

WORK SKILLS MANUAL for AIRPORT OPERATIONS



November, 2018

FINAL REPORT

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1. BACKGROUND

A targeted workshop was implemented in 2017 (San Jose, Costa Rica) by Universidad Católica del Uruguay (Catholic University of Uruguay – UCU), for Professional Human Resource staff members of various companies operating airports under concession contracts (members of ACI - LAC) with the goal of incorporating the Methodology of Work Skills Identification and Analysis in order to design specific job profiles and functions for the organizations.

During the current year (Montevideo, Uruguay, 2018), the Workshop for the Identification of Work Skills has as its objective that the participants will complete the identification and descriptions of the corresponding skills for a total of twelve (12) operating positions, based on what was agreed to in the meeting of the Human Resources Committee of ACI - LAC during the current year in Panama, where the members defined the scope and the organizational chart to incorporate the majority of the positions in a standard description of the area of Operations of the airports which are members of the Association.

2. OBJECTIVE AND SCOPE

The development of the present report reflects, therefore, the charge given by ACI - LAC to identify and define the corresponding work skills for the specific positions at their airports, with the technical guidance of Universidad Católica del Uruguay (UCU).

The roster of positions agreed by the Human Resources Committee of ACI - LAC for this study derived completely from the area of provision of Airport Services, and includes the following twelve (12) positions: Chief of Operations, Air Side Operations Manager, Air Side Operations Assistant, Passenger Services Manager, Passenger Services Assistant, Land Side Operations Manager, Land Side Operations Assistant, Security Manager, Security Assistant, Cargo Manager, Cargo Assistant, and the Director of Operational Security (**Figure 01**).

The title “Manager” for a position implies supervisory functions for individuals within the sector (and this is included for the purpose of identifying and developing the necessary skills for these intermediate positions such as Supervisor, Section Manager, Coordinator, among others). The overall position in charge in some companies may be designated as Director, since the names and responsibilities and their representation within an organizational chart are always the result of policy decisions within each company. In the case of the Assistants, this includes a wide range of position titles for positions which do not have supervisory responsibilities, among others, Assistant, Operator or Operations Specialist, and Analyst.

Given the time frame foreseen for carrying out the proposed work, some sectors have been excluded, though they may be developed at a future time. This is the case for the areas of Maintenance and for Firefighting and Rescue Services (FRS).

WORK SKILLS for AIRPORT OPERATIONS

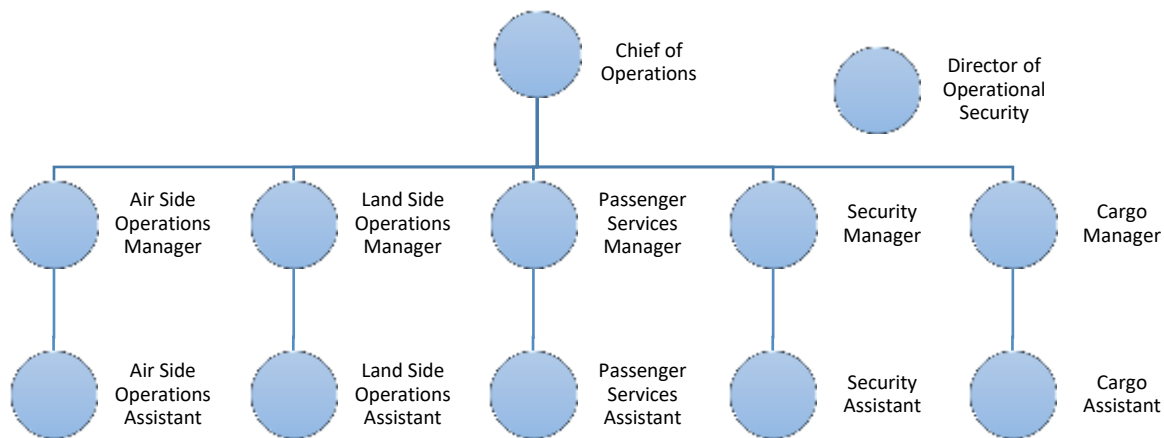


Figure 01
Relationship of positions selected for the identification of their work skills
(Source: Human Resources Staff Meeting ACI – LAC)

3. REGULATORY FRAMEWORK

The present work is framed under the proposal of the requesting organization, ACI - LAC, which is the regional office for the Airports Council International (ACI), representing the interests of airport operators in Latin America and the Caribbean.

ACI - LAC has as its purpose to provide support in order to *make airport systems safe, stable, efficient, and environmentally friendly*.

The identification of work skills presented in this document is based in every case on the requirements and recommendations of the applicable regulations (current national regulations, or the Latin American Aeronautical Regulations (LAR) – numbers 139 and 153, or the equivalent documentation from the International Civil Aviation Organization (ICAO).

Similarly, this work is based on the assumption that the incumbent airports in this analysis comply with all recommendations of the ICAO, and, as a result, have completed the process of certification for each airport, or are in the process of doing so.

4. THEORETICAL FRAMEWORK¹

The theoretical framework for this work has been selected based on a *functionalist* approach. This is based on the purpose of the organization, following through on the identification of the necessary functions to achieve that goal, until identifying the basic elements in terms of expected outcomes.

A work skill, for the purposes of this report, is the ability to effectively carry out a work task which can be identified and evaluated based on a pre-determined standard of performance.

It is necessary to coordinate and mobilize a wide variety of stable and organized resources: knowledge, skills, attitudes, and values in order to satisfactorily respond to the demands of a work demand.

¹ Additional information may be found in the summary bibliography at the end of this report.

In addition, there is a distinction between the *technical skills* required to fulfill each function within the organization, and those which are known as *cross-cutting skills*. These skills go beyond the normal division of labor and refer to the way in which the first class of skills are put into play. These cross-cutting skills are related to interpersonal development and are closely linked to the values of the organization. As a consequence, these may change from one organization to another, based on the context, the different options, or the specific emphasis on a particular type of values or attitudes.

Having a reliable and relevant system for the identification of the work skills required may have multiple impacts in the management of the company.

On the one hand, it increases the precision, quality, transparency, and predictability of management practices of individuals in their primary responsibilities (Design of Position Profiles, Recruitment and Selection, Training and Development, Performance Evaluation, Work Planning, Negotiation, among others). On the other hand, it may lead, in the case of a subsequent *certification* of skills, to a notable improvement in the utilization of the staff, and in their motivation based on the recognition of their knowledge and abilities, and the achievement of a management approach which is completely compatible with other certifications (Quality Management, Environmental Security).

Therefore, in the framework of the current *knowledge economy*, the adoption of a work skills approach in the management of personnel may contribute to the implementation of an organizational Knowledge Management System which includes all of the key variables in the management of knowledge within the company. This assumes that the company not only has training processes in place, but also has the necessary tools for risk reduction based on the loss of knowledge resulting from staff attrition, mechanisms for communicating improved practices, error management, or systems for process innovation.

5. METHODOLOGICAL FRAMEWORK

The process of skill identification, carried out under the general methodology of the workshop, followed a series of steps in its implementation.

The first of those was the establishment of a *technical baseline* for the participants. This was done in order that all of the responsible team members would have similar ideas, concepts, and definitions regarding the work skills approach for personnel management, and would share a common strategy to follow and become committed to achieving the proposed objectives.

A second phase which was accomplished has been the *methodological training* of the team members. The goal here was to achieve that all of the participants would be able to manage the functional analysis methodology in order to identify skills and, at the same time, use those in the different sub-processes for personnel management (development of specific position profiles for the company, adjustments to future processes for knowledge management and skills-based performance evaluations, among others).

Finally, the team has applied the relevant methodology in order to identify and describe the skills for the selected positions. This required the implementation of two (2) working sessions each week between the months of April through November, 2018, resulting in more than 100 effective hours for the review of documents, analysis, discussion, workplace observation, and editing of the various versions of the report.

The team responsible for this work consisted of permanent members (technical staff from the companies and professors from the University) and participants from the different airport areas where the individual positions which were analyzed are working.²

In order to be consistent with the theoretical framework which was adopted, the methodology of functional analysis was used for the identification of the work skills included for the selected positions.

In order to follow this procedure, using a deductive approach, the different productive functions were disaggregated, acknowledging the value added of each relevant function, until the specific functions carried out by an individual were identified (**Figure 02**).

² The roster of participants is attached as an Annex to this report.

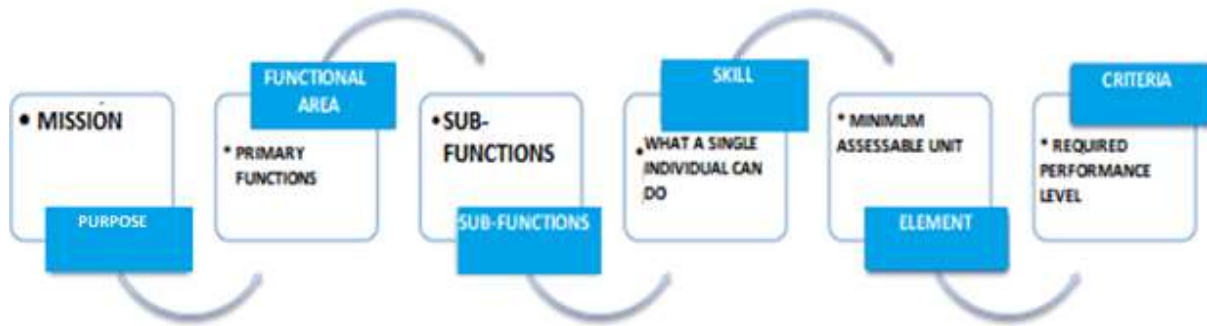


Figure 02
Diagram of the procedure for functional analysis for the identification of work skills
(Source: Created by the author)

The *purpose* of the organization is defined as its reason for existing, which is to say, its permanent mission in concrete terms over and above any circumstantial goals and objectives.

That is followed by the definition of the *major functions* through which the purpose of the organization is achieved. In order to define these, the methodological question is asked: **What must be done in order to achieve the primary purpose?** And this same question - What must be done in order to achieve what was defined in the previous level? -, is asked systematically, which allows us to progress in the functional analysis through the *specific functions*, until arriving at a certain level of a deductive process (or the “branches” of the functional tree), with that function which can be carried out by an individual person. This is the level of *work skill*.

The skill is the minimum certifiable unit of significance with value in the workplace, and should be described in terms of the expected outcome.

Similarly, those skills which are considered to be cross-cutting skills, that is to say, primarily applicable to all members of the organization, therefore involving universal approaches and attitudes, have been integrated into the technical skills for each work position.

Once the work skill has been identified, the process of disaggregation continues, describing the elements which make up each one of the skills. These elements become the minimum units for evaluation and shall be written in a way that incorporates their *performance criteria*.

Each individual performance criteria indicates the requirements which allow for the evaluation of whether or not this skill can be identified in the individual worker.

Each skill consists of a number of elements, and each element has a number of performance criteria.

The different levels of the functional tree will then make up the functional map of the organization (**Figure 03**).

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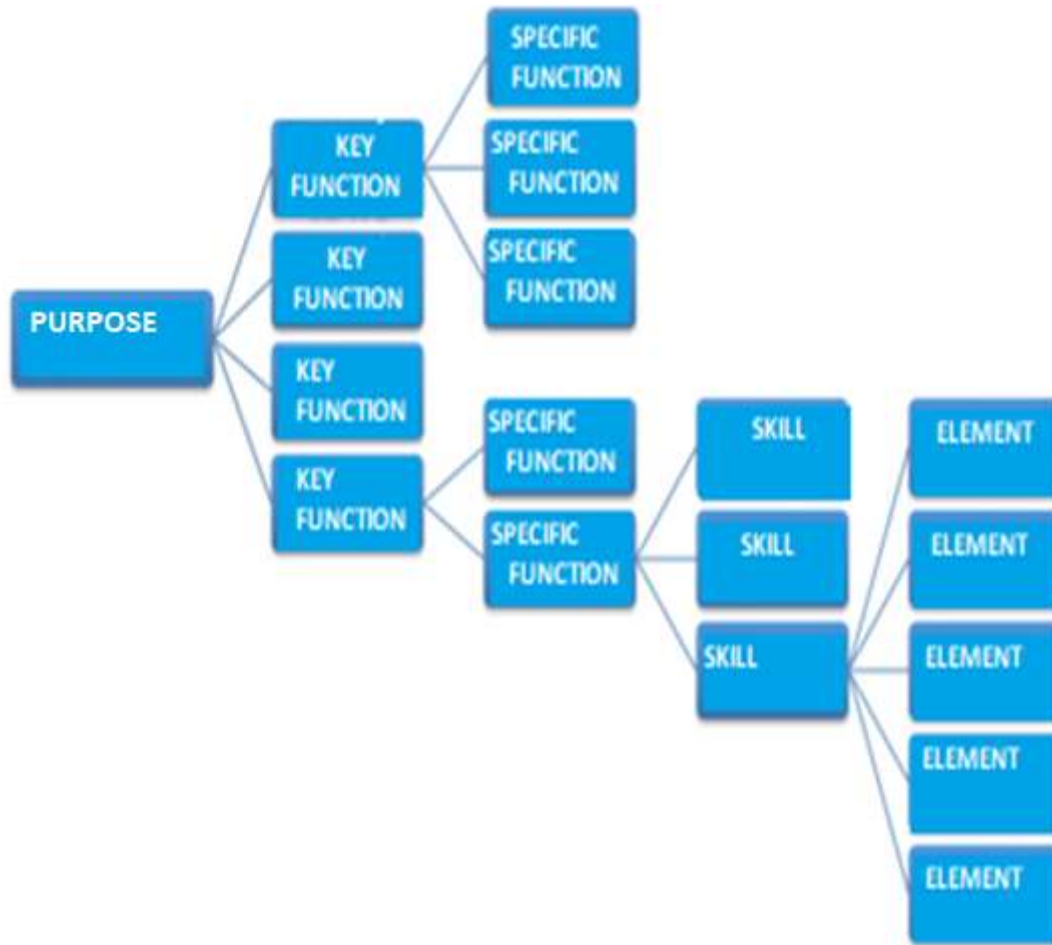


Figure 03
Example of a Functional Map
(Source: Created by the author)

6. FUNCTIONAL MAP OF AN AIRPORT

Within the context presented by the theoretical, methodological, and regulatory frames of reference which have been presented, the next step was to proceed to define, in agreement with the Human Resources Committee of ACI - LAC, the *main purpose* of an airport in the following terms:

Provide safe, stable, and efficient airport services which are compatible with the natural environment and which meet the needs of the stakeholders, in order to facilitate the connectivity of the country (passenger and cargo services) supporting economic and social development in a sustainable manner.

Based on this initial definition, the respective functions and sub-functions which are necessary to comply with the purpose were identified.

There were three (3) large key functions defined: *produce services, market the services, and manage the business*. The analysis was further advanced following solely on the line (indicated on the map) corresponding to *produce services*, describing three (3) sub-functions through which this key function is satisfied: *provide airport services, provide airport security services, and provide services to the customer*.

Each of these three (3) sub-functions has been divided, in turn, into other more specific components. This is shown in "column 4" of the functional map, which is to say, the fourth level of disaggregation of the tree or functional map (**Figure 04**).

The sub-function entitled, provide airport services, is composed of: *provide services for the airport infrastructure, and provide services for aircraft*.

The sub-function entitled, *provide airport security services*, is sub-divided into: *provide airport security services (security)*, and *provide operational security (safety)*.

The sub-function entitled, *provide services to customers* is separated by attention to different types of "customers" in: *cargo services, passenger services, services to the general public, and to other customers* (airline companies, government organizations which share the airport facilities, concession and permit holders, general aviation services, and those involved with advertising spaces) (**Figure 04**).

The descriptions of the fifth and sixth levels of analysis are presented under the headings of the identification of the coded skills.

The progressive dis-aggregation led to the identification of work skills for the individuals involved in the positions previously selected, their underlying elements, and the corresponding performance criteria. This was achieved, in the majority of the sectors, in the spaces corresponding to levels 7, 8, and 9 (columns on the functional map).

It should be emphasized that, in the concrete applications of these skill descriptions in the different airports, it may be necessary to make adjustments or adaptations which reflect the specific characteristics of each organization.

Similarly, it should be kept in mind, the key functions entitled *Market the Services* and *Manage the Business* have remained outside of the scope of this present study. The first function would include inserting the service into the marketplace, including the different business units, and the management of marketing and sales of the various services, among others. *Manage the Business* is understood to include all of the administrative and management functions, from the strategic resources of the head office to the management of the different functional areas, including support functions (finance, human resources, logistics, etc.).

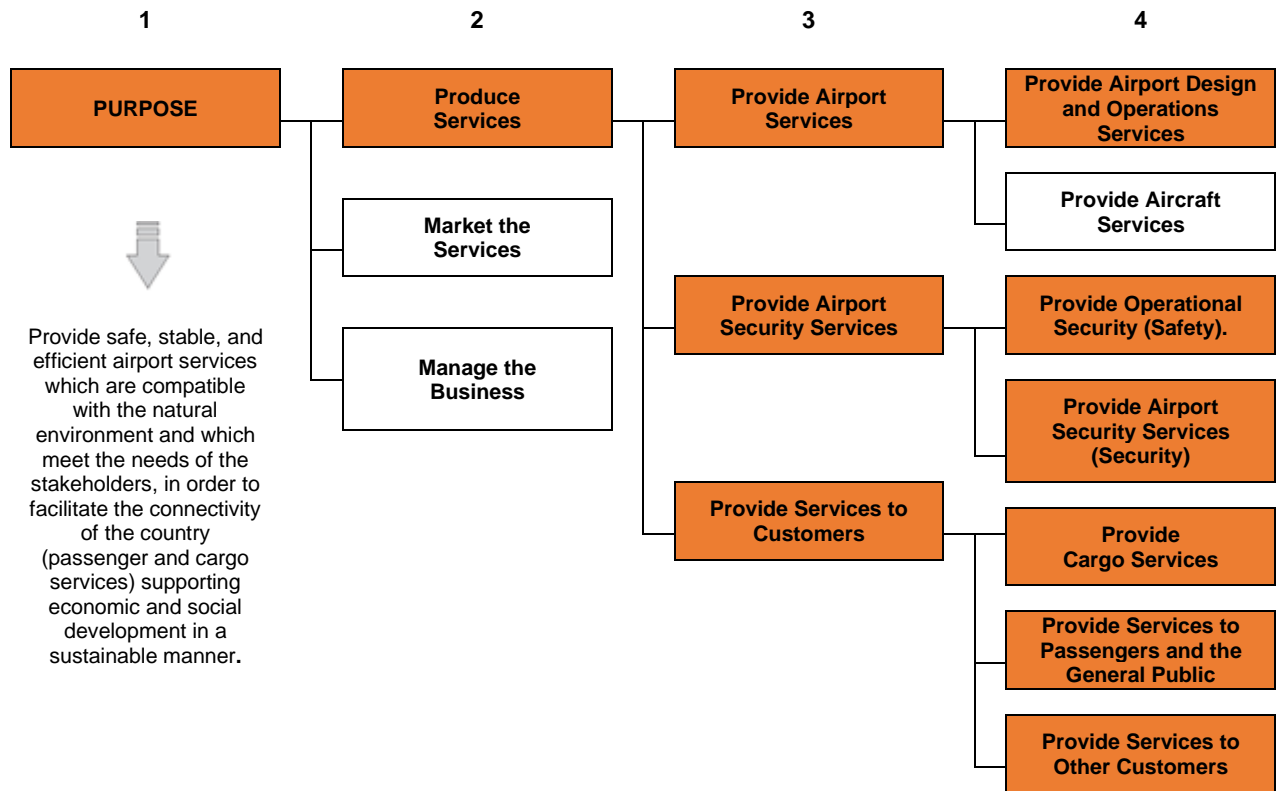


Figure 04
Partial Functional Map (Columns 1 through 4) of an Airport
(Source: Created by the author)
(The rectangles colored in orange are further developed in this report)

7. DESCRIPTION AND CODIFICATION OF SKILLS, ELEMENTS, AND CRITERIA

The following describes the skills identified (minimum verifiable units), including a three (3) digit identification code, a title, and a description for each one.

This is followed by each one of these skills being divided into a series of elements which make up that skill (minimum assessable units), numbered in relation to each skill, with an indication of the number of elements which make up that skill.

Finally, at the greatest level of dis-aggregation, the performance evaluation criteria corresponding to each element are listed (which permits the evaluation of whether or not that element is present in the individual). The code for each of these criteria includes as a prefix the relevant numbers of the skill and element to which it pertains, separated by backslashes.

For example:

Skill 036 – Develop management procedures for service in cargo areas

DESCRIPTION

Develop the procedures, protocols, and management forms for service in cargo areas, in order to achieve safe and efficient management of the areas, with the goal of satisfying the needs of producers, exporters, importers, and the logistics community in general.

Skill Code 036	Element 1 of 2 (E 036/001)
<p>The individual will be capable of designing and implementing the preliminary draft projects, final projects, protocols, forms, or management procedures for cargo services regarding the receiving, storage, processing, custody, and delivery of cargo, planning the execution, supervision, and evaluation of the activities which make up the process, in accordance with the relevant regulatory framework, policies, quality standards, safety, security, and any services defined by the organization.</p> <p>Performance criteria for the element</p> <p>The individual will be deemed competent when the procedure:</p> <p>036\01\01 Specifies the purpose and the objectives, the method and the occasions in which it should be applied by the affected staff, their responsibilities, and the intervention or impacts on other stakeholders.</p> <p>(Other criteria follow)</p>	

Provision of Airport Services

Precedes in the Functional Map:

1. **Purpose:** *Provide safe, stable, and efficient airport services which are compatible with the natural environment and which meet the needs of the stakeholders, in order to facilitate the connectivity of the country (passenger and cargo services) supporting economic and social development in a sustainable manner.*
2. **Produce Services:** *Develop and operate safe, stable, and efficient airport services compatible with the natural environment and meeting the needs of the stakeholders.*

The following are then developed:

3. **Provide Airport Services:** Provide safe, stable, efficient, and certifiable airport services (infrastructure and aircraft) which are compatible with the natural environment.
4. **Provide Airport Design and Operation Services,** taking into account the requirements of the applicable regulations and the expectations of the stakeholders.
5. **Prepare and organize** the design and operation services of the airport to be implemented and supervised, taking into account the requirements of the current applicable regulations (current national regulation or LAR – Latin American Aeronautical Regulations – numbers 139 and 153, or the equivalent document of the ICAO – International Civil Aviation Organization).
6. **Prepare and update the Airport Manual,** taking into account the requirements of the current applicable regulations (current national regulation or LAR – Latin American Aeronautical Regulations – numbers 139 and 153, or the equivalent document of the ICAO – International Civil Aviation Organization).
7. Level of skills.
8. Level of skill elements.
9. Level of performance criteria.

