exam.

Safety	
CK1	Understand any aviation-specific health and safety legislation relevant to the organisation and their own role
CK1.2	Describe statutory requirements for health and safety in an aviation environment

Security	
CK2	Understand how to manage aviation security and what action to take in the event of a security breach

Compliance & Legislation	
CK3	Understand how to manage and comply with aviation procedures and regulations, to meet legislative and organisational requirements within their own area of responsibility
CK3.13	Describe statutory requirements for employment, equality and diversity
CK3.14	Describe industry regulations relating to aviation operations, including passenger and cargo requirements, security procedures and dangerous goods
CK3.15	Describe industry regulations relating to CAA, MAA and DfT
CK3.16	Describe DfT threat levels: critical/severe/substantial/moderate/low
CK3.17	Describe the requirements for compliance in the aviation environment
CK3.18	Explain which procedures must be followed to ensure compliance
CK3.19	Explain the impact of not following procedures and ensuring compliance
CK3.20	Describe the impact of the aviation operation on the environment
CK3.21	Describe environmental controls in the aviation operation

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CK3.22	Describe how to ensure team members are aware of and adhere to compliance and legislation requirements
CK3.23	Summarise the actions to take in the event of non-compliance
CK3.24	Describe the impact of aviation operations on the environment and measures which can be taken to reduce the impact

Communication

CK4	Understand how to manage communications with users, staff and external agencies, selecting appropriate methods and language
CK4.3	Describe principles of effective communication
CK4.4	Outline relevant aviation guidelines, procedures and standard phrases

Resource Management

| CK5 | How to identify and procure sufficient, suitable resources (e.g. finance, staff, equipment, supplies) within the organisation, in line with budgetary and organisational requirements |

Airport Operations

| CK6 | Understand the importance of cohesive airside operations and how each specialist function links with each other. Understand the importance of agencies, contractors and visitors remaining compliant with procedures and adherence to requirements. |

SLA/SOPs

CK7	Understand the agreed levels of performance and SOPs within own area of responsibility
CK7.3	Explain principles of standard operating procedure design
CK7.4	Describe the importance of ensuring standard operating procedures are adhered to

Disruption, incidents & emergencies

CK8	Understand how to manage staff and resources to ensure compliance with procedures to mitigate disruption, incidents and emergencies in their area of responsibility
CK8.3	Explain how to identify, analyse and accurately describe problems in the aviation environment relating to incidents and emergencies
CK8.4	Explain the importance of selecting the most appropriate methods to deal with incidents and emergencies, including time plans

Staff Performance

CK9	Understand the rights and responsibilities of staff, and the organisation's systems and procedures for ensuring effective management of staff, including: - recruitment - performance reviews - learning and development - discipline - grievance - industrial relations
CK9.7	Describe principles of leadership
CK9.8	Describe principles of management
CK9.9	Outline principles of staff recruitment, performance management, training needs analysis, discipline, grievance and industrial relations
CK9.10	Explain how to motivate staff to achieve team and organisational objectives
CK9.11	Explain how to recognise, address and reduce conflict within the team
CK9.12	Explain how to keep competence up to date

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The following pages include the criteria that are covered by the **aircraft handling manager** written exam.

Specialist function 1: Aircraft handling manager

Payload and zero fuel weight (ZFW), weight & balance/Aircraft documentation

AHK1	Understand the maximum utilisation of the available payload, and the importance of correct zero fuel weight calculation and constitution. Understand the fundamentals of correct aircraft weight and balance. Understand the procedures and processes to plan effectively the necessary resources to ensure sufficient unit load device availability. Understand requirements for, and importance of, all documentation systems/processes related to aircraft handling operations.
AHK1.6	Describe aircraft handling certification, regulation and legislation
AHK1.7	Describe maximum utilisation of available payload, the importance of correct ZFW calculations and constitution
AHK1.8	Summarise the fundamentals of correct aircraft weight and balance
AHK1.9	Describe the requirements for aircraft load utilisation
AHK1.10	Detail the processes relating to aircraft departure and arrival documentation

Airside Ramp Operations

AHK2	Understand all facets of ramp operation and management, including the wider organisation's links to, and reliance upon, the aircraft handling department
AHK2.8	Describe how to exceed customer expectations
AHK2.9	Summarise emergency contingency planning and exercise
AHK2.10	Describe the importance of tool control
AHK2.11	Describe effective management of the maintenance of ground service equipment
AHK2.12	Describe effective management of environmental matters and issues
AHK2.13	Describe the process of reporting serviceability issues of equipment on or around the aircraft
AHK2.14	Describe management of bulk and/or ULD load on and off aircraft

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Aircraft Movements
AHK3	Understand 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

Manage and coordinate airside handling team members, assets and vehicles - air cargo handling equipment (ACHE)		
AHK4	Understand how to identify and procure sufficient, suitable resources (e.g. finance, staff, equipment, supplies) within the organisation in line with budgetary and organisational requirements	
AHK4.12	Explain how to lead and delegate complex aviation tasks to include disruptions	
AHK4.13	Describe responsibility and accountability for the operation	
AHK4.14	Describe how to maintain and improve performance standards	
AHK4.15	Explain service level agreements and financial implications	
AHK4.16	Summarise all aspects of the ramp operation including third-party service level agreements	
AHK4.17	Describe effective management of on time and ground time performance	
AHK4.18	Describe safety practices and procedures	
AHK4.19	Describe the management of air cargo and associated equipment	
AHK4.20	Describe the management of organisational PPE	
AHK4.21	Explain accident and incident investigation and reporting relating to aircraft handling	
AHK4.22	Describe effective people management and training	

The following pages include the criteria that are covered by the **aircraft movement manager** written exam.

Specialist function 2: Aircraft movement manager

Manage the airside movement of aircraft and or vehicles

AMK1	Understand the procedures and processes for the safe movement of aircraft and/or airside vehicles within own area of responsibility. Understand the requirements of the aviation environment in accordance with standard operating procedures to meet those requirements.
AMK1.6	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
AMK1.7	Describe the use of aviation systems including, lighting systems, marking systems, landing systems, power systems and emergency equipment
AMK1.8	Understand civil and military licensing and inspection procedures
AMK1.9	Explain relevant legislation for aviation within your area of responsibility
AMK1.10	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 an airside movements team

AMK2	Understand 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
AMK2.9	Know how to assess human factor risks
AMK2.10	Define the different methods of communication and when to use them within the team
AMK2.11	Explain when it is essential to communicate with others in the team
AMK2.12	Outline the purpose and benefits of work goals and plans
AMK2.13	Describe how to schedule activities and resources for the team

AMK2.14	Explain the situations in which team members might need support and how to provide this
AMK2.15	Define the purpose of work assessment
AMK2.16	Explain how to assess the work of teams and team members

Facilities Management

AMK3	Understand the complex equipment, tools and facilities required for safe, efficient operation of an airport. Understand relevant modern practices that can support effectiveness and efficiencies. Understand the principles of supervision, organisation and administration.
AMK3.6	Describe what emergency equipment is available and your organisation's procedures for ensuring serviceability including fire categories
AMK3.7	Explain your organisation's procedures for clearing airfield surfaces including winter operations
AMK3.8	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
AMK3.9	Know how to carry out risk assessments
AMK3.10	Explain the situations in which supervision of others can achieve positive outcomes

Interpersonal Skills Management

AMK4	Understand the requirements for promoting strong interrelationships with other airport users. Demonstrate knowledge of local and national regulations and the need for compliance with all regulations including health and safety.
AMK4.5	Understand CAA and local guidance on Airside Safety Management
AMK4.6	Understand the relevant UK laws that apply to aviation in your area
AMK4.7	Explain the role of the regulatory bodies such as Civil Aviation Authority (CAA), Health and Safety Executive (HSE) and Department for Transport (DfT)

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AMK4.8	Describe the purpose and benefits of working with other person(s) to achieve agreed goals and objectives

The following pages include the criteria that are covered by the **fire service watch manager** written exam.