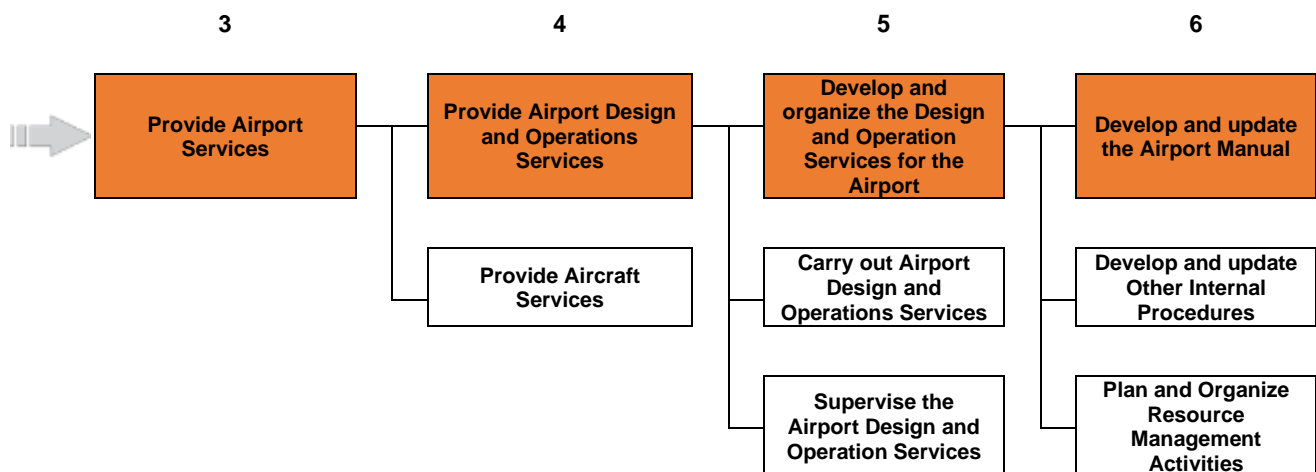
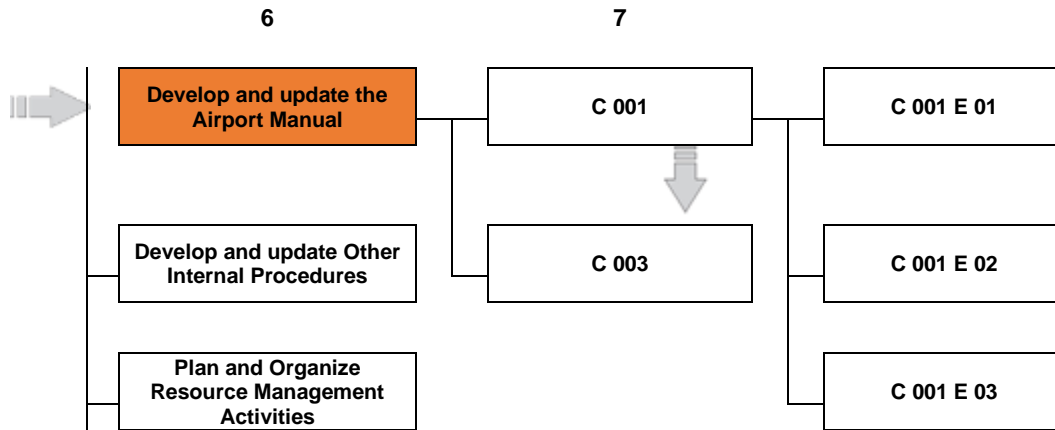


Figure 05
Partial Representation of the Functional Map: Airport Services (Columns 3 through 6)
(Source: Created by the author)

Skill 001 - Prepare the airport manual

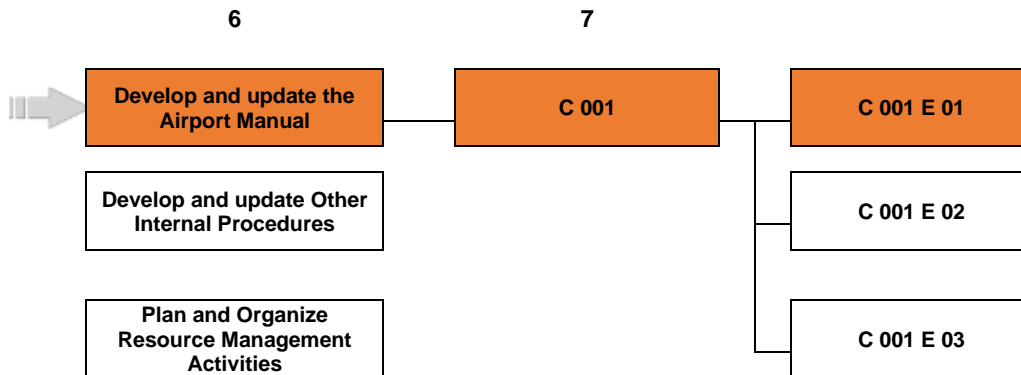
DESCRIPTION



Compile, oversee, and process all of the necessary documentation for the development of the airport manual in order to comply with the requirements of Airport Certification paying attention to what is required in the applicable regulations (current national regulation or LAR – Latin American Aeronautical Regulations – numbers 139 and 153, or the equivalent document of the ICAO – International Civil Aviation Organization).

Skill 001

Element 1 of 3 (Code E 001/01)



The individual will be capable of **collecting, consolidating, and submitting to the Responsible Executive** the required documentation by the Airport Manual which shall be provided by the responsible parties of each area, for the development of the component parts, paying attention to what is required in the applicable regulations (current national regulation or LAR – Latin American Aeronautical Regulations – numbers 139 and 153, or the equivalent document of the ICAO – International Civil Aviation Organization).

Performance criteria for the element

The individual is deemed competent when:

001/01/01 He/she has collected **all** of the required information, which includes:

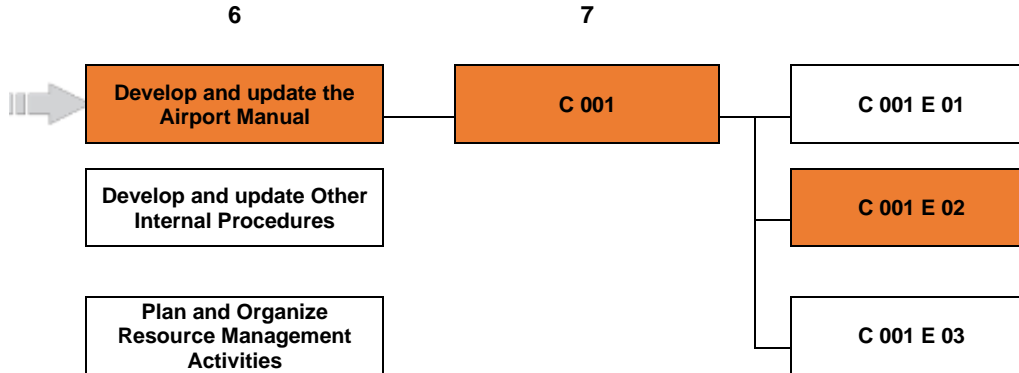
- **General information** (property deeds and/or concession contracts, appointments of those responsible for the airport).
- **Procedures** (Operational standards for notifications at the airport, for Access to the taxiways, for the Fire and Rescue Services, for the Inspection of the taxiways, for Maintenance of the audio-visual and electrical systems, for Maintenance within the taxiways, for Operational Security of the infrastructure, for Apron Management and operational security, for vehicle Control, for airport Operations under reduced visibility conditions, and for the Protection of the radar and radio control installations).
- **Maps and Plans** (Topographic Maps, overall facility plan, Longitudinal Profile, plan of critical Locations, Surface Plan showing limits or obstacles, Plans for the configuration of the illumination system)
- **Data and Studies** (Magnetic Declination, Runway Profile, Coefficient of Friction).
- **Visual Aids** (Signage Plan for the movement area, Electrical Diagram for illumination circuits and the power grid).
- **Radio Assistance, Meteorological Systems, Letters of Understanding** with third parties.
- **Plans and Programs** (Airport Emergency Plan, Plan for the Transfer of Idle Aircraft, Wildlife Management Program, Maintenance Program, Personnel Training Program).
- **Operational Security Management System** (SMS).

001/01/02 **Verify the compatibility and consistency** of the different inputs and proposals in order to achieve consistent and unified development of the overall document.

001/01/03 Implement each of the preliminary draft projects in such a way as to meet the deadlines required for them, compatible with the demands of the authority and the needs of the organization, and providing along with the document text, the basic corresponding supporting documentation and providing the Responsible Executive with advice and guidance as required.

Skill 001

Element 2 of 3 (Code E 001/02)



The individual shall be capable of completing the final revision and editing of the preliminary draft project and submitting it to the Responsible Executive, following the format established in the applicable regulations (current national regulation or LAR – Latin American Aeronautical Regulations – numbers 139 and 153, or the equivalent document of the ICAO – International Civil Aviation Organization).

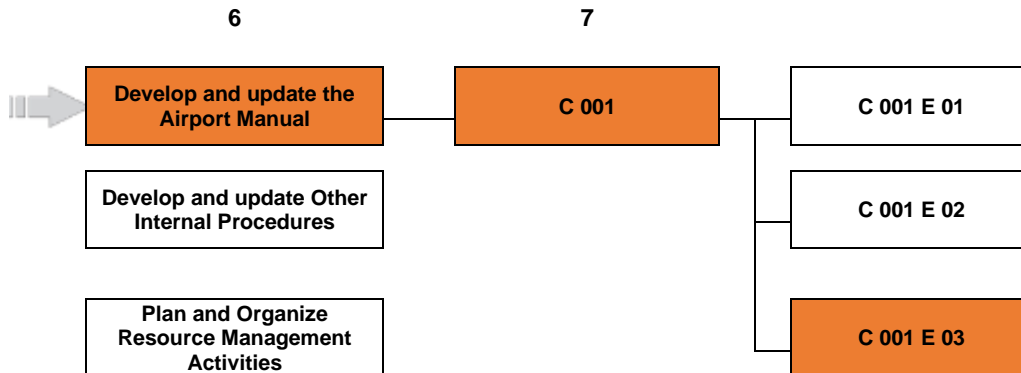
Performance criteria for the element

The individual is deemed competent when:

- 001/02/01 He/she is able to express the purpose and objectives of the manual, in such a way that they can be applied by operations personnel and other stakeholders, indicating the names and functions of the responsible individuals for notification of changes, their telephone numbers during and after working hours of normal operations of the airport, along with the addresses and telephone numbers, provided by the Airport Authority, of the office where changes shall be notified as required.
- 001/02/02 Verifies that the final draft of the airport manual includes all of the required documentation in accordance with its category: General information (property deeds and/or concession contracts, appointments of those responsible for the airport). Procedures (Operational standards for notifications at the airport, for Access to the taxiways, for the Fire and Rescue Services, for the Inspection of the taxiways, for Maintenance of the audiovisual and electrical systems, for Maintenance within the taxiways, for Operational Security of the infrastructure, for Apron Management and operational security, for vehicle Control, for airport Operations under reduced visibility conditions, and for the Protection of the radar and radio control installations). Maps and Plans (Topographic Maps, overall facility plan, Longitudinal Profile, plan of critical Locations, Surface Plan showing limits or obstacles, Plans for the configuration of the illumination system). Data And Studies (Magnetic Declination, Runway Profile, Coefficient of Friction). Visual Aids (Signage Plan for the movement area, Electrical Diagram for illumination circuits and the power grid). Radio Assistance, Meteorological Systems, Letters of Understanding with third parties. Plans and Programs (Airport Emergency Plan, Plan for the Transfer of Idle Aircraft, Wildlife Management Program, Maintenance Program, Personnel Training Program). Operational Security Management System (SMS).
- 001/02/03 Presents the document with numbered pages without changes, a format which makes it easy to read, comprehend, and review, and providing a system to record the registration, review, and any amendments to the pages.

Skill 001

Element 3 of 3 (Code E 001/03)



The individual shall be capable of following up on the preliminary draft projects, projects, and documents which make up the airport manual in its different phases, processing changes, exemptions, and amendments, and revisions to the manual, in such a way as to maintain it up to date and current, informing the Responsible Executive of any required operations throughout the entire process.

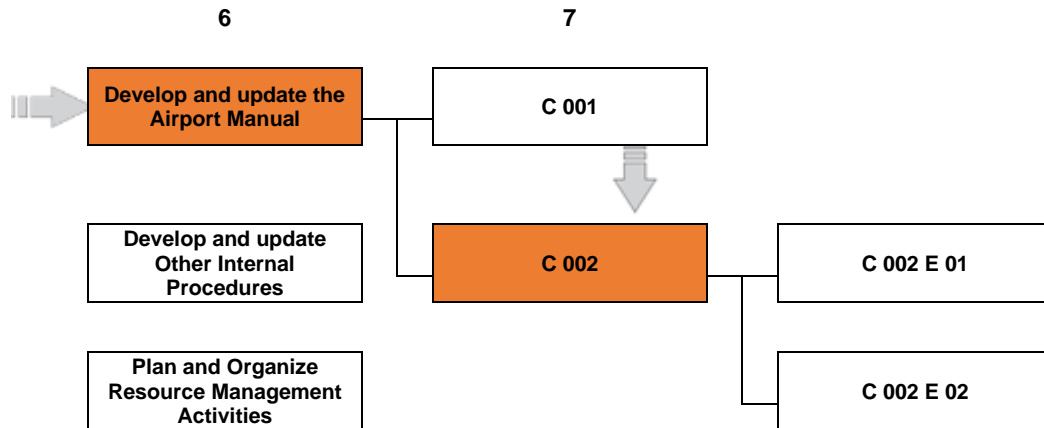
Performance criteria for the element

The individual is deemed competent when:

- 001/03/01 He/she **Finds solutions** for incorporating any suggestions received, responding to any notifications from the Civil Aviation Authority regarding the need to incorporate new requirements or raising observations which may be necessary throughout each step of the process.
- 001/03/02 **Takes the initiative** in the event of new requirements from the organization for technical changes in order to adapt the manual to the changing realities.
- 001/03/03 **Meets all deadlines** required for each phase of the process, in accordance with the requirements of the Authority and the needs of the organization, paying special attention to the expiration dates of all documentation.

Skill 002 - Prepare the procedure for communicating airport conditions

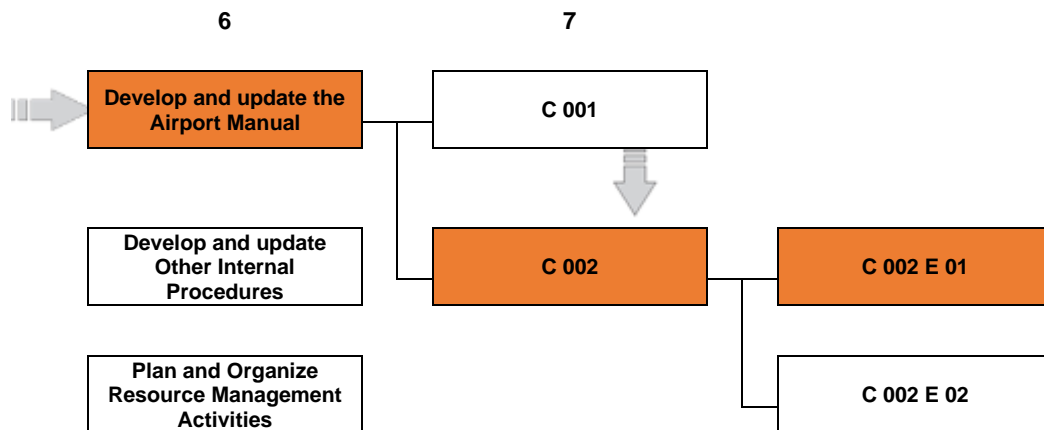
DESCRIPTION



Prepare the preliminary draft project for the **procedure for communicating airport conditions** to the aviation community, in order to assure safe operations, while meeting all of the applicable regulations (current national regulation or LAR – Latin American Aeronautical Regulations – numbers 139 and 153, or the equivalent document of the ICAO – International Civil Aviation Organization).

Skill 002

Element 1 of 2 (Code E 002/01)

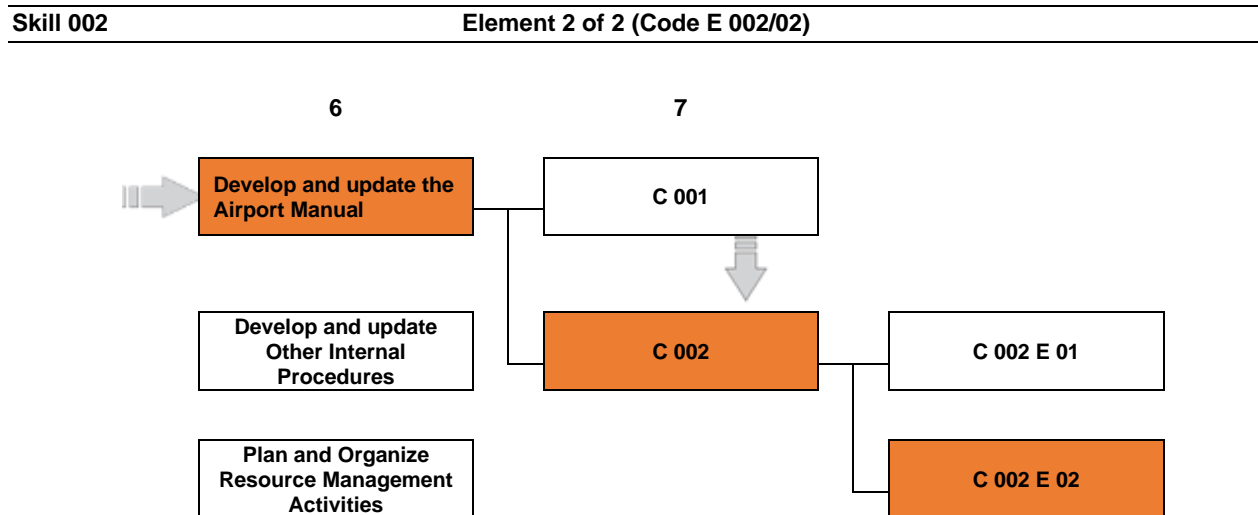


The individual will be able to **submit** the preliminary draft project for the procedure for communicating airport conditions, following what is recommended in the applicable regulations (current national regulation or LAR – Latin American Aeronautical Regulations – numbers 139 and 153, or the equivalent document of the ICAO – International Civil Aviation Organization).

Performance criteria for the element

The individual is deemed competent when the document:

- 002/01/01 Communicates the purpose and the objectives of the procedure, and the way in which it shall be used by the operations personnel and other stakeholders, indicating the names and the positions of the persons responsible for notifying changes, their telephone numbers during and outside of the normal operational working hours of the airport, and the address and telephone numbers, provided by the Aeronautics Authority, of the office where any such changes shall be reported.
- 002/01/02 Considers whether this involves permanent information (Aeronautical Information Publication – AIP) or temporary (Notice to Airmen – NOTAM).
- 002/01/03 Is presented with numbered pages without changes, in a format which incorporates the expected technical terminology, is easy to read, comprehend, and review, and providing a system to record the registration, review, and any amendments to the pages.



The individual will be capable of **carrying out** the preliminary draft project for the Procedure for Communicating Airport Conditions, processing any changes, exemptions, and amendments, and revisions to the procedure, in such a way as to maintain it up to date and current and taking into account the requirements of the applicable regulations (current national regulation or LAR – Latin American Aeronautical Regulations – numbers 139 and 153, or the equivalent document of the ICAO – International Civil Aviation Organization).

Performance criteria for the element

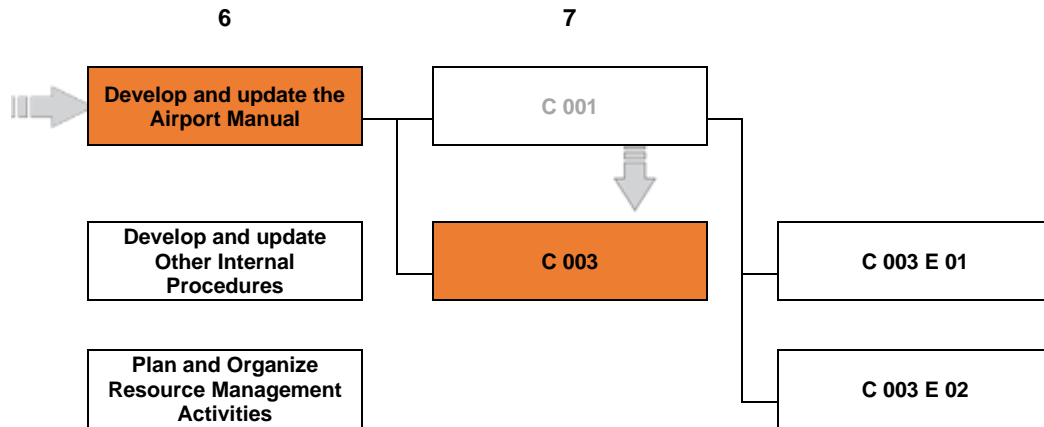
The individual is deemed competent when:

- 002/02/01 He/she meets the required deadlines for submittal, compatible with the demands of the authority and the needs of the organization, taking into account especially the expiration dates for the documentation.

- 002/02/02 Accompanies the document text with the corresponding supporting documentation, offering any necessary guidance and advice.
- 002/02/03 Identifies solutions based on suggestions received, following the recommendations of the civil aviation authority regarding the need to incorporate new requirements, makes relevant observations at each stage of the process, as well as taking the initiative in responding to new needs of the organization or adaptation to changes in technology.

Skill 003 - Prepare the procedure for access to the movement area

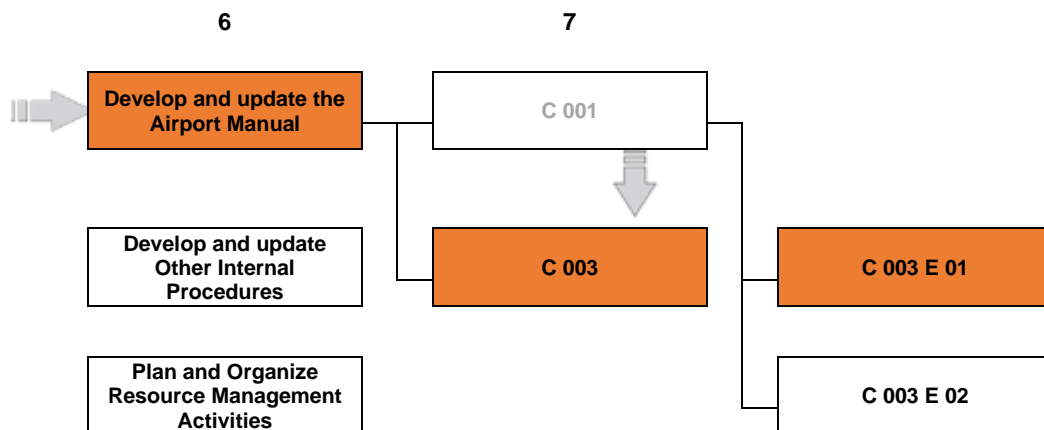
DESCRIPTION



Prepare the preliminary draft project for the **Procedure for Access to the Movement Area** with the goal of preventing intrusions (entry of unauthorized persons or vehicles) taking into account what is required in the current national regulations or in the LAR (Latin American aeronautical Regulations) number 139 and appendix 17 of the Agreement on International Civil Aviation.