Specialist function 3: Fire service watch manager	
Manage an on-duty fire service watch	
FSK1	Understand what information must be given/received when handing over/taking over duty. Understand the principles of leading teams/individuals and providing feedback. Understand what the minimum amounts of resources are to run different category fire stations.
FSK1.15	Identify the legislation and external regulations and requirements that impact your work when managing a duty watch at an operational incident, training event and daily workplace activities
FSK1.16	Identify hazards, risks and control measures affecting people within the workplace and the environment
FSK1.17	Identify the legal requirements for maintaining a healthy, safe and productive work environment and how to monitor work conditions to ensure they meet health and safety requirements
FSK1.18	Describe principles and requirements of how to make and apply decisions based on the assessment of risk and apply control measures
FSK1.19	Describe the requirements for planning, monitoring, assessing and providing feedback of work activities
FSK1.20	Explain how to provide feedback to watch members
FSK1.21	Explain how to ensure safe work activities for watch members
FSK1.22	Identify capabilities and limitations of personal and equipment
FSK1.23	Explain the principles and requirements of evidence preservation
FSK1.24	Describe the principles of the Incident Command System and scene management
FSK1.25	Describe roles and responsibilities within the Incident Command System
FSK1.26	Describe roles, responsibilities and limits of authority of self, others and other agencies in the workplace
FSK1.27	Describe the requirements and principles for motivating and encouraging Watch members
FSK1.28	Describe how to monitor work activities and take corrective action to ensure requirements are being met

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Manage a multi-appliance aviation fire & rescue incident

FSK2	Understand the requirements, procedures and processes for resolving multi-appliance aviation fire and rescue operational incidents.
	Understand how to close down and hand over a multi-appliance aviation fire and rescue incident.

FSK2.14	Describe principles of effective communication when managing a duty watch at an operational incident, training event and daily workplace activities
FSK2.15	Describe the requirements for planning prioritising and setting objectives at an operational incident, training event and daily workplace activities
FSK2.16	Describe the requirements of regularly reviewing work at an operational incident, training event and daily workplace activities
FSK2.17	Explain how to solve problems make decisions and plan for contingencies
FSK2.18	Describe the principles of fair and objective assessment of an operational incident, training event and daily workplace activities
FSK2.19	Describe the principles and requirements of confidentiality at an operational incident, training event and daily workplace activities
FSK2.20	Identify how to plan and prioritise work, including time management of an operational incident, training event and daily workplace activities
FSK2.21	Identify sources and availability of information at an operational incident training event and daily workplace activities
FSK2.22	Describe the requirements for availability, operational readiness and response of human and physical resources
FSK2.23	Describe the requirements for conducting debrief, and review of performance
FSK2.24	Describe the requirements for ensuring yours and watch members records are in the agreed format, accurate, complete, legible and available to authorised users
FSK2.25	Describe how to assess current working conditions/practises and identify possible areas for improvement
FSK2.26	Describe how to collect and check the validity of information

Design and develop a multi-appliance training scenario

FSK3	Demonstrate knowledge of 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
FSK3.3	Describe team and organisational constraints which influence the planning of development activities
FSK3.4	Describe the principles and requirements to develop realistic and achievable training scenarios for teams and individuals both in the short, medium and long term

Deliver and monitor a multi-appliance training scenario

FSK4	Understand the organisational requirements and processes for the delivery and assessment of training scenarios, including organisational safety requirements to conduct a multi-appliance training scenario. Understand how to review and provide appropriate feedback for a multi-appliance training scenario.

The following pages include the criteria that are covered by the **flight operations manager – air traffic control (ATC)** written exam.

Specialist function 4: Flight operations manager - Air traffic control (ATC)	
Manage Flight Operations - ATC	
FAK1	Understand 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
FAK1.4	Identify aviation hazards including moving aircraft
FAK1.5	Describe airside PPE
FAK1.6	Describe airside accidents and emergencies including cause and effect

Manage a flight operations team - ATC

FAK2	Understand the procedures and processes to plan the necessary resources to ensure safe operation of the department. Understand the procedures and processes to allocate the necessary resources to ensure safe and successful operation of the department.
FAK2.8	Describe how to lead, communicate and motivate a team effectively
FAK2.9	Explain the benefits of developing the individual to enhance the team
FAK2.10	Describe the purpose and benefits of working towards agreed goals
FAK2.11	Describe how to incorporate feedback into the work of the team and its benefits
FAK2.12	Describe how to allocate activities and resources according to the strengths, abilities and potential of the team
FAK2.13	Describe the purpose of agreeing quality measures in work assessment and its benefits
FAK2.14	Describe situations in which team members might need support, problems and disagreements which may occur and how to resolve them

Driving

FAK3	Understand rules and regulations for driving specialist vehicles on an airfield, including specific requirements in designated zones, airside and landside
FAK3.6	Describe organisational and regulatory standards for the operational condition of vehicles
FAK3.7	Describe authorisation and licences needed to drive vehicles on the airfield, including currency management
FAK3.8	Identify airside areas in relation to licence categories
FAK3.9	Describe types of airside vehicles
FAK3.10	Describe airside security procedures and regulations in relation to driving

Airfield administration

FAK4	Understand the legal and administrative requirements to enable the safe flow of air traffic

FAK4.7	Describe environmental conditions which affect the airfield, as well as systems used to maintain control over the airfield including driving
FAK4.8	Describe civil, military and local procedures
FAK4.9	Describe methods of communication including those relating to airfield serviceability
FAK4.10	Demonstrate knowledge of conformity with the Department for Transport National Aviation Security programme
FAK4.11	Describe standard safety and working practices in an airfield environment
FAK4.12	Explain relevant legislation including Air Navigation Orders and Regulations

The following pages include the criteria that are covered by the **flight operations manager - operations** written exam.

Specialist function 5: Flight operations manager - Operations	
Operations room administration	
FOK1	Understand the requirements for the coordination of air space management
FOK1.11	Describe relevant legislation in relation to flight control operations including referencing sources for compliance with national and international rules along with their military equivalent
FOK1.12	Describe navigation and landing aids including visual and decision heights
FOK1.13	Describe aviation meteorology and its effects on flight operations
FOK1.14	Explain how to monitor, maintain and update aviation reference sources both internal and external as well as regulatory requirements
FOK1.15	Explain operational standards and the role and function of government and international agencies
FOK1.16	Describe operational information on factors which can have an effect on flight operations, including maintenance and planning
FOK1.17	Identify relevant parties and the governing legislation involved in flight operations
FOK1.18	Identify reference sources for compliance with national and international agencies including ICAO, IATA and CAA
FOK1.19	Describe relevant legislation in relation to flight operations control and aeronautical facilities

FOK1.20	Describe navigation and landing aids including DME, VOR, GPS and ILS

Manage Flight Operations

FOK2	Understand the procedures and processes to ensure the safe movement of aircraft within their own area of responsibility
FOK2.5	Explain the importance of systems and procedures such as communications, information processing, documentation, reference sources, handover procedures and quality assurance
FOK2.6	Explain the principles of change management
FOK2.7	Explain flight control operations including all factors to be considered
FOK2.8	Describe weather conditions in relation to aircraft landing minima, decoding of formatted weather information including airport equipment, ground procedures and equipment

Planning

FOK3	Understand both the need and processes for flight planning and contingency arrangements to enable the efficient flow of air traffic
FOK3.3	Describe route planning and the factors to be taken into consideration
FOK3.4	Explain diversions and selection of alternates including diplomatic clearance procedures

Manage a flight operations team

FOK4	Understand the procedures and processes to plan the necessary resources to ensure safe operation of the department. Understand the procedures and processes to allocate the necessary resources to ensure safe and successful operation of the department.

The following pages include the criteria that are covered by the **passenger operations manager** written exam.

Specialist function 6: Passenger operations manager	
Travel documentation	
POK1	Understand the requirements for travel documentation, implications and consequences for not controlling documentation, and how to source up-to-date information on regulations and legislation. Understand what information will be communicated from external sources and how to communicate this to staff and passengers.
POK1.2	Describe processes relating to aircraft departure and arrival documentation

Check in	
POK2	Understand 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
POK2.3	Describe the fundamentals of correct aircraft passenger head counts
POK2.4	Describe procedures relating to health and safety regulations and the commercial implications of noncompliance with baggage and cargo regulations

Operational performance	
POK3	Understand how to manage passenger facilities to maintain customer experience. Understand procedures for managing incidents in the terminal, on an aircraft and on the ground. Understand the potential implications for internal and external stakeholders of decisions that are made which affect the aviation operation
POK3.13	Explain how to lead and delegate complex aviation tasks including disruptions
POK3.14	Describe passenger handling certification, regulation & legislation
POK3.15	Describe responsibility and accountability for the operation
POK3.16	Describe emergency contingency planning and exercises