Skill 003

Element 1 of 2 (Code E 003/01)

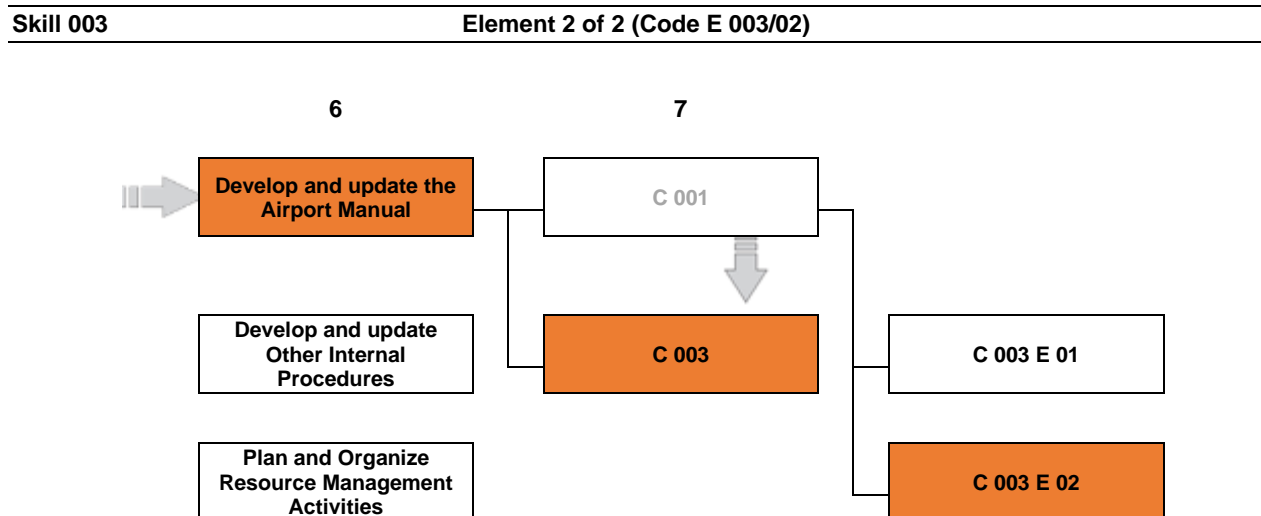


The individual will be capable of preparing the preliminary document for the Procedure for Access to the Movement Area, taking into account the requirements of the applicable regulations (current national regulation or LAR – Latin American Aeronautical Regulations – numbers 139 and 153, or the equivalent document of the ICAO – International Civil Aviation Organization).

Performance criteria for the element

The individual is deemed competent when the document:

- 003/01/01 Defines the procedures for obtaining permission for access issued by the competent authority, with the distinction between temporary and permanent access passes.
- 003/01/02 Includes all of the conditions and characteristics to be met by authorized vehicles entering into the movement area.
- 003/01/03 Defines all individuals and the corresponding responsibilities for processing access authorizations.
- 003/01/04 Establishes the training required so that authorized persons may gain access to the movement area.
- 003/01/05 Is issued with numbered pages without changes, in a format which incorporates the expected technical terminology, is easy to read, comprehend, and review, and provides a system to record the registration, review, and any amendments to the pages.



The individual will be capable of **submitting** the preliminary draft procedure for Access to the Movement Area, processing changes, exemptions, amendments, and revisions to the procedure, in order to maintain it up to date and current, taking into account the requirements of the applicable regulations (current national regulation or LAR – Latin American Aeronautical Regulations – numbers 139 and 153, or the equivalent document of the ICAO – International Civil Aviation Organization).

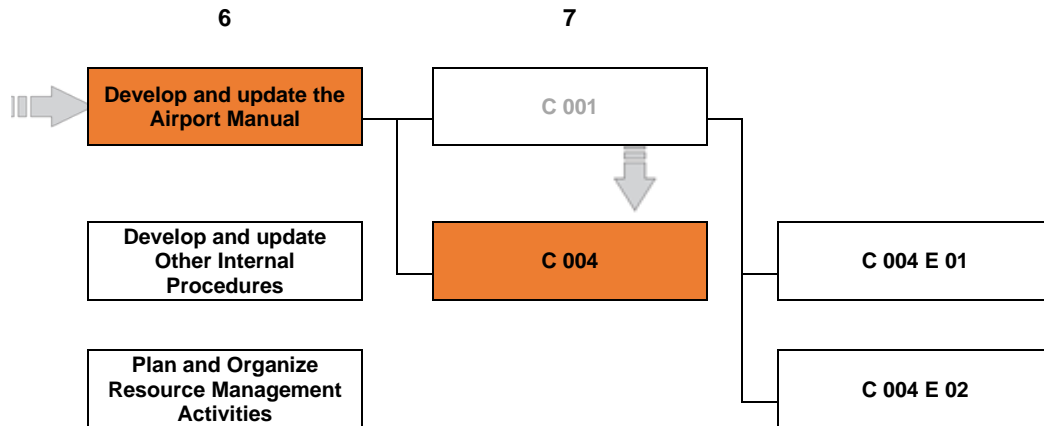
Performance criteria for the element

The individual is deemed competent when:

- 003/02/01 He/she meets all deadlines required for the submittal, consistent with the requirements of the relevant Authority and the needs of the organization, taking into account especially the expiration dates of the documentation.
- 003/02/02 Accompanies the document text with the corresponding supporting documentation, offering any necessary guidance and advice.
- 003/02/03 Identifies solutions based on suggestions received, following the recommendations of the Civil Aviation Authority regarding the need to incorporate new requirements, makes relevant observations at each stage of the process, as well as taking the initiative in responding to new needs of the organization or adaptation to changes in technology.

Skill 004 – Prepare the Emergency Plan

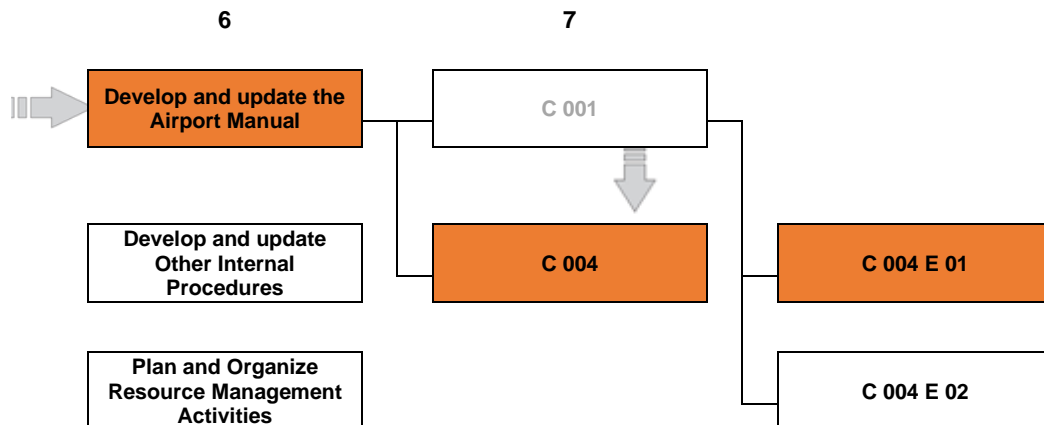
DESCRIPTION



Prepare the preliminary **Emergency Plan** for the airport with the goal of coordinating the activities of airport services with the activities of other organizations from surrounding communities that may help respond to an emergency which occurs at the airport or in nearby areas, taking into account the requirements of the applicable current national regulations or the LAR (Latin American Aeronautical Regulations) numbers 139 and 153, or the equivalent document of the ICAO (International Civil Aviation Organization).

Skill 004

Element 1 of 2 (Code E 004/01)



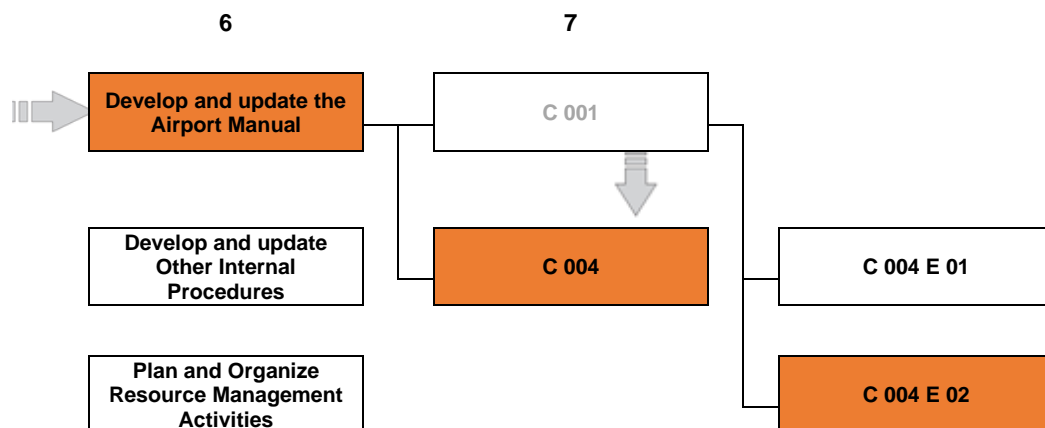
The individual will be capable of **preparing** the preliminary emergency plan for the airport taking into account the requirements of the applicable regulations (current national regulation or LAR – Latin American Aeronautical Regulations – numbers 139 and 153, or the equivalent document of the ICAO – International Civil Aviation Organization).

Performance criteria for the element

The individual is deemed competent when the document:

- 004/01/01 Includes the emergencies which might take place at an airport or in the vicinity, including structural fires, bomb threats (on aircraft or airport structures), aircraft hijacking, medical emergencies, public health emergencies, accidents or incidents within the airport, taking into account other occurrences which are prior to, simultaneous, or subsequent to the emergency.
- 004/01/02 Indicates the names and functions of the responsible individuals for the emergency plan, their telephone numbers during and outside of the normal operating work hours of the airport.
- 004/01/03 Ensures that the structure of the emergency plan is consistent with the emergency plans of other airports, allowing, at the same time, the adaptation of different situations which occur in emergencies.
- 004/01/04 Ensures that the emergency plan is realistic, verifying the operational effectiveness of the plan through periodic drills, as established in current regulations.
- 004/01/05 Establishes linkages with other emergency plans (in the case of a city where there is more than one airport), with the disaster plan for the local city, and with other entities.
- 004/01/06 Develops letters of agreement to ensure the participation of all existing entities within the airport and the neighboring communities which may assist in dealing with a current emergency.
- 004/01/07 Ensures periodic verification to determine whether the plan is adequate and analyzes the outcomes of the verification in order to improve the plan's effectiveness through the development of any required training activities, which are acceptable to the Civil Aviation Authority.

Skill 004	Element 2 of 2 (Code E 004/02)
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The individual will be capable of **submitting** the preliminary Emergency Plan for the airport, processing changes, exemptions, amendments, and revisions to the procedure, in order to maintain it up to date and current, taking into account the requirements of the applicable regulations (current national regulation or LAR – Latin American Aeronautical Regulations – numbers 139 and 153, or the equivalent document of the ICAO – International Civil Aviation Organization).

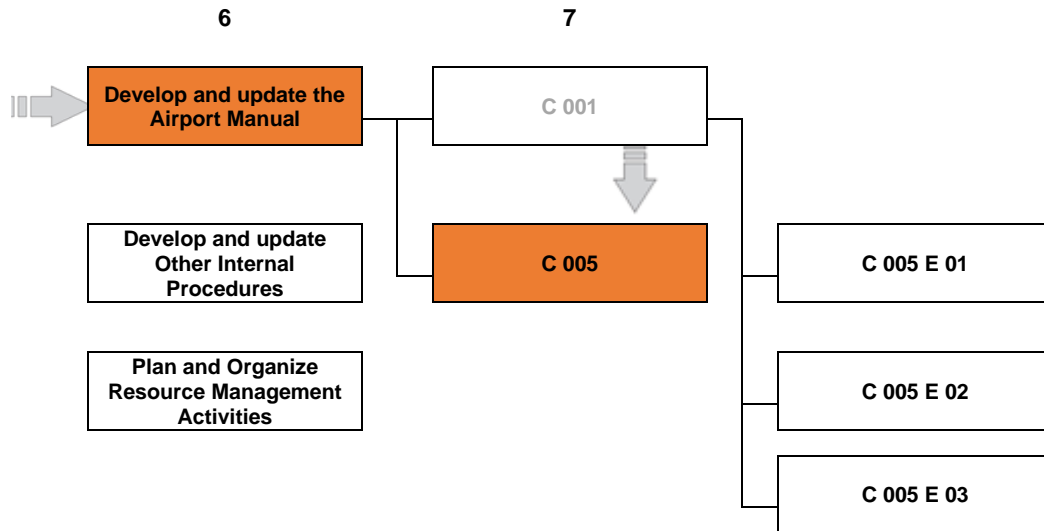
Performance criteria for the element

The individual is deemed competent when:

- 004/02/01 He/she meets all deadlines required for the submittal, consistent with the requirements of the relevant Authority and the needs of the organization, taking into account especially the expiration dates of the documentation.
- 004/02/02 Accompanies the document text with the corresponding supporting documentation, offering any necessary guidance and advice.
- 004/02/03 Identifies solutions based on suggestions received, following the recommendations of the Civil Aviation Authority regarding the need to incorporate new requirements, makes relevant observations at each stage of the process, as well as taking the initiative in responding to new needs of the organization or adaptation to changes in technology.

Skill 005 - Prepare the procedure for Fire and Rescue Services

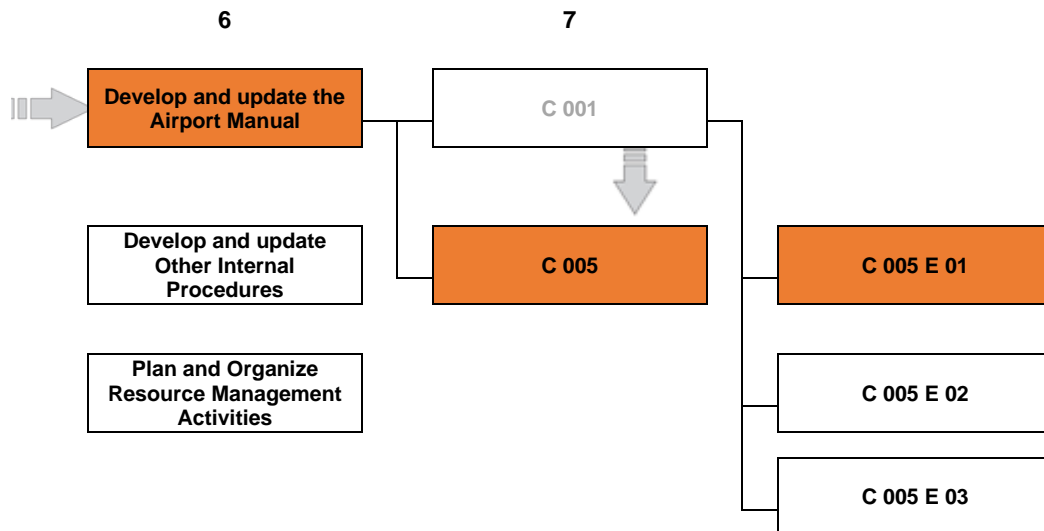
DESCRIPTION



Prepare the preliminary draft procedure for **Fire and Rescue Services**, taking into account the requirements of the applicable regulations (current national regulation or LAR – Latin American Aeronautical Regulations – numbers 139 and 153, or the equivalent document of the ICAO – International Civil Aviation Organization).

Skill 005

Element 1 of 3 (Code E 005/01)

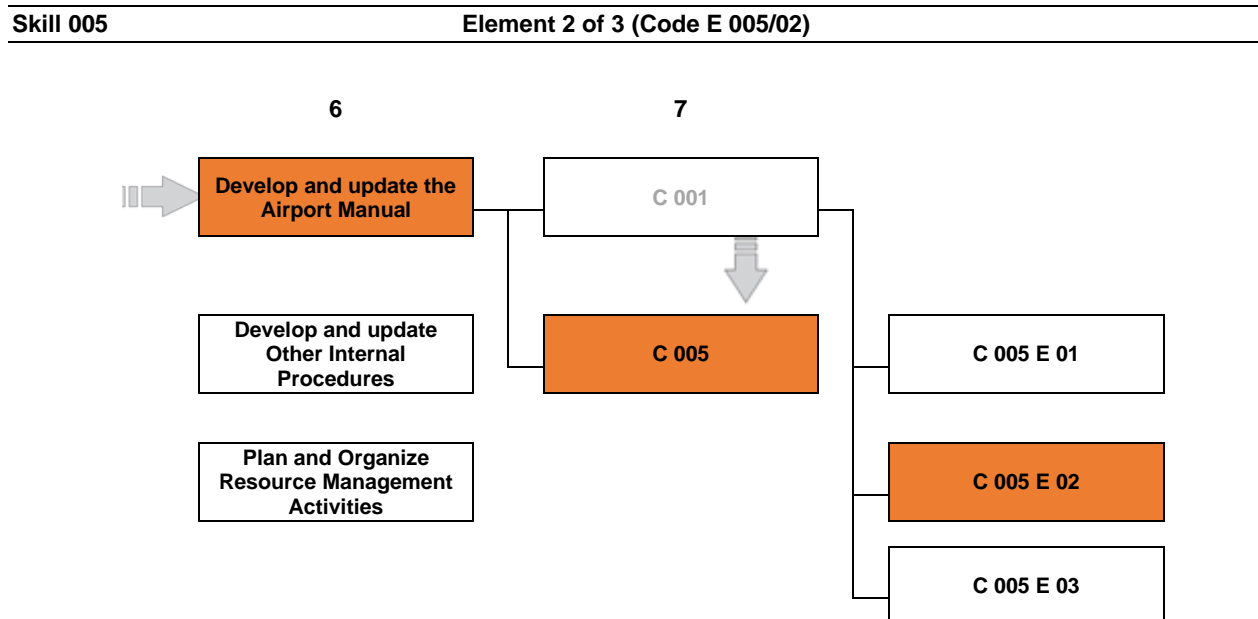


The individual will be capable of preparing the preliminary draft procedure for Fire and Rescue Services, taking into account the requirements of the applicable regulations (current national regulation or LAR – Latin American Aeronautical Regulations – numbers 139 and 153, or the equivalent document of the ICAO – International Civil Aviation Organization).

Performance criteria for the element

The individual is deemed competent when the document:

- 005/01/01 Includes all facilities, equipment, personnel, training, and procedures to satisfy the requirements of fire and rescue activities, including the names and functions of the individuals responsible for each one of them.
- 005/01/02 Develops the internal procedures to inform the airport operator regarding any changes in the category of the airport in respect to protection levels on the part of the Fire and Rescue Services.
- 005/01/03 Designs the maintenance program for Fire and Rescue Services equipment
- 005/01/04 Is presented with numbered pages without changes, in a format which incorporates the expected technical terminology, is easy to read, comprehend, and review, and provides a system to record the registration, review, and any amendments to the pages.



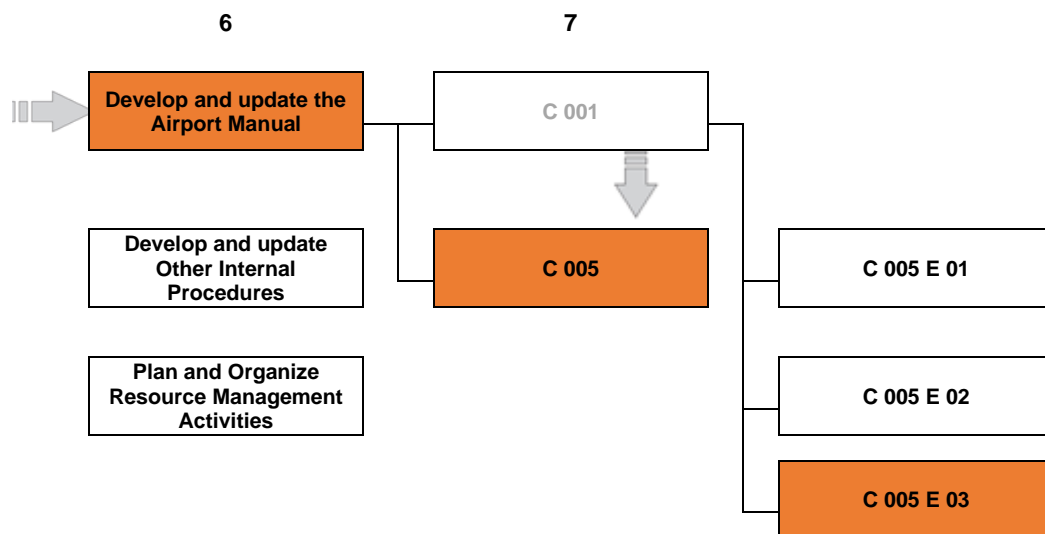
The individual will be capable of **submitting** the preliminary draft procedure for Fire and Rescue Services, processing changes, exemptions, amendments, and revisions to the procedure, in order to maintain it up to date and current, taking into account the requirements of the applicable regulations (current national regulation or LAR – Latin American Aeronautical Regulations – numbers 139 and 153, or the equivalent document of the ICAO – International Civil Aviation Organization).

Performance criteria for the element

The individual is deemed competent when:

- 005/02/01 He/she meets all deadlines required for the submittal, consistent with the requirements of the relevant Authority and the needs of the organization, taking into account especially the expiration dates of the documentation.
- 005/02/02 Accompanies the document text with the corresponding supporting documentation, offering any necessary guidance and advice.
- 005/02/03 Identifies solutions based on suggestions received, following the recommendations of the Civil Aviation Authority regarding the need to incorporate new requirements, makes relevant observations at each stage of the process, as well as taking the initiative in responding to new needs of the organization or adaptation to changes in technology.

Skill 005	Element 3 of 3 (Code E 005/03)
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The individual will be capable of **developing a training program** to provide the personnel of the Fire and Rescue Services with the physical training and technical knowledge required to effectively carry out Fire and Rescue Services aboard aircraft.