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POK3.17	Describe how to achieve maximum utilisation of seat availability and the relevant cost implications
POK3.18	Explain how to oversee all aspects of the passenger operation including third-party service level agreements
POK3.19	Describe management of passengers with reduced mobility and additional needs
POK3.20	Describe management of organisational PPE
POK3.21	Describe accident and incident investigation and reporting relating to passenger handling
POK3.22	Explain how to handle security breaches
POK3.23	Describe effective management of the maintenance of passenger handling equipment and IT systems
POK3.24	Describe effective people management and training

Service performance	
POK4	Demonstrate knowledge of the performance service standards for their department and how these should be managed in their own area of responsibility. Understand their organisation's procedures and requirements for addressing media outlets, maintaining brand and operational standards. Understand how local regulations, travel advisories and geo-political climates may impact upon aviation operations.
POK4.7	Describe how to maintain and improve performance standards
POK4.8	Describe how to exceed customer expectations
POK4.9	Explain service level agreements and financial implications
POK4.10	Describe effective management of on time and ground time performance
POK4.11	Describe safety practices and procedures
POK4.12	Describe effective management of environmental matters and issues including waste management

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Assessing the reflective essay and log of professional competence

The apprentice will demonstrate their competence in the workplace on a daily basis, covering a range of tasks and dealing with different client needs. The apprentice will be required to produce a log of professional competence, a collection of evidence which will showcase their competence over the range of the standard. The log must be accompanied by a reflective essay to demonstrate the apprentice's ability to evaluate and review their own performance. There is an opportunity for assessment criteria not met within the reflective essay and log of professional competence assessment method, to be covered during a 30-minute Q&A session.

Reflective essay

The reflective essay should be 4,050 – 4,950 words in length, excluding any annexes.

The reflective essay must be accompanied by the written submission sheet which is available to download from the Highfield Assessment website.

Log of professional competence

For apprentices who started on programme prior to 01/04/2021 – the log must cover the elements of the standard defined within this assessment method as detailed on the following pages. For apprentices who started on programme on or after 01/04/2021 – the log must cover all areas of the standard (as recorded on the matrix) but will only be assessed against the assessment criteria defined for this assessment method as detailed in The reflective essay and log of professional competence criteria section.

Apprentices will ensure they collect real work evidence to demonstrate their competence across the standard. This collection process should be learner led, but employer support is encouraged to assist the apprentice's understanding of requirements. Evidence should follow the synoptic approach, i.e. not concentrate on ticking individual boxes, but showing an overview of the process. The log will cover all elements of the standard (core plus relevant specialist function).

Examples of work-based evidence may include observation records, call recordings, copies of client briefs and bookings made, performance reviews and feedback and may be stored in electronic format. Apprentices also have the opportunity to submit presentations, which may be pre-recorded, or suggest other imaginative methods of demonstrating their competence. Apprentices should ensure the log is fully completed to ensure competence across the standard.

The 'Log of professional competence – matrix sheet' is available to download from the Highfield Assessment website as a separate document and must be submitted with the log of professional competence to indicate how each item within the log maps to the assessment criteria. The work-based evidence in the log may reference evidence demonstrating competence from the duration of the apprenticeship, but it must only be assessed by the end-point assessor.

30-minute Q&A session

Once the reflective essay and log of professional competence are submitted, the end-point assessor will have the opportunity to discuss the log with the apprentice during a 30-minute question and answer session. This is to ensure understanding and, where necessary, clarify the coverage of the assessment criteria within this assessment method.

The reflective essay and log of professional competence criteria

To complete the reflective essay and log of professional competence, the following standards should be evidenced. Apprentices should prepare by considering how the criteria can be met. The apprentice can only achieve a merit by covering all pass and all merit criteria and can only achieve a distinction by covering all pass, merit and distinction criteria.

The following pages include the criteria that are covered by the **core** reflective essay and log of professional competence.