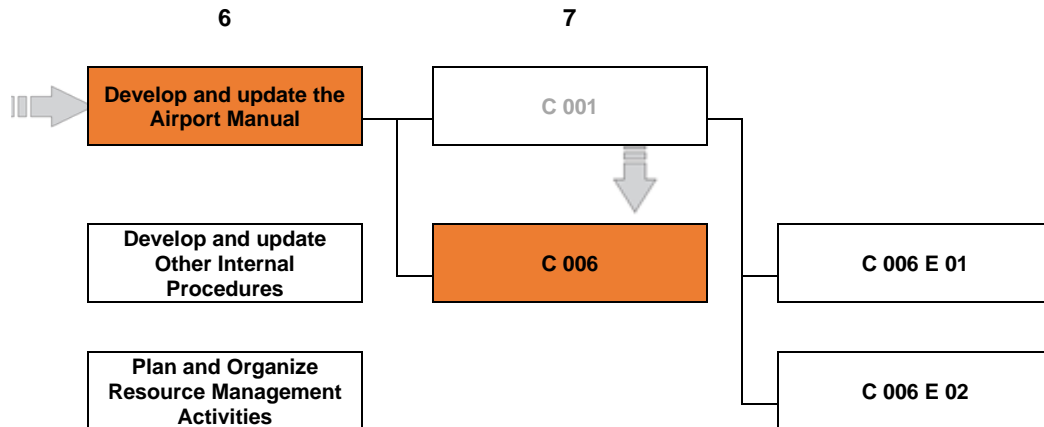
Performance criteria for the element

The individual is deemed competent when the document:

- 005/03/01 Includes at a minimum instructions regarding human reaction and understanding in the operation of equipment and coordination for dealing with specialized and recurring emergencies.
- 005/03/02 Maintains individualized and updated records regarding instruction and training for each Fire and Rescue Services (FRS) staff member, and these records shall be available to the Civil Aviation Authority (CAA) whenever they are requested.
- 005/03/03 Ensures that the curriculum for training of fire and rescue service personnel includes initial training as well as on-going training and refresher courses which include at least the following aspects:
- Familiarization with the airport.
 - Familiarization with aircraft and their systems.
 - Safety measures for fire and rescue staff members.
 - Emergency communications systems within the airport, including alarms related to fires aboard aircraft.
 - Equipment and firefighting and rescue tools available at the airport.
 - Fire extinguishing agents and chemicals.
 - Emergency evacuation procedures for aircraft.
 - Personnel protective equipment (PPE) and respiratory protection.
 - Adaptation and utilization of standard firefighting equipment for firefighting and rescue in fires aboard aircraft.
 - Fire truck and rescue vehicle operations and firefighting.
 - Firefighting operations in aircraft.
 - Airport emergency plan.
 - Human Factors/Response.
 - Live fire training, including fires fed by fuel under pressure.
 - Basic and advanced life support – CPR (Cardiopulmonary resuscitation).
 - Emergency response dealing with hazardous materials.

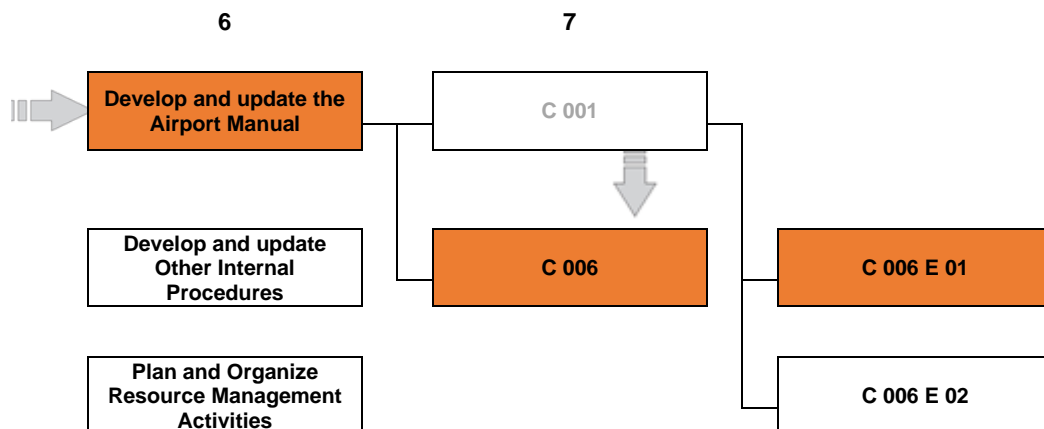
Skill 006 - Prepare the procedure for the inspection of the movement area and obstacle limitation surfaces

DESCRIPTION



Prepare the preliminary document for the **Procedure for the inspection of the movement area and obstacle limitation surfaces** taking into account the requirements of the applicable regulations (current national regulation or LAR – Latin American Aeronautical Regulations – numbers 139 and 153, or the equivalent document of the ICAO – International Civil Aviation Organization).

Skill 006	Element 1 of 2 (Code E 006/01)
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The individual will be capable of **preparing** the preliminary draft project for the Procedure for the inspection of the movement area and obstacle limitation surfaces, taking into account the requirements of the applicable regulations (current national regulation or LAR – Latin American Aeronautical Regulations – numbers 139 and 153, or the equivalent document of the ICAO – International Civil Aviation Organization).

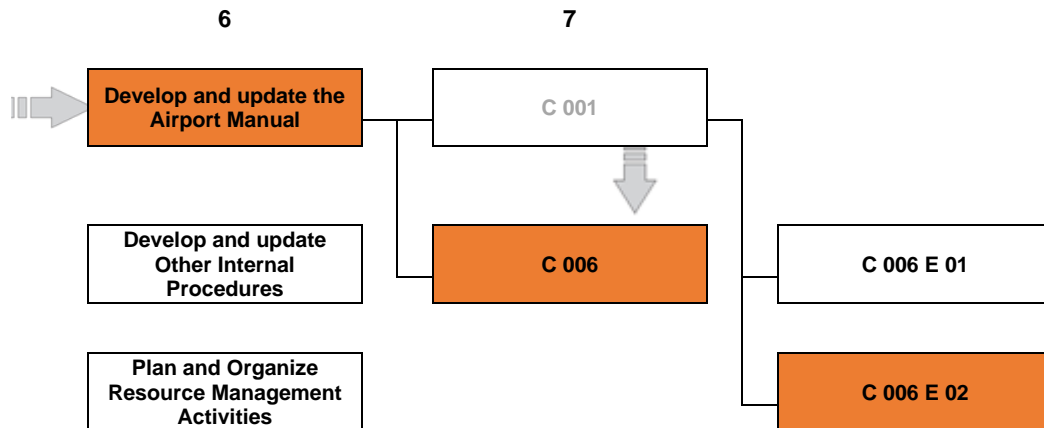
Performance criteria for the element

The individual is deemed competent when the document:

- 006/01/01 Communicates the purpose and the objectives of the procedure, and the way in which it should be used by the operations personnel and other stakeholders, including the names and the positions of the persons responsible for carrying out inspections and notifying regarding any changes.
- 006/01/02 Includes the Inspection of conditions and objects in the movement area and the measurement of the coefficient of friction of the runway.
- 006/01/03 Provides for regular inspection of the movement area and the functioning of all of its facilities in order to:
- Determine and provide relevant information regarding the runway or any part of the runway which may be slippery or wet, including the coefficient of friction, in order to advise whether the runway is too slick in accordance with specifications of the Civil Aviation Authority (CAA).
 - Evaluate the presence of water on the runway surface, as well as the measurements of the coefficient of friction on the runway following an event.
 - Advise regarding the resistance of the different pavement areas and the utilization of a pavement area by an aircraft that has an Aircraft Classification Number (ACN) greater than that permitted by the established Pavement Classification Number (PCN).
 - Notify the offices of the air transit service (ATS) and the aeronautical information management (AIM) system regarding any significant changes in the protection levels available at the airport from the Fire and Rescue Services (FRS).
 - Evaluate the impact that any such changes could cause in operational safety for airport operations.
 - Ensure that all elements installed in the border area of the runway comply with the requirements for interchangeability and with the height restrictions in place for equipment and facilities.
- 006/01/04 Specify the required inspection of fences or barriers at the airport and for the facilities and ground services located outside of the airport, including drainage, conduits, and tunnels; and ensure that these comply with the physical characteristics and illumination requirements specified in the applicable regulations (current national regulation or LAR – Latin American Aeronautical Regulations – numbers 139 and 153, or the equivalent document of the ICAO – International Civil Aviation Organization).
- 006/01/05 Specify the minimum unbroken level of communication with air traffic control during an inspection.
- 006/01/06 Ensure the on-going updating of the inspections registry book, its location and the person responsible, as well as the notification of the outcomes of inspections and the adoption of corrective measures and follow-up in order to ensure the prompt correction of any unsecure conditions.
- 006/01/07 Indicate the frequency and times for inspections, the list of inspection verifications, the names and functions of the persons responsible for carrying out inspections, and their telephone numbers during work hours and outside of work hours.
- 006/01/08 Schedule inspections and notifications with sufficient regularity, regarding the operating conditions of the movement area and Obstacle Limitation Surfaces (OLS) when the placement and functioning of visual and non-visual navigation aids is affected by objects below the Obstacle Limitation Surface or where there are obstacles above the Obstacle Limitation Surface located outside of the Obstacle Limitation Surface areas.

006/01/09 Is presented with numbered pages without changes, in a format which incorporates the expected technical terminology, is easy to read, comprehend, and review, and providing a system to record the registration, review, and any amendments to the pages.

Skill 006 **Element 2 of 2 (Code E 006/02)**



The individual will be capable of **submitting** the preliminary draft procedure for the inspection of the movement area and obstacle Limitation surfaces, processing changes, exemptions, amendments, and revisions to the procedure, in order to maintain it up to date and current, taking into account the requirements of the applicable regulations (current national regulation or LAR – Latin American Aeronautical Regulations – numbers 139 and 153, or the equivalent document of the ICAO – International Civil Aviation Organization).

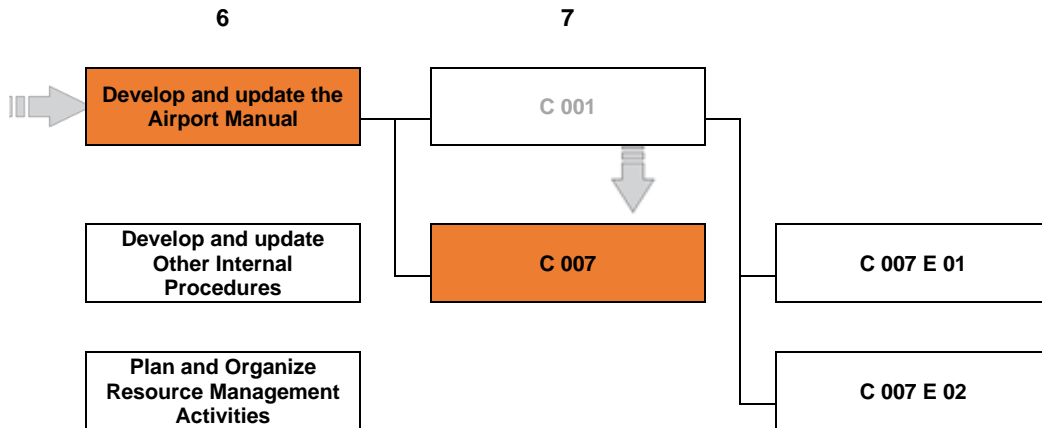
Performance criteria for the element

The individual is deemed competent when:

- 006/02/01 He/she meets all deadlines required for the submittal, consistent with the requirements of the relevant Authority and the needs of the organization, taking into account especially the expiration dates of the documentation.
- 006/02/02 Accompanies the document text with the corresponding supporting documentation, offering any necessary guidance and advice.
- 006/02/03 Identifies solutions based on suggestions received, following the recommendations of the Civil Aviation Authority regarding the need to incorporate new requirements, makes relevant observations at each stage of the process, as well as taking the initiative in responding to new needs of the organization or adaptation to changes in technology.

Skill 007 - Prepare the procedure for the maintenance of visual aids and the electrical system of the airport

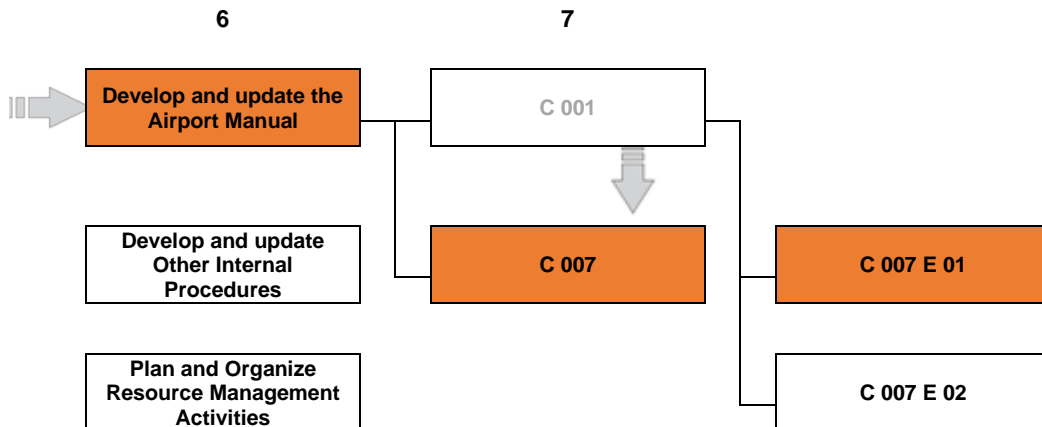
DESCRIPTION



Prepare the preliminary draft project for the procedure for the maintenance of the visual aids and the electrical system of the airport, taking into account the requirements of the applicable regulations (current national regulation or LAR – Latin American Aeronautical Regulations – numbers 139 and 153, or the equivalent document of the ICAO – International Civil Aviation Organization).

Skill 007

Element 1 of 2 (Code E 007/01)



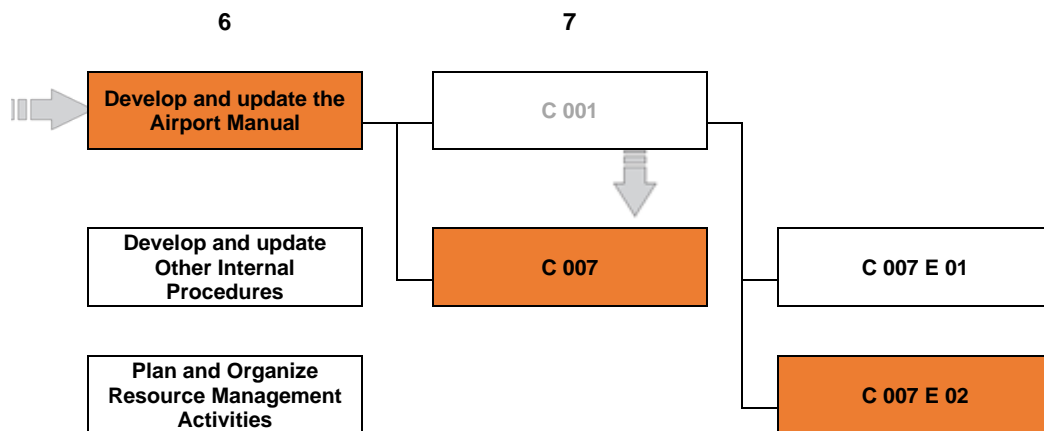
The individual shall be capable of **preparing** the preliminary draft project for the procedure for the maintenance of visual aids and the electrical system of the airport, taking into account the requirements of the applicable regulations (current national regulation or LAR – Latin American Aeronautical Regulations – numbers 139 and 153, or the equivalent document of the ICAO – International Civil Aviation Organization).

Performance criteria for the element

The individual is deemed competent when the document:

- 007/01/01 Communicates the purpose and the objectives of the procedure, and the way in which it should be used by the operations personnel and other stakeholders, indicating the names, functions, and telephone numbers of the individuals responsible for carrying out the inspections and reporting any changes.
- 007/01/02 Specifies the inspections, maintenance, and notifications regarding the operational status of the guide and control system for surface movement (Surface Movement Guide and Control System – SMGCS).
- 007/01/03 Includes the prevention of incursions onto the runways or taxiways in service, and collisions in any part of the movement area due to the unauthorized presence of aircraft or vehicles.
- 007/01/04 Establishes an adequate maintenance system, with qualified personnel, who reflect the objectives in terms of the level of maintenance and performance of the visual aids as a part of the on-going preventive maintenance program.
- 007/01/05 Specifies the availability of a sufficient supply of replacement parts, for immediate replacement of any system components when they fail.
- 007/01/06 Indicates the application of a monitoring methodology for the reliability of the illumination system and the detection of any faults based on the type and level of operations of the airport.
- 007/01/07 Is presented with numbered pages without changes, in a format which incorporates the expected technical terminology, is easy to read, comprehend, and review, and providing a system to record the registration, review, and any amendments to the pages.

Skill 007 **Element 2 of 2 (Code E 007/02)**



The individual will be capable of **submitting** the preliminary draft procedure for the maintenance of visual aids and the electrical system of the airport, processing changes, exemptions, amendments, and revisions to the procedure, in order to maintain it up to date and current, taking into account the requirements of the applicable regulations (current national regulation or LAR – Latin American Aeronautical Regulations – numbers 139 and 153, or the equivalent document of the ICAO – International Civil Aviation Organization).

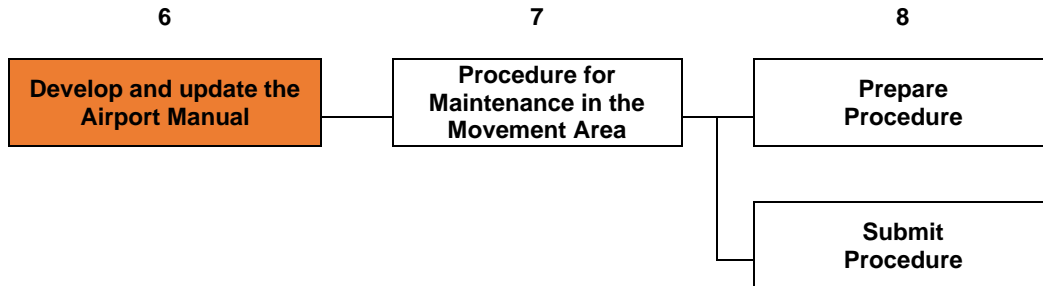
Performance criteria for the element

The individual is deemed competent when:

- 007/02/01 He/she meets all deadlines required for submittal, consistent with the requirements of the relevant Authority and the needs of the organization, taking into account especially the expiration dates of the documentation.
- 007/02/02 Accompanies the document text with the corresponding supporting documentation, offering any necessary guidance and advice.
- 007/02/03 Identifies solutions based on suggestions received, following the recommendations of the Civil Aviation Authority regarding the need to incorporate new requirements, makes relevant observations at each stage of the process, as well as taking the initiative in responding to new needs of the organization or adaptation to changes in technology.

Skill 008 - Prepare the procedure for maintenance in the movement area

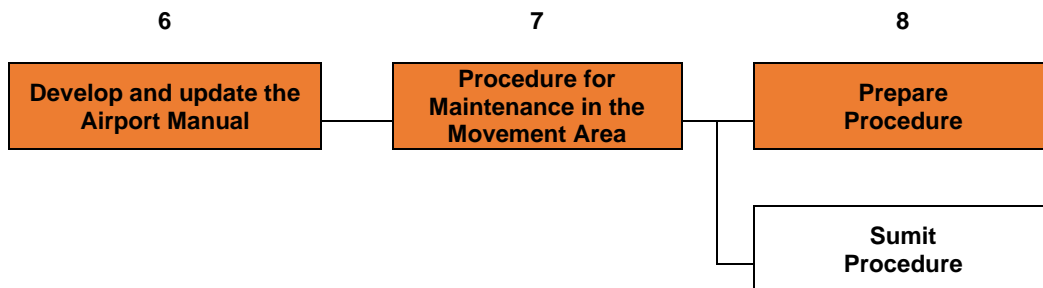
DESCRIPTION



Prepare the preliminary draft procedure for maintenance in the movement area, taking into account the requirements of the applicable regulations (current national regulation or LAR – Latin American Aeronautical Regulations – numbers 139 and 153, or the equivalent document of the ICAO – International Civil Aviation Organization).

Skill 008

Element 1 of 2 (Code E 008/01)



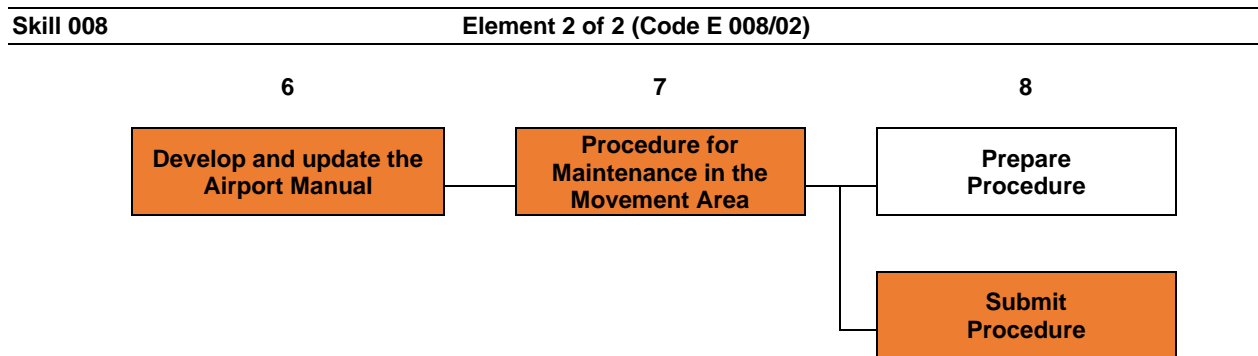
The individual will be capable of **preparing** the preliminary draft procedure for maintenance in the movement area, taking into account the requirements of the applicable regulations (current national regulation or LAR – Latin American Aeronautical Regulations – numbers 139 and 153, or the equivalent document of the ICAO – International Civil Aviation Organization).

Performance criteria for the element

The individual is deemed competent when the document:

- 008/01/01 Communicates the purpose and the objectives of the procedure, and the way in which it should be used by the operations personnel and other stakeholders, including the names, positions, and telephone numbers of the persons responsible for carrying out inspections and for reporting any changes.
- 008/01/02 Includes details regarding the facilities and the procedures for maintenance in the movement area, including the paved areas, runways, taxiways, the shoulder areas of runways and taxiways, and the drainage system for the airport.