Communication	
CS4	Manage communication with users, staff and external agencies, selecting appropriate methods and language in aviation operations

Resource Management	
CS5	Manage resources effectively to ensure the efficient running of the department in line with organisational procedures

SLA/SOPs	
CS7	Manage a team and facilities to deliver results according to the agreed levels of performance, whilst ensuring SOPs are adhered to

Disruption, incidents & emergencies	
CS8	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

Behaviours
BE1	Promote a respectful culture embracing diversity and inclusion
BE2	Encourage empowerment, ownership and responsibility within team
BE3	Be technologically astute and keep abreast of industry developments and innovations

Reflective essay and log of professional competence – Merit criteria
REM1	Demonstrate confidence and self-motivation in their role
REM2	Actively look for opportunities for self-development
REM3	Deal with problems as they arise
REM4	Seek to exceed customer expectations, in line with business objectives

Reflective essay and log of professional competence – Distinction criteria
RED1	Consistently perform above the required level for their role
RED2	Have excellent self and time-management skills
RED3	Seek and take opportunities to share knowledge and develop others when the opportunity arises
RED4	Deliver excellent customer experiences within the confines of the aviation operations environment

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The following pages include the criteria that are covered by the **aircraft handling manager** reflective essay and log of professional competence.

Payload and zero fuel weight (ZFW), weight & balance/Aircraft documentation	
AHS1.1	Manage, within their own remit, maximum payload utilisation in line with their organisation's commercial targets, adherence to ZFW and weight and balance, in accordance with specific aircraft requirements
AHS1.2	Manage, within their own remit, 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

Airside Ramp Operations	
AHS2	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

Aircraft Movements	
AHS3	Ensure the safe movement of aircraft; including effective scheduling and aircraft flow management, in line with stakeholders' operational targets

The following pages include the criteria that are covered by the **aircraft movement manager** reflective essay and log of professional competence.

Manage the airside movement of aircraft and or vehicles	
AMS1.1	Manage the safe movement of aircraft and/or airside vehicles within own area of responsibility, ensuring the execution of activities is in accordance to aviation safety laws and airport procedures
AMS1.2	Manage 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

Facilities Management	
AMS3	Analyse and interpret codes and regulations, and use information to maximise operational performance when planning, setting priorities, organising and supervising the work of others

Interpersonal Skills Management	
AMS4.1	Establish and maintain positive relationships, promoting strong interrelationships with other airport users
AMS4.2	Maintain records required under regulations and the need for compliance with all regulations including health and safety

The following pages include the criteria that are covered by the **fire service watch manager** reflective essay and log of professional competence.

Manage an on-duty fire service watch	
FSS1.1	Ensure that sufficient resources are available to manage the watch, and that recommendations for improvement to work activities are made when necessary

Manage a multi-appliance aviation fire & rescue incident	
FSS2.1	Plan and implement actions to meet the needs of the incident, lead and resolve a multi-appliance aviation fire and rescue operational incident
FSS2.2	Close down, hand over and debrief a multi-appliance aviation fire and rescue operational incident

Design and develop a multi-appliance training scenario	
FSS3	Plan a multi-appliance training scenario, applying control measures to ensure a safe training environment and develop team/individual skills and knowledge

Deliver and monitor a multi-appliance training scenario	
FSS4.1	Safely conduct a multi-appliance training scenario in accordance with organisational requirements to develop individuals against objectives
FSS4.2	Review a multi-appliance training scenario and implement any necessary actions in accordance with organisational policy

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The following pages include the criteria that are covered by the **flight operations manager - air traffic control (ATC)** reflective essay and log of professional competence.

Manage Flight Operations - ATC
FAS1	Manage the safe movement of aircraft within own area of responsibility whilst airborne within designated airspace and on the airfield

Driving
FAS3	Impart knowledge of rules and regulations for driving on an airfield to staff, monitor their performance and ensure compliance with organisation and regulatory requirements

Airfield administration
FAS4	Manage processes and procedures to ensure, in a timely manner, safe and efficient flow of air traffic

The following pages include the criteria that are covered by the **flight operations manager - operations** reflective essay and log of professional competence.

Operations room administration	
FOS1	Supply flight crew with aviation safety information

Manage Flight Operations	
FOS2	Manage the safe movement of aircraft within own area of responsibility

Planning	
FOS3.1	Prepare and submit an 'integrated initial flight plan system' approved flight plan

The following pages include the criteria that are covered by the **passenger operations manager** reflective essay and log of professional competence.

	Check in
POS2	Work with the check-in team, senior management and other stakeholders as required, making effective decisions to maintain operational standards, commercial performance and customer satisfaction

	Operational performance
POS3.1	Manage terminal facilities in line with organisational procedures
POS3.2	Anticipate the impact of external influences on aviation operation, to meet customer expectations within operational restrictions
POS3.3	Communicate with all relevant stakeholders when decisions which may affect the aviation operation need to be made, ensuring commercial output while minimising disruption
POS3.4	Manage major incidents and accidents both in the terminal and on an aircraft on the ground

	Service performance
POS4.1	Monitor performance against standards, investigating and addressing poor performance, anticipating future trends and adapting products and procedures to ensure consistent performance
POS4.2	Maintain brand standards while anticipating and managing changes to aviation operations as a consequence of external factors
POS4.3	Ensure effective communication with customers

Assessing the professional discussion

The professional discussion will be a structured discussion between the apprentice and the end-point assessor. The employer may be present to support, but not lead, the apprentice and to confirm information at the assessor's request.

The professional discussion will take place either in person or via videoconference. This will be organised by Highfield's scheduling team once the apprentice has been submitted for gateway.

The employer will not be allowed to add any further information or examples to what the apprentice has stated, or lead them in any way. Highfield would encourage the employer/training provider and the apprentice to plan for the professional discussion and consider what resources they may bring with them; this may include part or all of the apprentice's log of professional competence. This must be their own work and will only be used to support their discussion.

The professional discussion will need to take place in a suitable environment and should last for 2 hours, with an allowance of +/- 10% of that time. The discussion will be against the set criteria that are outlined in the following pages and will be appropriately structured to draw out the best of the apprentice's energy, enthusiasm, competence and excellence.

The purpose of the professional discussion is to clarify any questions the end-point assessor has for specified standards:

- confirm and validate judgements about the quality of work
- explore aspects of the work, including how it was carried out, in more detail
- discuss how the apprentice would behave in specific scenarios
- ask questions in relation to personal development and reflection
- provide a basis for the end-point assessor to make a decision about the grade to be awarded

The discussion should be divided into 3 stages:

- an introductory review of the period of learning, development and continuous assessment (approximately 5 minutes)
- coverage of the areas specifically for the professional discussion (approximately 105 minutes)
- personal development and reflection – 2 areas of the standard specifically for the professional discussion (approximately 10 minutes)

Before the assessment:

Employers/training providers should:

- ensure the apprentice knows the date, time and location of the assessment
- ensure the apprentice knows which criteria will be assessed (outlined on the following pages)
- encourage the apprentice to reflect on their experience and learning on-programme to understand what is required to meet the standard
- be prepared to provide clarification to the apprentice, and signpost them to relevant parts of their on-programme experience as preparation for this assessment

It is suggested that a mock assessment is carried out by the apprentice in advance of the end-point assessment with the training provider/employer giving feedback on any areas for improvement.

The professional discussion - mock assessment

It is the employer/training provider's responsibility to prepare apprentices for their end-point assessment, and Highfield recommend that they experience a mock professional discussion in preparation for the real thing. The most appropriate form of mock assessment will depend on the apprentice's setting and the resources available at the time.

When designing a mock assessment, the employer/training provider should consider the following elements:

- a 2-hour time slot (+/- 10%) should be available for the complete professional discussion, if it is intended to be a complete mock assessment covering all relevant standards, however this time may be split up to allow for progressive learning
- consider an audio recording of the mock, and consider allowing the mock to be observed by other apprentices, especially if it is not practicable for the employer/training provider to carry out a separate mock assessment with each apprentice
- ensure that the apprentice's performance is assessed by a competent trainer/assessor, and that feedback is shared with the apprentice to complete the learning experience; the mock assessment sheets may be used for this purpose and are available to download from the Highfield Assessment website

The professional discussion - example questions

The following are example questions to demonstrate the sort of questions apprentices can expect to encounter during the professional discussion.

Security:	
'What security measures are in place where you work?' 'Describe a potential security breach at your workplace and the actions that you would be responsible for overseeing.'	