- 008/01/03 Specifies the measurement, evaluation, and reporting regarding the level of friction in normal conditions and in the presence of water on the runway.
- 008/01/04 Specifies the markings and their level of reflectivity, in the paved areas of runways, taxiways, and the apron.
- 008/01/05 Includes instructions for removing snow, slush, and ice (if applicable).
- 008/01/06 Foresees processes for the re-opening of runway service, following the re-pavement of runways or when these may be returned to service temporarily prior to completing the process of re-paving and evaluation of the service conditions.
- 008/01/07 Is presented with numbered pages without changes, in a format which incorporates the expected technical terminology, is easy to read, comprehend, and review, and providing a system to record the registration, review, and any amendments to the pages.



The individual will be capable of **submitting** the preliminary draft procedure for maintenance in the movement area processing changes, exemptions, amendments, and revisions to the procedure, in order to maintain it up to date and current, taking into account the requirements of the applicable regulations (current national regulation or LAR – Latin American Aeronautical Regulations – numbers 139 and 153, or the equivalent document of the ICAO – International Civil Aviation Organization).

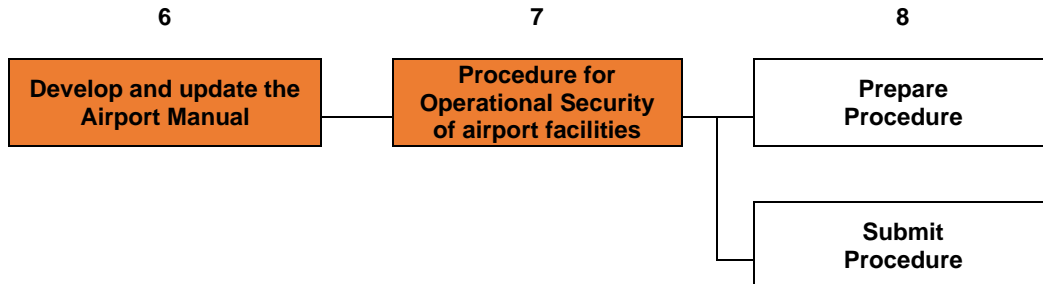
Performance criteria for the element

The individual is deemed competent when:

- 008/02/01 He/she meets all deadlines required for the submittal, consistent with the requirements of the relevant Authority and the needs of the organization, taking into account especially the expiration dates of the documentation.
- 008/02/02 Accompanies the document text with the corresponding supporting documentation, offering any necessary guidance and advice.
- 008/02/03 Identifies solutions based on suggestions received, following the recommendations of the Civil Aviation Authority regarding the need to incorporate new requirements, makes relevant observations at each stage of the process, as well as taking the initiative in responding to new needs of the organization or adaptation to changes in technology.

Skill 009 - Prepare the procedure for Operational Security of airport facilities

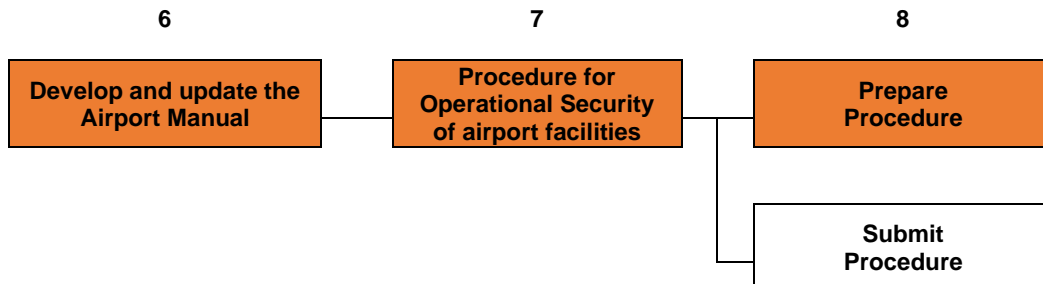
DESCRIPTION



Prepare the preliminary draft procedure for operational security of the works in the airport facilities, taking into account the requirements of the applicable regulations (current national regulation or LAR – Latin American Aeronautical Regulations – numbers 139 and 153, or the equivalent document of the ICAO – International Civil Aviation Organization).

Skill 009

Element 1 of 2 (Code E 009/01)



The individual will be capable of preparing the preliminary draft procedure for operational security of the works in the airport facilities, taking into account the requirements of the applicable regulations (current national regulation or LAR – Latin American Aeronautical Regulations – numbers 139 and 153, or the equivalent document of the ICAO – International Civil Aviation Organization).

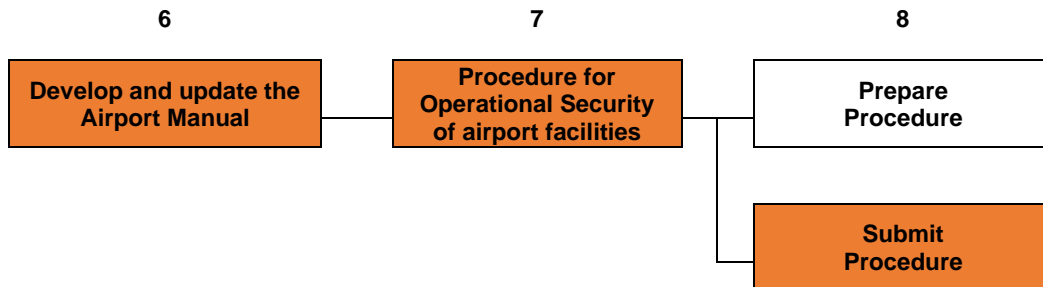
Performance criteria for the element

The individual is deemed competent when the document:

- 009/01/01 Communicates the purpose and the objectives of the procedure, and the way in which it should be used by the operations personnel and other stakeholders, including the names, positions, and telephone numbers of the persons responsible for carrying out inspections and for reporting any changes.
- 009/01/02 Identifies those responsible for carrying out the work.
- 009/01/03 Specifies the companies which are contracted for the work and their respective responsibilities.

- 009/01/04 Includes a division into different stages and specifies the details for each one of the stages of the project, including start and finish dates.
- 009/01/05 Is presented with numbered pages without changes, in a format which incorporates the expected technical terminology, is easy to read, comprehend, and review, and providing a system to record the registration, review, and any amendments to the pages.

Skill 009 **Element 2 of 2 (Code E 009/02)**



The individual will be capable of submitting the preliminary draft procedure for operational security of the works in the airport facilities, processing changes, exemptions, amendments, and revisions to the procedure, in order to maintain it up to date and current, taking into account the requirements of the applicable regulations (current national regulation or LAR – Latin American Aeronautical Regulations – numbers 139 and 153, or the equivalent document of the ICAO – International Civil Aviation Organization).

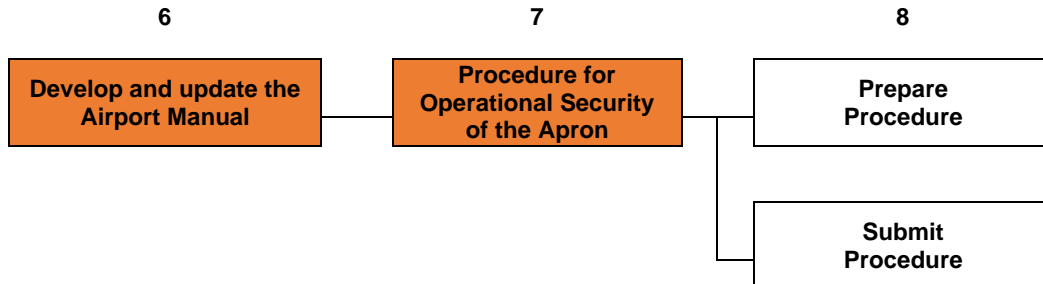
Performance criteria for the element

The individual is deemed competent when:

- 009/02/01 He/she meets all deadlines required for the submittal, consistent with the requirements of the relevant Authority and the needs of the organization, taking into account especially the expiration dates of the documentation.
- 009/02/02 Accompanies the document text with the corresponding supporting documentation, offering any necessary guidance and advice.
- 009/02/03 Identifies solutions based on suggestions received, following the recommendations of the Civil Aviation Authority regarding the need to incorporate new requirements, makes relevant observations at each stage of the process, as well as taking the initiative in responding to new needs of the organization or adaptation to changes in technology.

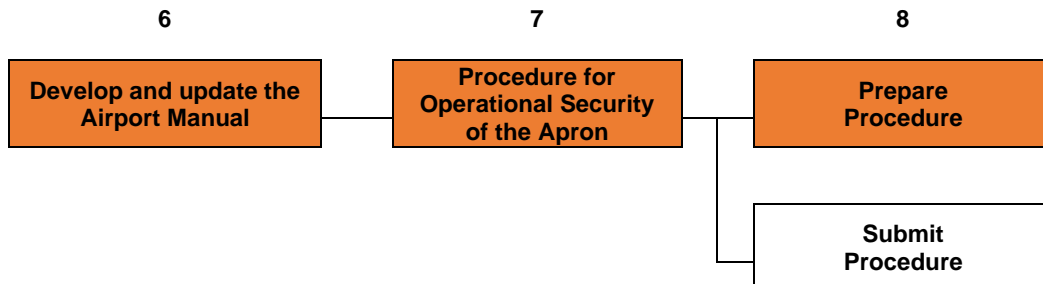
Skill 010 - Prepare the procedure for the management of Operational Security of the apron

DESCRIPTION



Prepare the preliminary draft procedure for management of the apron and management of operational security of the apron, taking into account the requirements of the applicable regulations (current national regulation or LAR – Latin American Aeronautical Regulations – numbers 139 and 153, or the equivalent document of the ICAO – International Civil Aviation Organization).

Skill 010 **Element 1 of 2 (Code E 010/01)**



The individual will be capable of **preparing** the preliminary draft procedure for management of the apron and management of operational security of the apron, as per the requirements of the applicable regulations (current national regulation or LAR – Latin American Aeronautical Regulations – numbers 139 and 153, or the equivalent document of the ICAO – International Civil Aviation Organization).

Performance criteria for the element

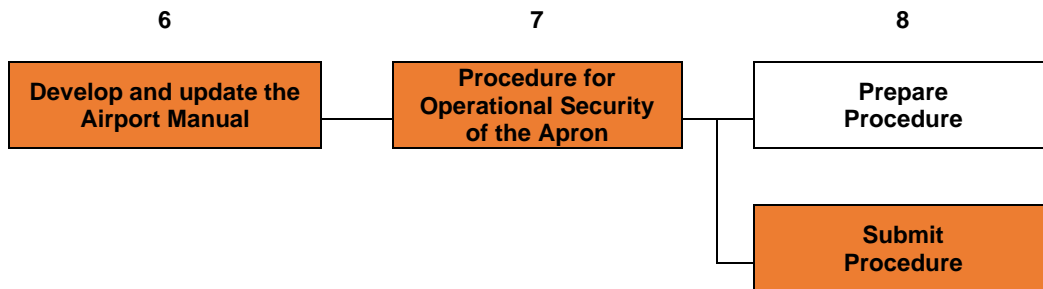
The individual is deemed competent when the document:

- 010/01/01 Communicates the purpose and the objectives of the procedure, and the way in which it should be used by the operations personnel and other stakeholders, including the names, positions, and telephone numbers of the persons responsible for carrying out inspections and for reporting any changes.
- 010/01/02 Specifies directional services on the apron, the movement of individuals, aircraft, vehicles, and radio communications, as well as the restrictions on the circulation of persons and vehicles under poor visibility conditions.

- 010/01/03 Establishes the minimum separation distances for aircraft, and the availability of firefighting equipment and trained personnel for aircraft services on the ground.
- 010/01/04 Establishes protective measures regarding exhaust (turbulence) from jet engines.
- 010/01/05 Specifies the operations for refueling aircraft.
- 010/01/06 Provides for regular sweeping and cleaning of the apron.
- 010/01/07 Indicates the obligation to report all incidents and accidents which occur on the apron.
- 010/01/08 Establishes periodic compliance audits for security standards for all personnel working on the apron.
- 010/01/09 Is presented with numbered pages without changes, in a format which incorporates the expected technical terminology, is easy to read, comprehend, and review, and providing a system to record the registration, review, and any amendments to the pages.

Skill 010

Element 2 of 2 (Code E 010/02)



The individual will be capable of **submitting** the preliminary draft procedure for access to the movement area, processing changes, exemptions, amendments, and revisions to the procedure, in order to maintain it up to date and current, taking into account the requirements of the applicable regulations (current national regulation or LAR – Latin American Aeronautical Regulations – numbers 139 and 153, or the equivalent document of the ICAO – International Civil Aviation Organization).

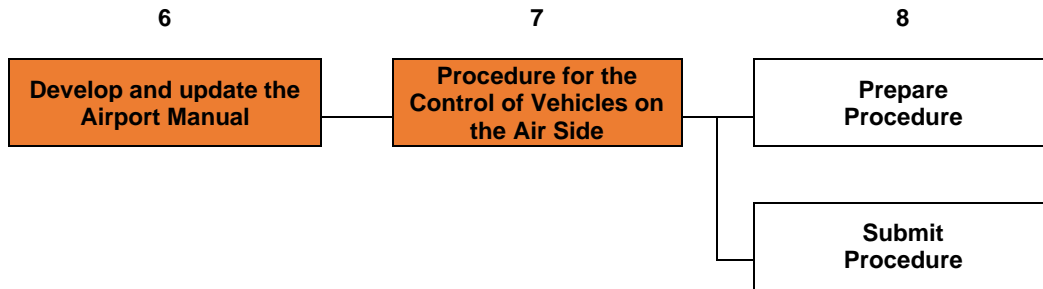
Performance criteria for the element

The individual is deemed competent when:

- 010/02/01 He/she meets all deadlines required for the submittal, consistent with the requirements of the relevant Authority and the needs of the organization, taking into account especially the expiration dates of the documentation.
- 010/02/02 Accompanies the document text with the corresponding supporting documentation, offering any necessary guidance and advice.
- 010/02/03 Identifies solutions based on suggestions received, following the recommendations of the Civil Aviation Authority regarding the need to incorporate new requirements, makes relevant observations at each stage of the process, as well as taking the initiative in responding to new needs of the organization or adaptation to changes in technology.

Skill 011 - Prepare the procedure for the control of vehicles on the air side

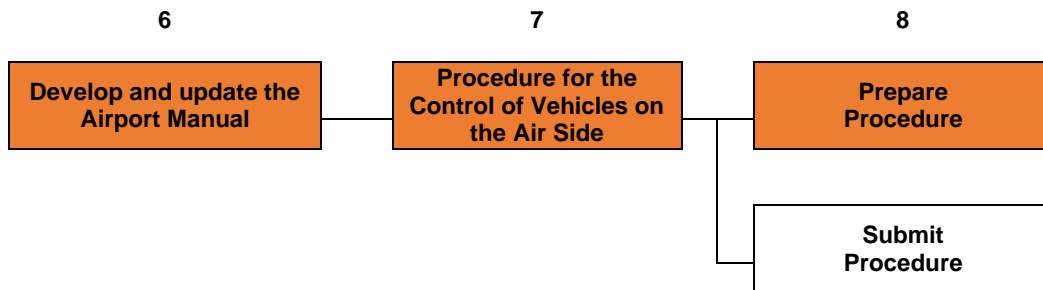
DESCRIPTION



Prepare the preliminary draft procedure for the control of vehicles on the air side, taking into account the requirements of the applicable regulations (current national regulation or LAR – Latin American Aeronautical Regulations – numbers 139 and 153, or the equivalent document of the ICAO – International Civil Aviation Organization).

Skill 011

Element 1 of 2 (Code E 011/01)



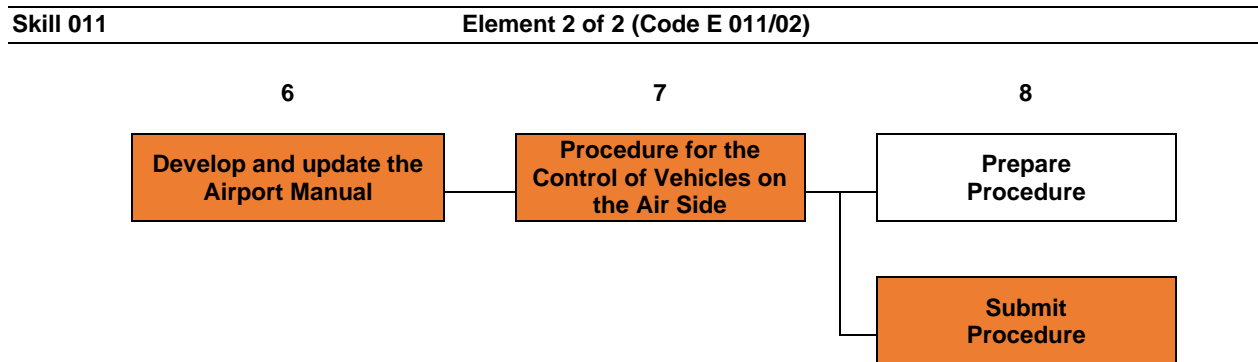
The individual shall be capable of **submitting** the preliminary draft procedure for the control of vehicles on the air side, taking into account the requirements of the applicable regulations (current national regulation or LAR – Latin American Aeronautical Regulations – numbers 139 and 153, or the equivalent document of the ICAO – International Civil Aviation Organization).

Performance criteria for the element

The individual is deemed competent when the document:

- 011/01/01 Establishes the purpose and the objectives of the procedure, and the way in which it should be used by the operations personnel and other stakeholders, including the names, positions, and telephone numbers of the persons responsible for carrying out inspections and for reporting any changes.
- 011/01/02 Specifies all details of the applicable traffic regulations (including speed limits and enforcement mechanisms).
- 011/01/03 Ensures a safe and rapid movement of vehicles on the apron area and the taxiways.
- 011/01/04 Ensures coordination between the airport operator and the control tower for safe movement.
- 011/01/05 Specifies the issuance of driving licenses to operate vehicles in the movement area.

- 011/01/06 Describes details of required training for vehicle operators.
- 011/01/07 Specifies the requirements of the necessary equipment to be installed on vehicles operating in the movement area.
- 011/01/08 Is presented with numbered pages without changes, in a format which incorporates the expected technical terminology, is easy to read, comprehend, and review, and providing a system to record the registration, review, and any amendments to the pages.



The individual will be capable of submitting the preliminary draft procedure for the control of vehicles on the air side, processing changes, exemptions, amendments, and revisions to the procedure, in order to maintain it up to date and current, taking into account the requirements of the applicable regulations (current national regulation or LAR – Latin American Aeronautical Regulations – numbers 139 and 153, or the equivalent document of the ICAO – International Civil Aviation Organization).

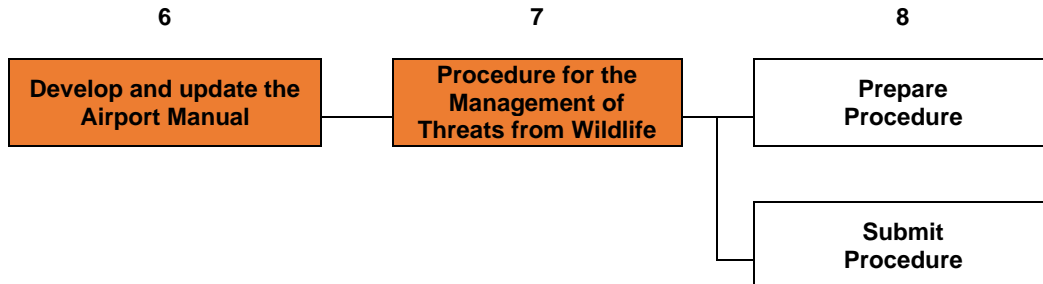
Performance criteria for the element

The individual is deemed competent when:

- 011/02/01 He/she meets all deadlines required for the submittal, consistent with the requirements of the relevant Authority and the needs of the organization, taking into account especially the expiration dates of the documentation.
- 011/02/02 Accompanies the document text with the corresponding supporting documentation, offering any necessary guidance and advice.
- 011/02/03 Identifies solutions based on suggestions received, following the recommendations of the Civil Aviation Authority regarding the need to incorporate new requirements, makes relevant observations at each stage of the process, as well as taking the initiative in responding to new needs of the organization or adaptation to changes in technology.

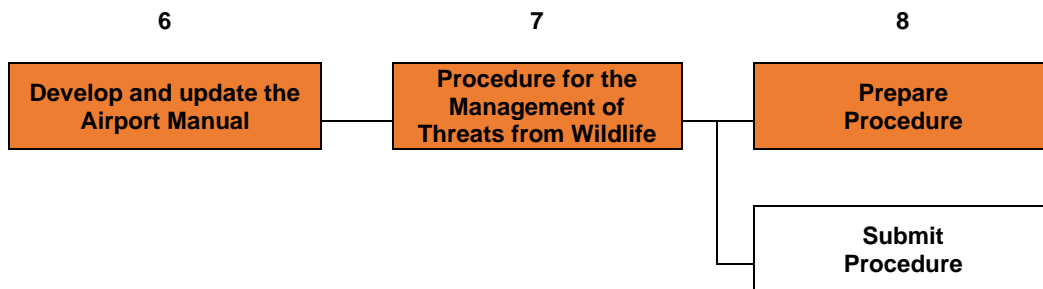
Skill 012 - Prepare the procedure for the management of threats from wildlife

DESCRIPTION



Prepare the preliminary draft procedure for the management of threats from wildlife, taking into account the requirements of the applicable regulations (current national regulation or LAR – Latin American Aeronautical Regulations – numbers 139 and 153, or the equivalent document of the ICAO – International Civil Aviation Organization).

Skill 012 **Element 1 of 2 (Code E 012/01)**



The individual will be capable of **preparing** the preliminary draft procedure for the management of threats from wildlife, taking into account the requirements of the applicable regulations (current national regulation or LAR – Latin American Aeronautical Regulations – numbers 139 and 153, or the equivalent document of the ICAO – International Civil Aviation Organization).

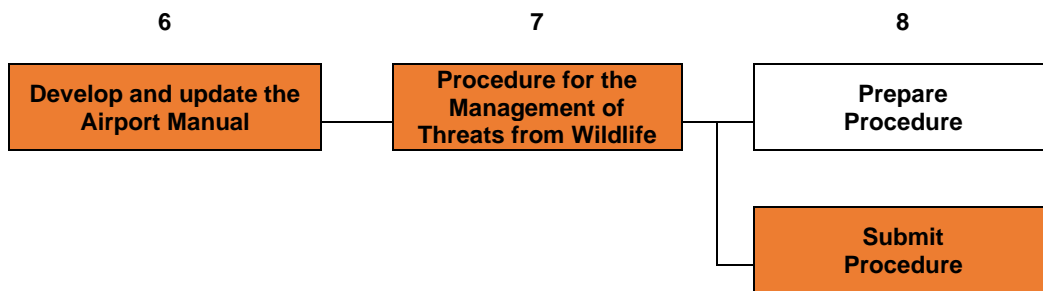
Performance criteria for the element

The individual is deemed competent when the document:

- 012/01/01 Communicates the purpose and the objectives of the procedure, and the way in which it should be used by the operations personnel and other stakeholders, including the names, positions, and telephone numbers of the persons responsible for carrying out inspections and for reporting any changes.
- 012/01/02 Establishes the programs and plans for the Evaluation of the presence of wildlife, and puts into place these programs and plans to prevent dangers resulting from the presence of wildlife as well as compiling reports regarding wildlife incidents, keeping these reports on file for a period of no less than six (6) months, and communicating such incidents to the CAA (Civil Aviation Authority).