Staff performance:	
'Tell me about how you manage the performance of your staff.'	

Behaviours:	
'Describe the behaviours that you should demonstrate.' 'What behaviours would you expect to see from your team, and how is this linked to your own behaviour?'	

Highfield
Assessment

Professional discussion criteria

Throughout the professional discussion, the assessor will review the apprentice's competence in all of the criteria outlined below, therefore apprentices should prepare for the professional discussion by considering how the criteria can be met.

The following pages include the **core** criteria that are covered by **all** professional discussions.

Professional discussion criteria	
PD1	Clearly articulate examples from the workplace relevant to evidencing competence across the standard
PD2	Explain why it is essential to instil the importance of company vision, values, empowerment and following procedures to staff
PD3	Provide examples of how staff are managed effectively, including motivation and development of teams and individuals
PD4	Provide reasoned examples of how the aviation department operates efficiently
PD5	Explain the importance of keeping up to date with current industry regulations and provide examples of how this has been achieved
PD6	Provide an overview of how the aviation department meets the needs of the business and customer
PD7	Provide evidence to show they have been part of the effective planning and review in the team
PD8	Describe how the aviation department meets regulatory requirements
PD9	Evidence effective day to day management of the team/department and how these lead to customer satisfaction and ensure business performance
PD10	Provide an effective evaluation of own performance, including behaviours, identifying where opportunities for improvement have been taken and results thereof evaluated
PD11	Demonstrate how feedback has been sought from managers and stakeholders and how this has been effectively dealt with

Safety	
CS1	Manage safety within their area of responsibility, ensuring staff are compliant with safety requirements in aviation environments

Highfield
Assessment

Security

CS2	Manage aviation security in their own area of operations, ensuring team members follow organisational procedures and that accurate reporting and recording of information is completed

Compliance & Legislation

CS3	Manage compliance with legislation, aviation procedures and regulations within own area of responsibility

Airport Operations

CS6	Manage their own area of responsibility to meet the needs of the wider organisation, ensuring that the needs of the site, customers, visitors and service users are met in adherence to business operational procedures and requirements

Staff Performance

CS9	Effectively manage all aspects of own staff's performance, including: • recruitment • performance reviews • learning and development • discipline • grievance • industrial relations

Behaviours

BE4	Promote and instil the values of the organisation to all colleagues
BE5	Encourage integrity and accountability within team, leading by example
BE6	Seek and provide feedback to manage continuous development of self, team and processes
BE7	Be vigilant and proactive in embedding a safe, secure and compliant working culture

The following pages include the criteria that are covered during the **aircraft handling manager** professional discussion.

Manage and coordinate airside handling team members, assets and vehicles - air cargo handling equipment (ACHE)	
AHS4	Manage resources effectively to ensure the efficient running of department in line with organisational procedures

The following pages include the criteria that are covered during the **aircraft movement manager** professional discussion.

Manage an airside movements team	
AMS2	Manage the planning of the required amount of resources according to aircraft type and environment in line with client, aviation environment and organisational requirements and standards, within required timescales

The following pages include the criteria that are covered during the **fire service watch manager** professional discussion.

Manage an on-duty fire service watch	
FSS1.2	Maintain fire service workplace activities to meet requirements while maintaining healthy, safe and productive working conditions, including takeover/handover of a duty watch

The following pages include the criteria that are covered during the **flight operations manager - air traffic control (ATC)** professional discussion.

Manage a flight operations team - ATC	
FAS2	Manage the planning of the required amount of resources, including the allocation of work to meet the departmental aims

The following pages include the criteria that are covered during the **flight operations manager - operations** professional discussion.

Planning	
FOS3.2	In the event of accident, incident or emergency, select an appropriate diversion air field

Manage a flight operations team	
FOS4	Manage the planning and allocation of resources to ensure safe and effective operation of the department in line with objectives and service standards

The following pages include the criteria that are covered during the **passenger operations manager** professional discussion.

Travel documentation	
POS1.1	Manage travel documentation to ensure compliance with organisational and legal regulations
POS1.2	Investigate service failures and errors, recommending/taking appropriate action and liaising with stakeholders, including monitoring of systems and procedures, reports on failures and rejected travellers