- 012/01/03 Includes the names and positions of the individuals responsible for the reduction of danger resulting from clashes with birds or other animals, as well as their telephone numbers during and after working hours.
- 012/01/04 Calls for the implementation of wildlife studies related to airport activities and provides a basis for the development, implementation, and refinement of a "wildlife management program", in order to have sufficient information to manage the potential dangers of this type.
- 012/01/05 Details the necessary measures in order to avoid cultivation or other uses of airport property, which might create an attractive environment for wildlife.
- 012/01/06 Is presented with numbered pages without changes, in a format which incorporates the expected technical terminology, is easy to read, comprehend, and review, and providing a system to record the registration, review, and any amendments to the pages.

Skill 012	Element 2 of 2 (Code E 012/02)
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The individual will be capable of **submitting** the preliminary draft procedure for the management of threats from wildlife, processing changes, exemptions, amendments, and revisions to the procedure, in order to maintain it up to date and current, taking into account the requirements of the applicable regulations (current national regulation or LAR – Latin American Aeronautical Regulations – numbers 139 and 153, or the equivalent document of the ICAO – International Civil Aviation Organization).

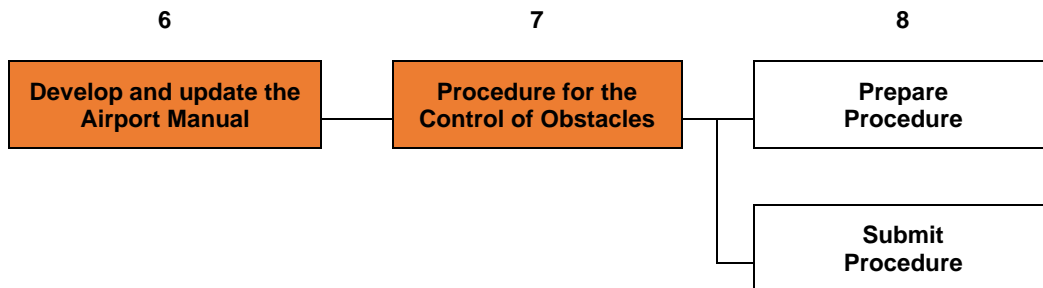
Performance criteria for the element

The individual is deemed competent when:

- 012/02/01 He/she meets all deadlines required for the submittal, consistent with the requirements of the relevant Authority and the needs of the organization, taking into account especially the expiration dates of the documentation.
- 012/02/02 Accompanies the document text with the corresponding supporting documentation, offering any necessary guidance and advice.
- 012/02/03 Identifies solutions based on suggestions received, following the recommendations of the Civil Aviation Authority regarding the need to incorporate new requirements, makes relevant observations at each stage of the process, as well as taking the initiative in responding to new needs of the organization or adaptation to changes in technology.

Skill 013 - Prepare the procedure for the control of obstacles

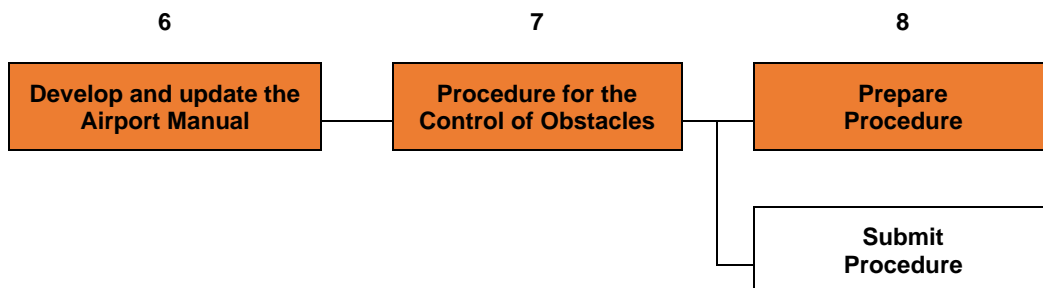
DESCRIPTION



Prepare the preliminary draft procedure for the control of obstacles, processing changes, exemptions, amendments, and revisions to the procedure, in order to maintain it up to date and current, taking into account the requirements of the applicable regulations (current national regulation or LAR – Latin American Aeronautical Regulations – numbers 139 and 153, or the equivalent document of the ICAO – International Civil Aviation Organization).

Skill 013

Element 1 of 2 (Code E 013/01)



The individual will be capable of **preparing** the preliminary draft procedure for access to the movement area, taking into account the requirements of the applicable regulations (current national regulation or LAR – Latin American Aeronautical Regulations – numbers 139 and 153, or the equivalent document of the ICAO – International Civil Aviation Organization).

Performance criteria for the element

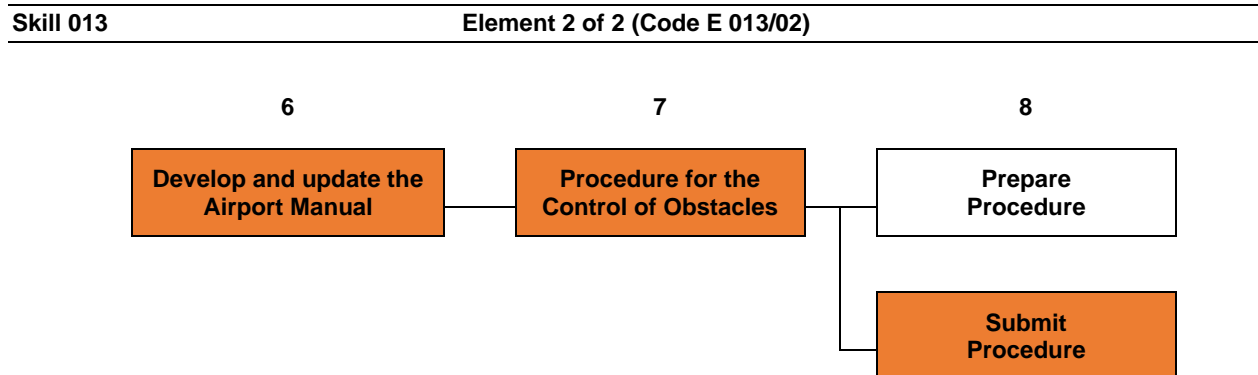
The individual is deemed competent when the document:

- 013/01/01 Communicates the purpose and the objectives of the procedure, and the way in which it should be used by the operations personnel and other stakeholders, including the names, positions, and telephone numbers of the persons responsible for carrying out inspections and for reporting any changes.

013/01/02 Establishes and implements procedures for surveillance in the area of influence of the plans for the protection zone of the airport, with the goal of identifying objects that might cause negative effects on the safety and security or on normal aircraft operations, as well as complying with the directives indicated and the illumination standards established in appendix 8 of LAR 154 (or the equivalent applicable regulation), taking into account the following aspects:

- Planning activities on a monthly basis;
- Carrying out activities, taking into account the needs of the personnel involved, as well as vehicles, equipment, communications, route/areas, and the collection of data;
- A list of all of the elements to be verified during the implementation of the activity;
- A survey of the following data for objects identified, as well as confirmation that the object has the authorization of the local municipality for its construction and/or operation:
 - Type of object;
 - Location of the object with its respective geographic coordinates;
 - Elevation above ground level of the base of the object; and
 - Height of the object.
- Processing and storing the data collected; and
- Reporting to the CAA (Civil Aviation Authority) the list of objects identified in the activity, as well as the respective data collected on them.

013/01/03 Is presented with numbered pages without changes, in a format which incorporates the expected technical terminology, is easy to read, comprehend, and review, and providing a system to record the registration, review, and any amendments to the pages.



The individual will be capable of **submitting** the preliminary draft procedure for access to the movement area, taking into account the requirements of the applicable regulations (current national regulation or LAR – Latin American Aeronautical Regulations – numbers 139 and 153, or the equivalent document of the ICAO – International Civil Aviation Organization).

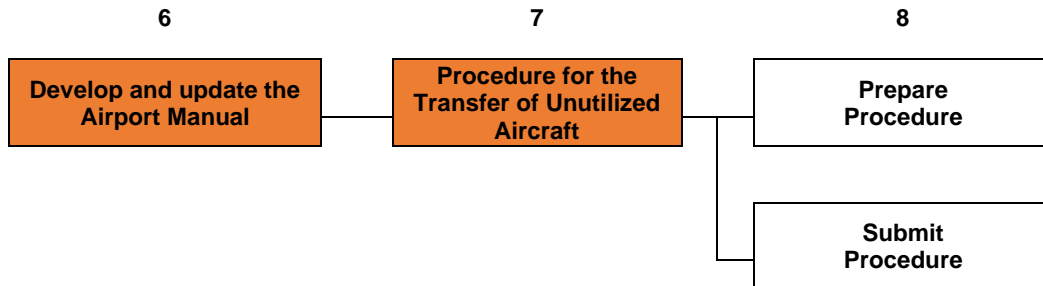
Performance criteria for the element

The individual is deemed competent when:

- 013/02/01 He/she meets all deadlines required for the submittal, consistent with the requirements of the relevant Authority and the needs of the organization, taking into account especially the expiration dates of the documentation.
- 013/02/02 Accompanies the document text with the corresponding supporting documentation, offering any necessary guidance and advice.
- 013/02/03 Identifies solutions based on suggestions received, following the recommendations of the Civil Aviation Authority regarding the need to incorporate new requirements, makes relevant observations at each stage of the process, as well as taking the initiative in responding to new needs of the organization or adaptation to changes in technology.

Skill 014 - Prepare the procedure for the transfer of idle aircraft

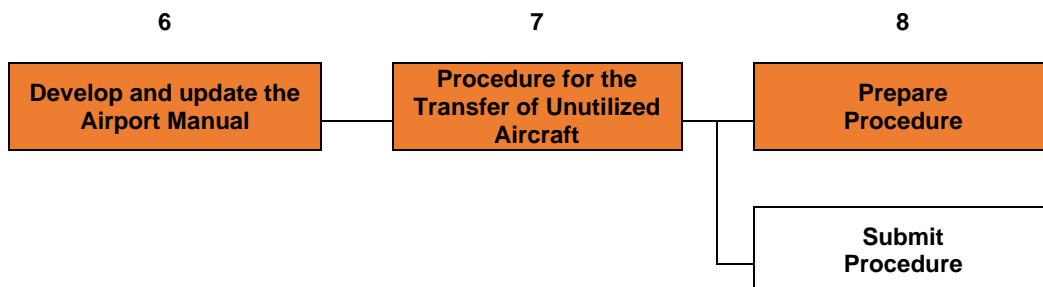
DESCRIPTION



Prepare the preliminary draft procedure for the transfer of idle aircraft, taking into account the requirements of the applicable regulations (current national regulation or LAR – Latin American Aeronautical Regulations – numbers 139 and 153, or the equivalent document of the ICAO – International Civil Aviation Organization).

Skill 014

Element 1 of 2 (Code E 014/01)



The individual will be capable of **preparing** the preliminary draft procedure for the transfer of idle aircraft, taking into account the requirements of the applicable regulations (current national regulation or LAR – Latin American Aeronautical Regulations – numbers 139 and 153, or the equivalent document of the ICAO – International Civil Aviation Organization).

Performance criteria for the element

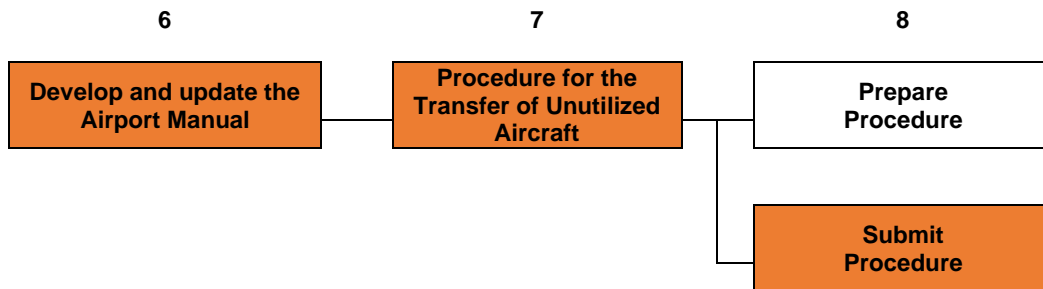
The individual is deemed competent when the document:

- 014/01/01 Communicates the purpose and the objectives of the procedure, and the way in which it should be used by the operations personnel and other stakeholders, including the names, positions, and telephone numbers of the persons responsible for carrying out inspections and for reporting any changes.
- 014/01/02 Ensures the designation of a coordinator, availability and readiness, at the different airports, of the recovery and transfer equipment, and protection for the testing, custody, and transfer of idle aircraft.

- 014/01/03 Describes the procedures for notification in coordination with ATC (Air Traffic Control).
- 014/01/04 Establishes the functions of the airport operator and the owner of the registration certificate for the aircraft.
- 014/01/05 Lists all equipment available at the airport or in the area of the airport.
- 014/01/06 Lists additional equipment available at other airports upon request.
- 014/01/07 Lists the agents named to act on behalf of each operator at the airport.
- 014/01/08 Includes a declaration of the arrangements agreed with the airlines to allow for the use of specialized removal equipment and specialists working with that equipment, whether the equipment is owned by the airport or is the property of third parties.
- 014/01/09 Lists local contractors (with their names and telephone numbers) capable of providing removal equipment for the appropriate weight categories.
- 014/01/10 Is presented with numbered pages without changes, in a format which incorporates the expected technical terminology, is easy to read, comprehend, and review, and providing a system to record the registration, review, and any amendments to the pages.

Skill 014

Element 2 of 2 (Code E 014/02)



The individual will be capable of **submitting** the preliminary draft procedure for the transfer of idle aircraft, processing changes, exemptions, amendments, and revisions to the procedure, in order to maintain it up to date and current, taking into account the requirements of the applicable regulations (current national regulation or LAR – Latin American Aeronautical Regulations – numbers 139 and 153, or the equivalent document of the ICAO – International Civil Aviation Organization).

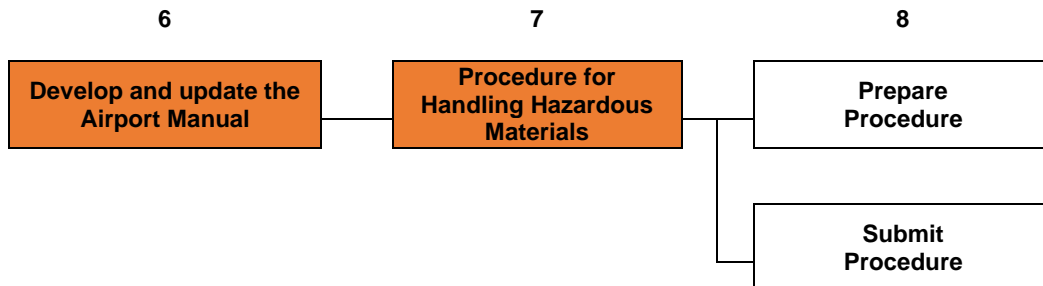
Performance criteria for the element

The individual is deemed competent when:

- 014/02/01 He/she meets all deadlines required for the submittal, consistent with the requirements of the relevant Authority and the needs of the organization, taking into account especially the expiration dates of the documentation.
- 014/02/02 Accompanies the document text with the corresponding supporting documentation, offering any necessary guidance and advice.
- 014/02/03 Identifies solutions based on suggestions received, following the recommendations of the Civil Aviation Authority regarding the need to incorporate new requirements, makes relevant observations at each stage of the process, as well as taking the initiative in responding to new needs of the organization or adaptation to changes in technology.

Skill 015 - Prepare the procedure for handling hazardous materials

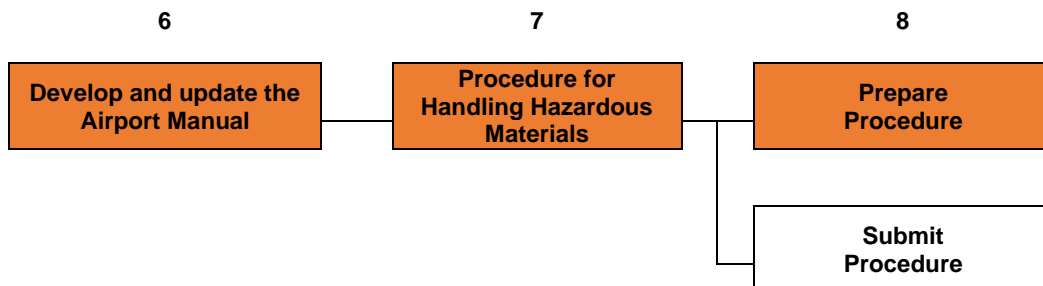
DESCRIPTION



Prepare the preliminary draft procedure for handling hazardous materials, taking into account the requirements of the applicable regulations (current national regulation or LAR – Latin American Aeronautical Regulations – numbers 139 and 153, or the equivalent document of the ICAO – International Civil Aviation Organization).

Skill 015

Element 1 of 2 (Code E 015/01)



The individual will be capable of preparing the preliminary draft procedure for the handling of hazardous materials, taking into account the requirements of the applicable regulations (current national regulation or LAR – Latin American Aeronautical Regulations – numbers 139 and 153, or the equivalent document of the ICAO – International Civil Aviation Organization).

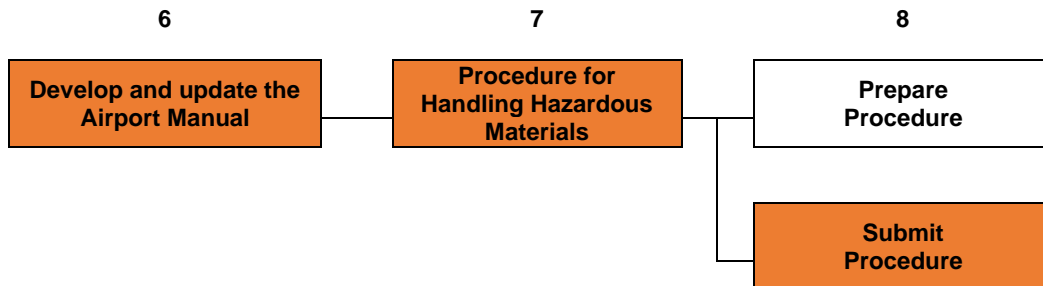
Performance criteria for the element

The individual is deemed competent when the document:

- 015/01/01 Communicates the purpose and the objectives of the procedure, and the way in which it should be used by the operations personnel and other stakeholders, including the names, positions, and telephone numbers of the persons responsible for carrying out inspections and for reporting any changes.
- 015/01/02 Ensures the establishment of designated areas within the airport for the storage of flammable liquids (including jet fuel) and any other hazardous material.

- 015/01/03 Establishes the required communications between the Fire and Rescue Services (FRS) when the airline companies are transporting hazardous materials on board for arrival or departure at the airport.
- 015/01/04 Describes the methodology to be followed for the delivery, storage, elimination, and treatment of hazardous materials.
- 015/01/05 Includes protocols for dealing with any accidental spill of hazardous materials.
- 015/01/06 Is presented with numbered pages without changes, in a format which incorporates the expected technical terminology, is easy to read, comprehend, and review, and providing a system to record the registration, review, and any amendments to the pages.

Skill 015 **Element 2 of 2 (Code E 015/02)**



The individual will be capable of **submitting** the preliminary draft procedure for the handling of hazardous materials, processing changes, exemptions, amendments, and revisions to the procedure, in order to maintain it up to date and current, taking into account the requirements of the applicable regulations (current national regulation or LAR – Latin American Aeronautical Regulations – numbers 139 and 153, or the equivalent document of the ICAO – International Civil Aviation Organization).

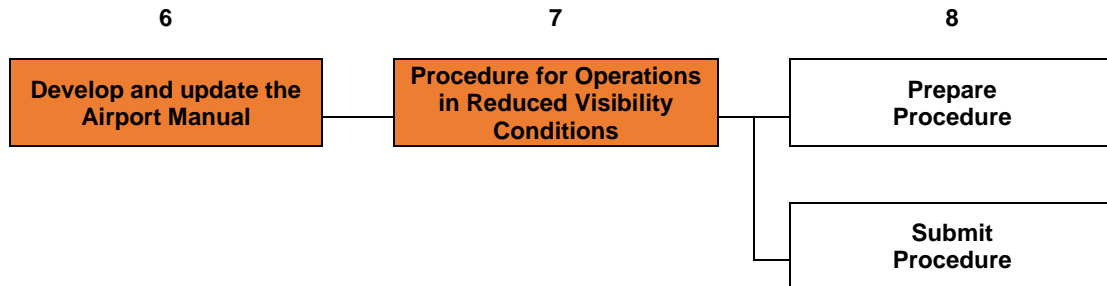
Performance criteria for the element

The individual is deemed competent when:

- 015/02/01 He/she meets all deadlines required for the submittal, consistent with the requirements of the relevant Authority and the needs of the organization, taking into account especially the expiration dates of the documentation.
- 015/02/02 Accompanies the document text with the corresponding supporting documentation, offering any necessary guidance and advice.
- 015/02/03 Identifies solutions based on suggestions received, following the recommendations of the Civil Aviation Authority regarding the need to incorporate new requirements, makes relevant observations at each stage of the process, as well as taking the initiative in responding to new needs of the organization or adaptation to changes in technology.

Skill 016 - Prepare the procedure for operations in reduced visibility conditions

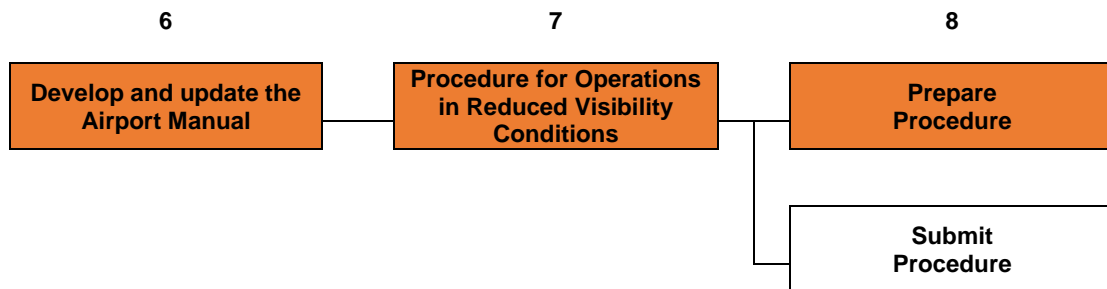
DESCRIPTION



Prepare the preliminary draft procedure for operations in reduced visibility conditions, taking into account the requirements of the applicable regulations (current national regulation or LAR – Latin American Aeronautical Regulations – numbers 139 and 153, or the equivalent document of the ICAO – International Civil Aviation Organization).

Skill 016

Element 1 of 2 (Code E 016/01)



The individual will be capable of **preparing** the preliminary draft procedure for operating in reduced visibility conditions, taking into account the requirements of the applicable regulations (current national regulation or LAR – Latin American Aeronautical Regulations – numbers 139 and 153, or the equivalent document of the ICAO – International Civil Aviation Organization).

Performance criteria for the element

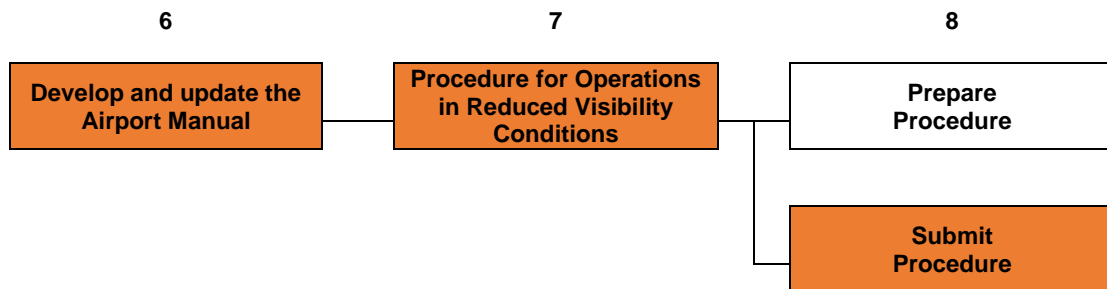
The individual is deemed competent when the document:

- 016/01/01 Communicates the purpose and the objectives of the procedure, and the way in which it should be used by the operations personnel and other stakeholders, including the names, positions, and telephone numbers of the persons responsible for carrying out inspections and for reporting any changes.
- 016/01/02 Establishes operations in conditions of reduced visibility, including the measurement and notification of visibility range on the runway as required, and the names and telephone numbers, during work hours and after work hours, of those individuals responsible for measuring visibility on the runway.

- 016/01/03 Specifies the restriction of construction or maintenance activities in those areas in the vicinity of the electric systems of the airport when operations are being carried out under reduced visibility conditions.
- 016/01/04 Is presented with numbered pages without changes, in a format which incorporates the expected technical terminology, is easy to read, comprehend, and review, and providing a system to record the registration, review, and any amendments to the pages.

Skill 016

Element 2 of 2 (Code E 016/02)



The individual will be capable of **submitting** the preliminary draft procedure for operations in reduced visibility conditions, processing changes, exemptions, amendments, and revisions to the procedure, in order to maintain it up to date and current, taking into account the requirements of the applicable regulations (current national regulation or LAR – Latin American Aeronautical Regulations – numbers 139 and 153, or the equivalent document of the ICAO – International Civil Aviation Organization).

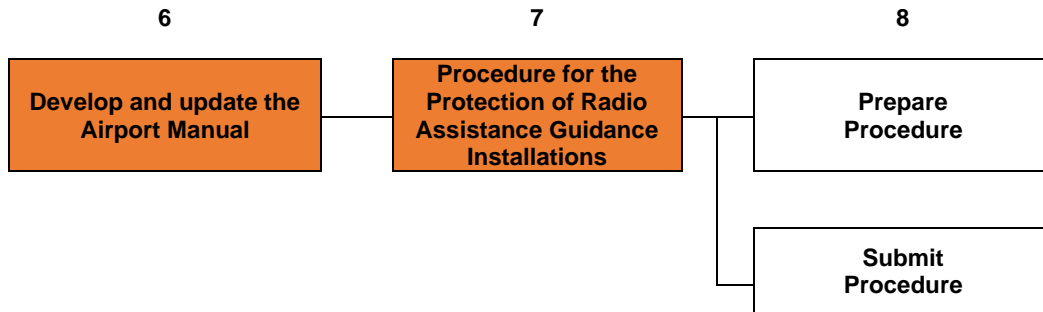
Performance criteria for the element

The individual is deemed competent when:

- 016/02/01 He/she meets all deadlines required for the submittal, consistent with the requirements of the relevant Authority and the needs of the organization, taking into account especially the expiration dates of the documentation.
- 016/02/02 Accompanies the document text with the corresponding supporting documentation, offering any necessary guidance and advice.
- 016/02/03 Identifies solutions based on suggestions received, following the recommendations of the Civil Aviation Authority regarding the need to incorporate new requirements, makes relevant observations at each stage of the process, as well as taking the initiative in responding to new needs of the organization or adaptation to changes in technology.

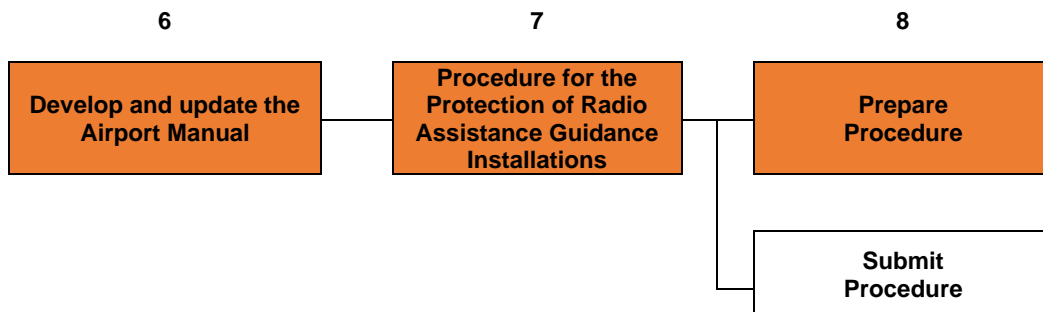
Skill 017 - Prepare the procedure for the protection of radio assistance guidance installations

DESCRIPTION



Prepare the preliminary draft procedure for the protection of radio assistance guidance installations, taking into account the requirements of the applicable regulations (current national regulation or LAR – Latin American Aeronautical Regulations – numbers 139 and 153, or the equivalent document of the ICAO – International Civil Aviation Organization).

Skill 017 Element 1 of 2 (Code E 017/01)



The individual will be capable of **preparing** the preliminary draft procedure for the protection of radio assistance guidance installations, taking into account the requirements of the applicable regulations (current national regulation or LAR – Latin American Aeronautical Regulations – numbers 139 and 153, or the equivalent document of the ICAO – International Civil Aviation Organization).

Performance criteria for the element

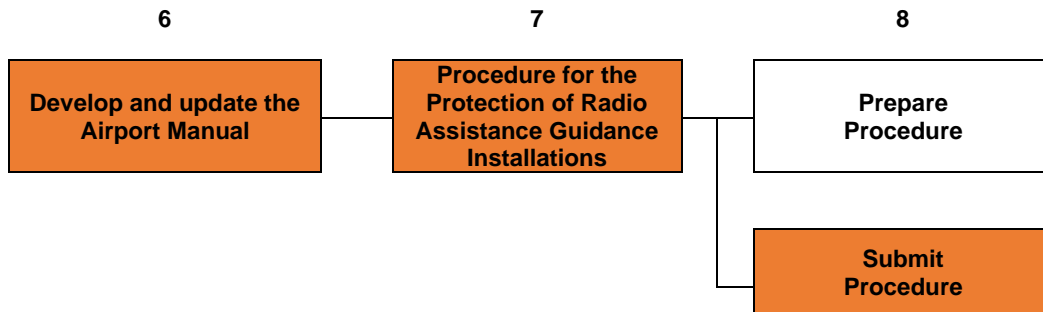
The individual is deemed competent when the document:

- 017/01/01 Communicates the purpose and the objectives of the procedure, and the way in which it should be used by the operations personnel and other stakeholders, including the names, positions, and telephone numbers of the persons responsible for carrying out inspections and for reporting any changes.
- 017/01/02 Establishes the control of all activities in the vicinity of radio assistance guidance installations.
- 017/01/03 Describes the ground maintenance procedures in the vicinity of these installations.

- 017/01/04 Ensures the provision and installation of warning notices regarding dangerous microwave radiation in the vicinity of these installations.
- 017/01/05 Establishes controls for activities in the vicinity of these installations as well as the maintenance of the meteorological station.
- 017/01/06 Is presented with numbered pages without changes, in a format which incorporates the expected technical terminology, is easy to read, comprehend, and review, and providing a system to record the registration, review, and any amendments to the pages.

Skill 017

Element 2 of 2 (Code E 017/02)



The individual will be capable of **submitting** the preliminary draft procedure for the protection of radio assistance guidance installations, processing changes, exemptions, amendments, and revisions to the procedure, in order to maintain it up to date and current, taking into account the requirements of the applicable regulations (current national regulation or LAR – Latin American Aeronautical Regulations – numbers 139 and 153, or the equivalent document of the ICAO – International Civil Aviation Organization).

Performance criteria for the element

The individual is deemed competent when:

- 017/02/01 He/she meets all deadlines required for the submittal, consistent with the requirements of the relevant Authority and the needs of the organization, taking into account especially the expiration dates of the documentation.
- 017/02/02 Accompanies the document text with the corresponding supporting documentation, offering any necessary guidance and advice.
- 017/02/03 Identifies solutions based on suggestions received, following the recommendations of the Civil Aviation Authority regarding the need to incorporate new requirements, makes relevant observations at each stage of the process, as well as taking the initiative in responding to new needs of the organization or adaptation to changes in technology.

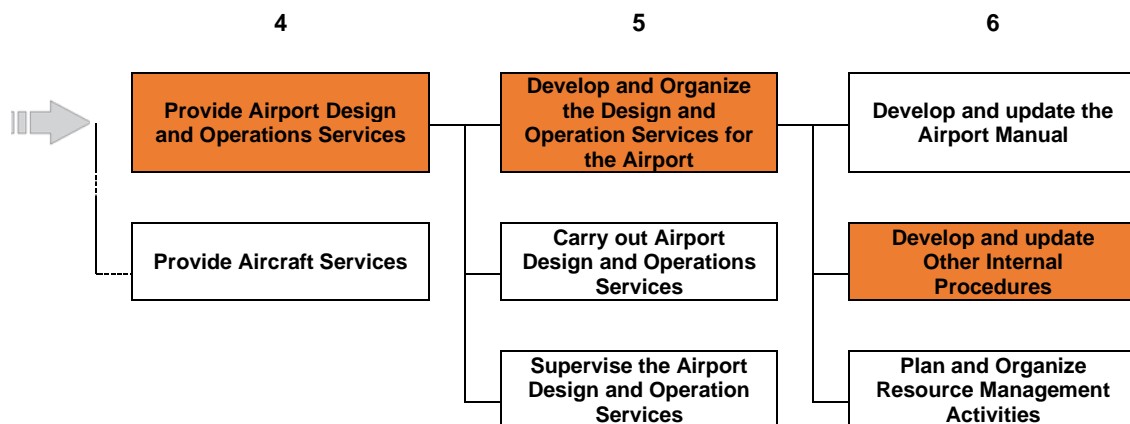
Prepare and organize other internal procedures

Precedes in the Functional Map:

1. **Purpose:** *Provide safe, stable, and efficient airport services which are compatible with the natural environment and which meet the needs of the stakeholders, in order to facilitate the connectivity of the country (passenger and cargo services) supporting economic and social development in a sustainable manner.*
2. **Produce Services:** *Develop and operate safe, stable, and efficient airport services compatible with the natural environment and meeting the needs of the stakeholders.*
3. **Provide Airport Services:** Provide safe, stable, efficient, and certifiable airport services (infrastructure and aircraft) which are compatible with the natural environment.
4. **Provide Airport Design and Operation Services,** taking into account the requirements of the applicable regulations and the expectations of the stakeholders.

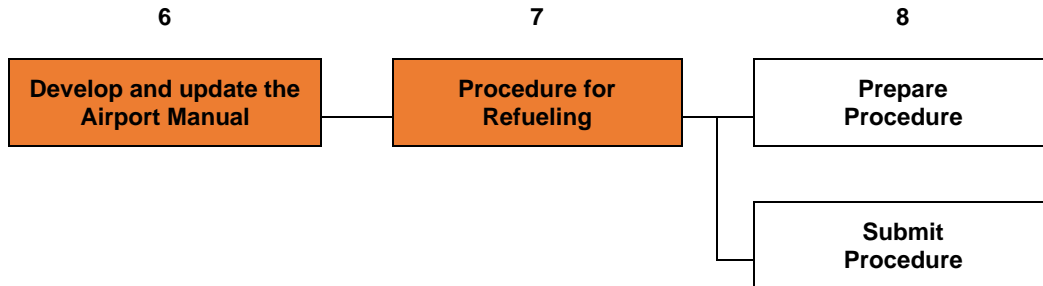
The following are then developed:

5. **Prepare and organize** the design and operation services of the airport to be implemented and supervised, taking into account the requirements of the current applicable regulations (current national regulation or LAR – Latin American Aeronautical Regulations – numbers 139 and 153, or the equivalent document of the ICAO – International Civil Aviation Organization).
6. **Prepare and organize other internal procedures,** following the requirements in the current applicable regulations, the policies of the organization, and the management procedures which have been adopted.
7. Level of skills.
8. Level of skill elements.
9. Level of performance criteria.



Skill 018 – Prepare the procedure for refueling

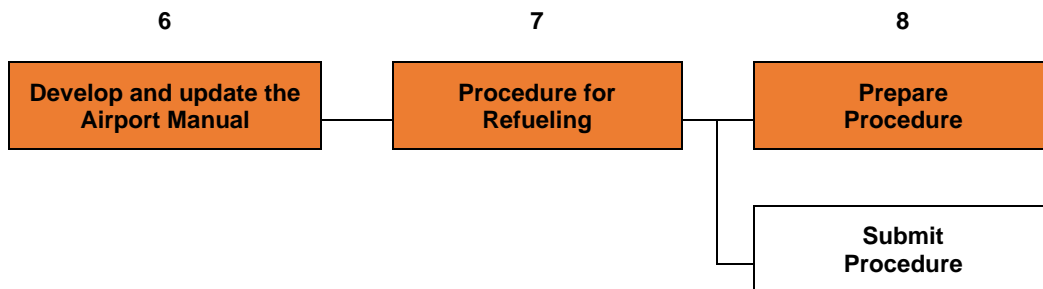
DESCRIPTION



Prepare the preliminary administrative draft procedure for refueling vehicles related to operations in order to standardize refueling for the Department, complying with the policies and goals indicated by the company, taking into account the available resources and commitments and following all required protocols.

Skill 018

Element 1 of 2 (Code E 018/01)



The individual will be capable of **preparing and updating** the preliminary draft procedure for refueling vehicles related to operations in order to standardize fueling practices for the sector.

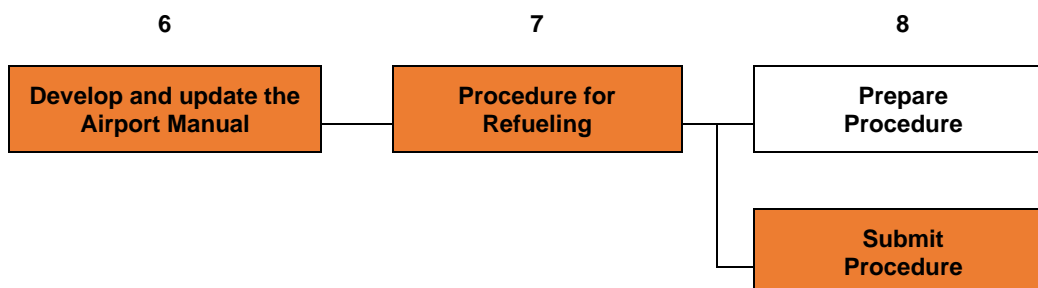
Performance criteria for the element

The individual is deemed competent when the document:

- 018/01/01 Communicates the purpose and the objectives of the procedure, in such a way that it can be used by the operations personnel and other stakeholders.
- 018/01/02 Is presented with numbered pages without changes, in a format which incorporates the expected technical terminology, is easy to read, comprehend, and review, and providing a system to record the registration, review, and any amendments to the pages.
- 018/01/03 Establishes minimum quantities for refueling, as well as a process to check on current fuel levels, and ensures the corroboration of liters of fuel discharged, while creating the corresponding records.
- 018/01/4 Establishes the corresponding records and exceptions.

Skill 018

Element 2 of 2 (Code E 018/02)



The individual will be capable of **submitting** the preliminary draft procedure for refueling vehicles related to Operations, processing changes, exemptions, amendments, and revisions to the procedure, in order to maintain it up to date in order to standardize refueling practices for the sector.

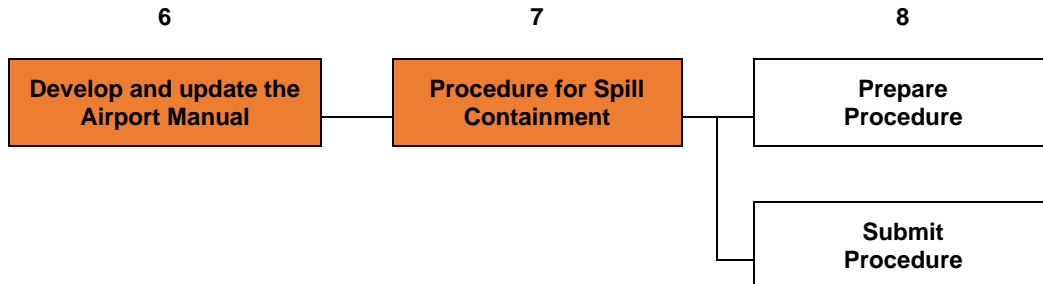
Performance criteria for the element

The individual is deemed competent when:

- 018/02/01 He/she meets all deadlines required for the submittal, consistent with the requirements of the relevant Authority and the needs of the organization, taking into account especially the expiration dates of the documentation.
- 018/02/02 Accompanies the document text with the corresponding supporting documentation, offering any necessary guidance and advice.
- 018/02/03 Identifies solutions based on suggestions received, following the recommendations of the Civil Aviation Authority regarding the need to incorporate new requirements, makes relevant observations at each stage of the process, as well as taking the initiative in responding to new needs of the organization or adaptation to changes in technology.

Skill 019 - Prepare the procedure for spill containment

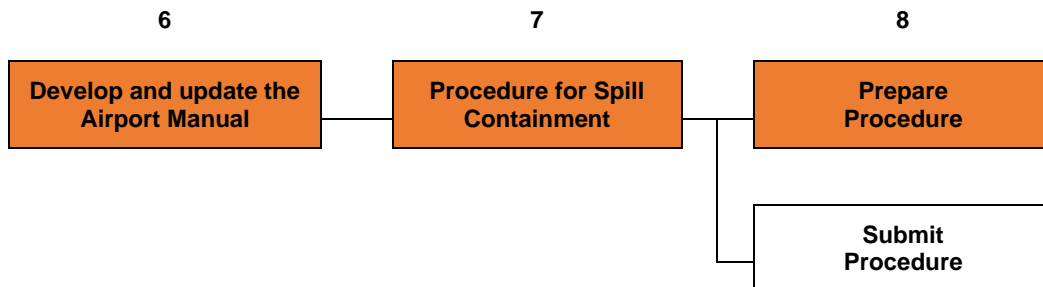
DESCRIPTION



Prepare the preliminary administrative draft procedure for the management of spills in order to standardize the responses to spills and the corresponding record-keeping, complying with the policies and goals indicated by the company, taking into account the available resources and commitments and following all required protocols.

Skill 019

Element 1 of 2 (Code E 019/01)



The individual will be capable of **preparing and updating** the preliminary administrative draft procedure for spill containment in order to standardize the responses to spills and the corresponding record-keeping.

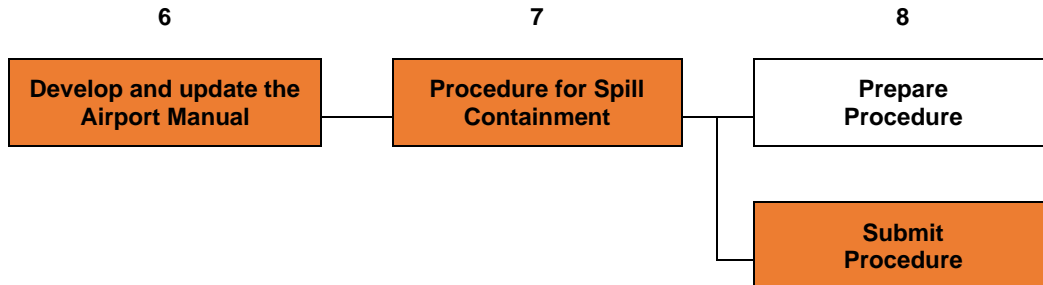
Performance criteria for the element

The individual is deemed competent when the document:

- 019/01/01 Communicates the purpose and the objectives of the procedure, in such a way that it can be used by the operations personnel and other stakeholders.
- 019/01/02 Establishes the minimum data required to process the information, including:
 - Material involved in the spill.
 - Area of the spill in square meters.
 - Determining whether or not containment was achieved.
 - Identifying the companies and vehicles involved (if applicable).
 - Identifying the responsible party (if applicable).
 - Operations affected by the spill.

019/01/03 Is presented with numbered pages without changes, in a format which incorporates the expected technical terminology, is easy to read, comprehend, and review, and providing a system to record the registration, review, and any amendments to the pages.

Skill 019 **Element 2 of 2 (Code E 019/02)**



The individual will be capable of **submitting** the preliminary administrative draft procedure for the management of spills, processing changes, exemptions, amendments, and revisions to the procedure, in order to maintain it up to date in order to standardize the responses to spills and the corresponding record-keeping.

Performance criteria for the element

The individual is deemed competent when:

- 019/02/01 He/she meets all deadlines required for the submittal, consistent with the requirements of the relevant Authority and the needs of the organization, taking into account especially the expiration dates of the documentation.
- 019/02/02 Accompanies the document text with the corresponding supporting documentation, offering any necessary guidance and advice.
- 019/02/03 Identifies solutions based on suggestions received, following the recommendations of the Civil Aviation Authority regarding the need to incorporate new requirements, makes relevant observations at each stage of the process, as well as taking the initiative in responding to new needs of the organization or adaptation to changes in technology.

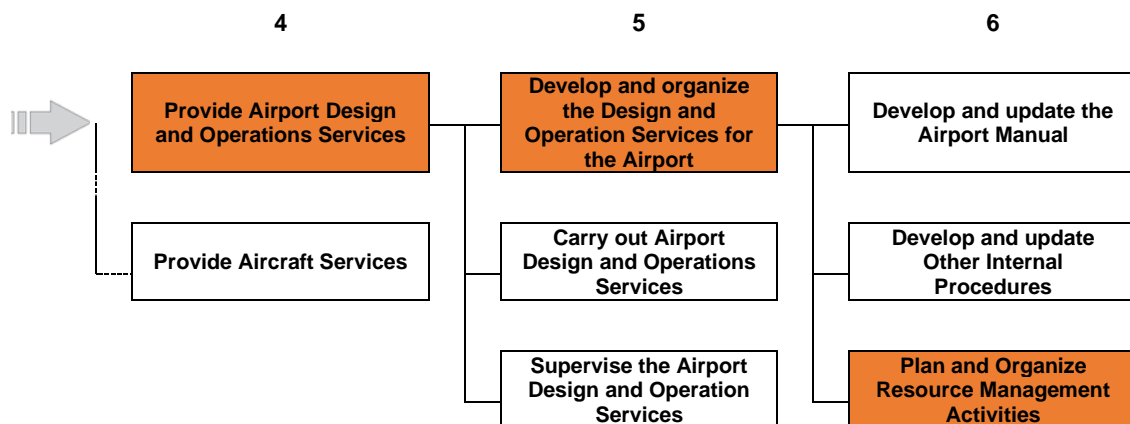
Plan and organize resource management

Precedes in the Functional Map:

1. **Purpose:** *Provide safe, stable, and efficient airport services which are compatible with the natural environment and which meet the needs of the stakeholders, in order to facilitate the connectivity of the country (passenger and cargo services) supporting economic and social development in a sustainable manner.*
2. **Produce Services:** *Develop and operate safe, stable, and efficient airport services compatible with the natural environment and meeting the needs of the stakeholders.*
3. **Provide Airport Services:** Provide safe, stable, efficient, and certifiable airport services (infrastructure and aircraft) which are compatible with the natural environment
4. **Provide Airport Design and Operation Services,** taking into account the requirements of the applicable regulations and the expectations of the stakeholders.

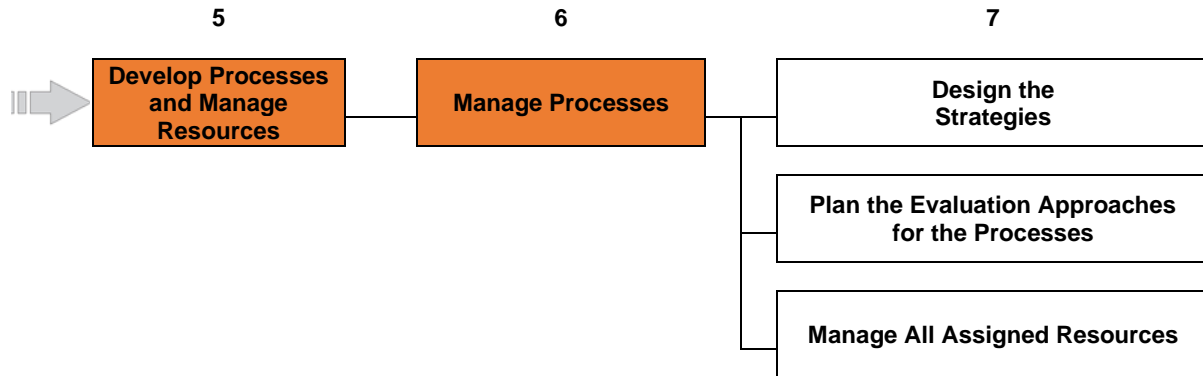
The following are then developed:

5. **Prepare and organize** the design and operation services of the airport to be implemented and supervised, taking into account the requirements of the current applicable regulations (current national regulation or LAR – Latin American Aeronautical Regulations – numbers 139 and 153, or the equivalent document of the ICAO – International Civil Aviation Organization).
6. **Plan and organize resource management,** following the requirements in the current applicable regulations, the policies of the organization, and the management procedures which have been adopted.
7. Level of skills.
8. Level of skill elements.
9. Level of performance criteria.



Skill 020 - Manage the processes to fulfill the service obligations for operation and design of the airport

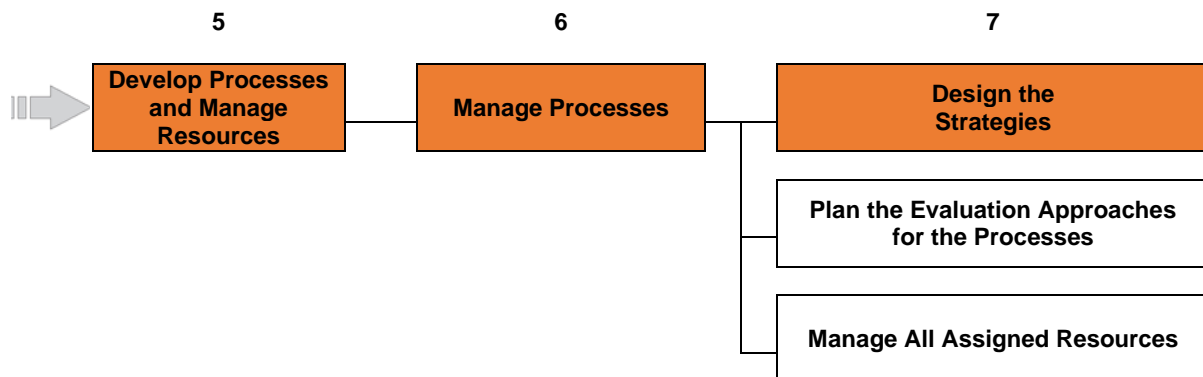
DESCRIPTION



Plan and organize all necessary processes for the management of the operation and design services for the airport, with the goal of assisting and guiding the personnel in optimizing the service, complying with all standards, policies, strategies, objectives, procedures, and protocols of the company.

Skill 020

Element 1 of 3 (Code E 020/01)



The individual will be capable of contributing to the design of the strategies, policies, and processes related to the operation and design services for the airport, working with senior management, and pursuing the sustainable development of the business while contributing to strengthening the corporate image of the company.

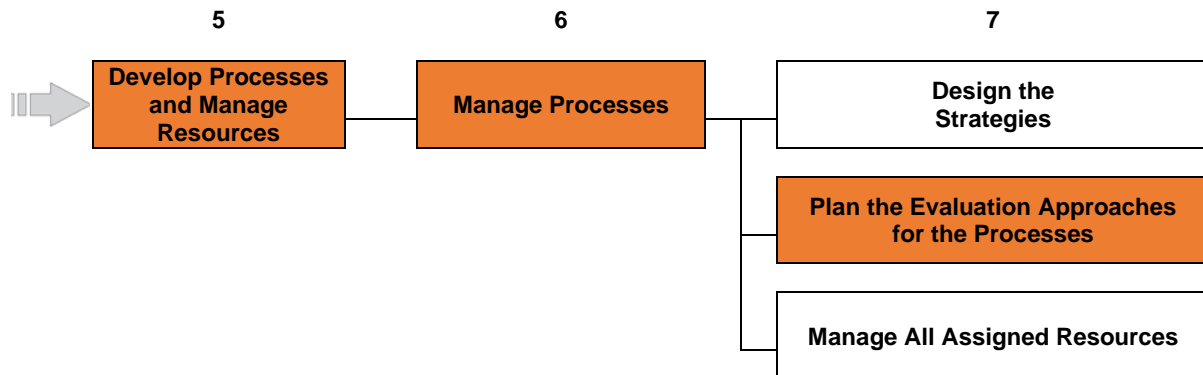
Performance criteria for the element

The individual is deemed competent when:

- 020/01/01 He/she provides guidelines which guarantee the safe and effective execution of the operations and ensure compliance with applicable regulations in all relevant aspects.
- 020/01/02 Controls the implementation of the processes, having at all times the necessary information for decision-making in the event of situations requiring immediate changes.
- 020/01/03 Proposes alternatives for business decisions impacting operations, in order to ensure sustainability.

Skill 020

Element 2 of 3 (Code E 020/02)



The individual will be capable of **planning the evaluation approaches** for the designed processes, identifying the applicable procedures and indicators, as well as anticipating the means, opportunities, and coordination and communication mechanisms with the different stakeholders (internal and external), involved in or affected by the process.

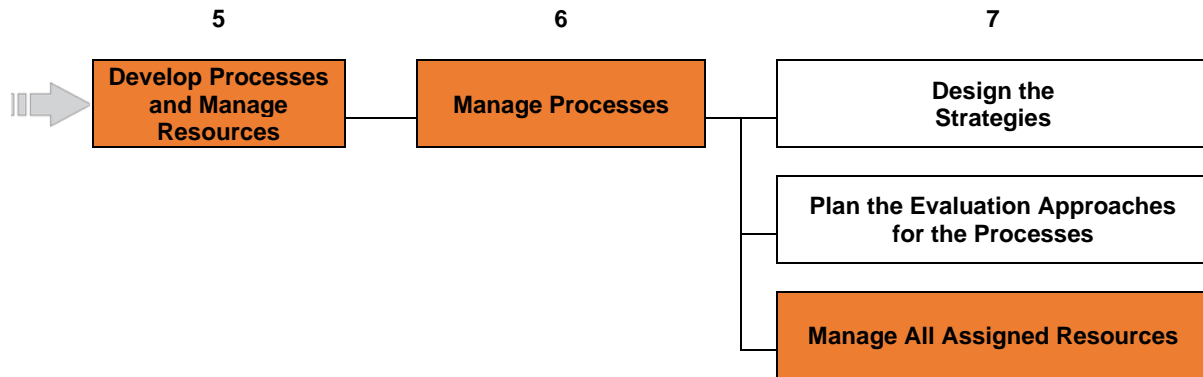
Performance criteria for the element

The individual is deemed competent when:

- 020/02/01 He/she selects as a part of their planning those procedures, indicators, and observable behaviors which allow for control of the evaluation of the different activities, consistent with the management procedures defined by the company.
- 020/02/02 Systematically analyzes the management outcomes of their area, contributing to the search for solutions to ensure the future, effective compliance of the processes and services with the projected demand and limited resources (human, physical, terms/periods).
- 020/02/03 Makes suggestions with a focus on continual improvement in the processes to optimize the utilization of physical and human resources, and reduce the associated risks, while complying with all standards in the current regulatory framework.
- 020/02/04 Foresees mechanisms and opportunities for reporting to and informing third parties, as well as coordinating and communicating with other stakeholders within the system.
- 020/02/05 Interacts with all areas of the organization and external representatives with a variety of interests, as a process facilitator, and supports the commercial sector in the evaluation of new businesses through the provision of relevant operational information, as well as the implementation of new commercial services and agreements.

Skill 020

Element 3 of 3 (Code E 020/03)



The individual will be capable of **managing all assigned resources** in service of the operation and design of the airport, assuring the efficient and effective administration of costs and investments, in order to contribute to achieving the expected financial outcomes of the company.

Performance criteria for the element

The individual is deemed competent when:

- 020/03/01 He/she administers the operating budget of his/her area as determined by senior management of the company.
- 020/03/02 Ensures the availability of adequate resources, defines their uses, achieves optimization, and identifies any additional needs.
- 020/03/03 Leads the work teams related to his/her area, promoting the development of new skills, and effectively planning and assigning functions and responsibilities.
- 020/03/04 Controls process implementation, ensuring the availability of necessary information for decision-making in situations which require immediate responses.

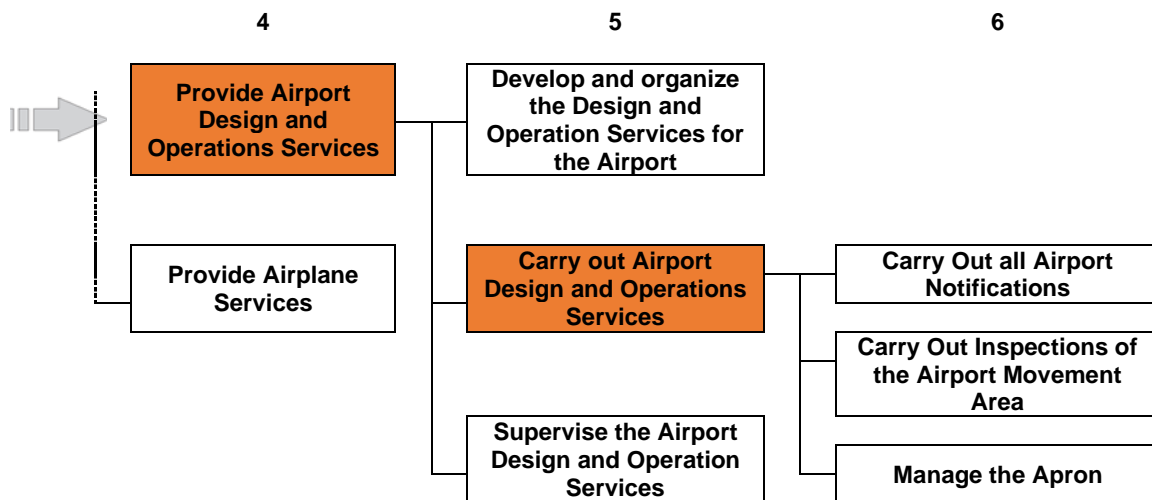
Implement Operation Services

Precedes in the Functional Map:

1. **Purpose:** *Provide safe, stable, and efficient airport services which are compatible with the natural environment and which meet the needs of the stakeholders, in order to facilitate the connectivity of the country (passenger and cargo services) supporting economic and social development in a sustainable manner.*
2. **Produce Services:** *Develop and operate safe, stable, and efficient airport services compatible with the natural environment and meeting the needs of the stakeholders.*
3. **Provide Airport Services:** Provide safe, stable, efficient, and certifiable airport services (infrastructure and aircraft) which are compatible with the natural environment
4. **Provide Airport Design and Operation Services,** taking into account the requirements of the applicable regulations and the expectations of the stakeholders.

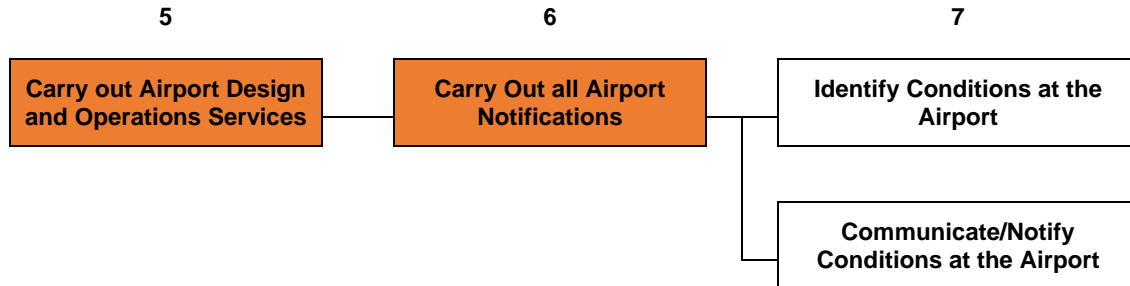
The following are then developed:

5. **Implement the design and operation services of the airport** which will be implemented and supervised, taking into account the requirements of the current applicable regulations (current national regulation or LAR – Latin American Aeronautical Regulations – numbers 139 and 153, or the equivalent document of the ICAO – International Civil Aviation Organization).
6. Level of skills.
7. Level of skill elements.
8. Level of performance criteria.



Skill 021 - Carry out all airport notifications

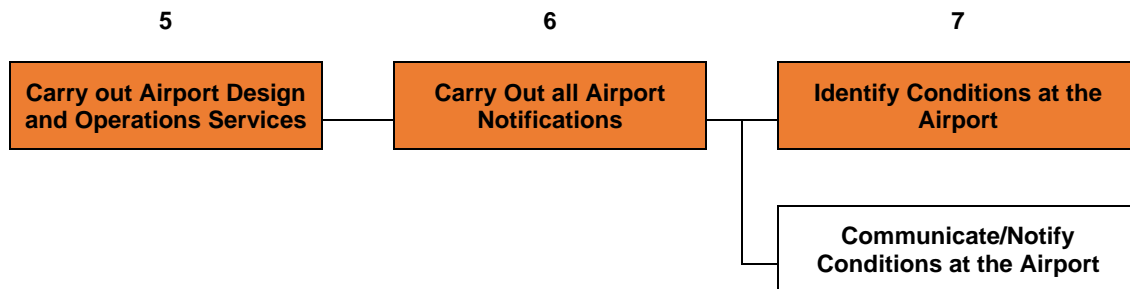
DESCRIPTION



Identify and communicate all changes in conditions at the airport, taking into account the requirements of the applicable regulations (current national regulation or LAR – Latin American Aeronautical Regulations – numbers 139 and 153, or the equivalent document of the ICAO – International Civil Aviation Organization).

Skill 021

Element 1 of 2 (Code E 021/01)



The individual will be capable of **Identifying** the conditions at the airport, taking into account the requirements of the applicable regulations (current national regulation or LAR – Latin American Aeronautical Regulations – numbers 139 and 153, or the equivalent document of the ICAO – International Civil Aviation Organization).

Performance criteria for the element

The individual is deemed competent when:

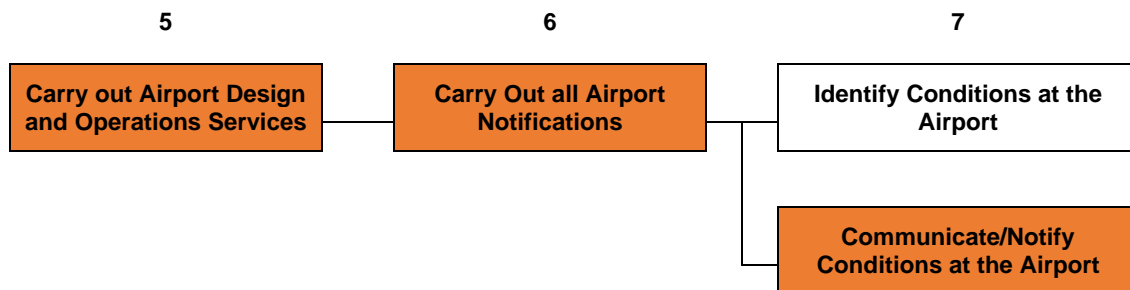
- 021/01/01 He/she identifies changes in Airport Conditions, including at least the following items:
- Construction or maintenance activities;
 - Irregular or deteriorated sections of the runway or the runway surface, taxiway, or apron;
 - The presence of snow, slush, ice, or frost on the runway, taxiway, and apron;
 - The presence of water on the runway, taxiway, or apron;
 - The presence of snowbanks or snow accumulation adjacent to the runway, taxiway, and apron;
 - The presence of liquid chemical products, anti-icing, de-icing, or others on the runway, taxiway, and apron;
 - Other temporary dangers, including parked aircraft;

- A failure or abnormal functioning of a part of or all of the visual aids system; and
- A failure of the primary or secondary electrical energy source.
- Water on the runway: (damp, wet or pooled) and information regarding water on the runway or part of the runway which may be slippery when wet.
- The coefficient of friction of a paved runway or a portion of the same when this is less than the minimum specified by the government.
- When a runway is contaminated by snow, slush, ice, or frost, the conditions will be evaluated and reported.

021/01/02 Presents to the aeronautical authority the NOTAM (Notice to Airmen) request corresponding to the change in condition of the identified airport.

021/01/03 The NOTAM request includes a specified period of validity.

Skill 021	Element 2 of 2 (Code E 021/02)
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The individual will be capable of **reporting** the conditions at the airport, taking into account the requirements of the applicable regulations (current national regulation or LAR – Latin American Aeronautical Regulations – numbers 139 and 153, or the equivalent document of the ICAO – International Civil Aviation Organization).

Performance criteria for the element

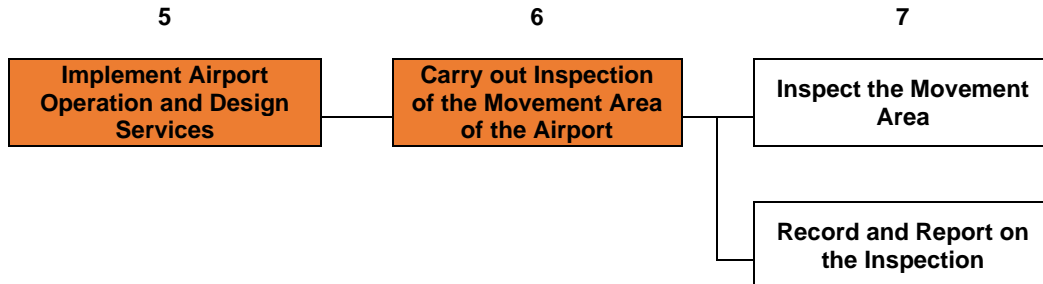
The individual is deemed competent when:

021/02/01 He/she, for operational security reasons, notifies his/her supervisors of the change in conditions identified and presents the NOTAM request to the aeronautical authority corresponding to the change in conditions at the specified airport.

021/02/02 The NOTAM request includes a specified period of validity.

Skill 022 - Carry out inspection of the movement area of the airport

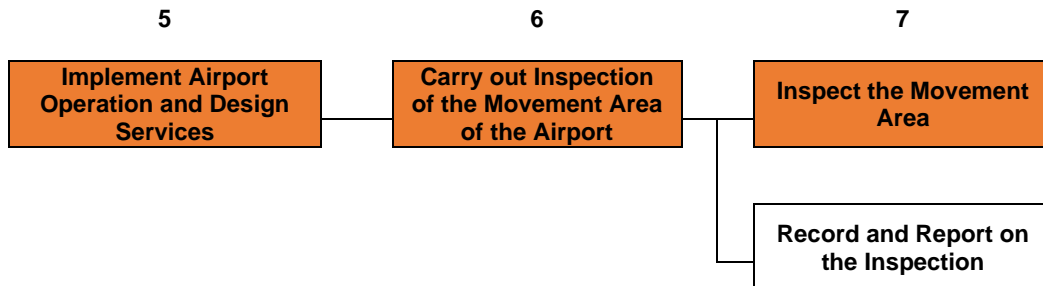
DESCRIPTION



Carry out the Inspection of the movement area of the airport and the Obstacle Limitation Surfaces (OLS), taking into account the requirements of the applicable regulations (current national regulation or LAR – Latin American Aeronautical Regulations – numbers 139 and 153, or the equivalent document of the ICAO – International Civil Aviation Organization).

Skill 022

Element 1 of 2 (Code E 022/01)



Individual will be capable of **inspecting** the movement area, taking into account the requirements of the applicable regulations (current national regulation or LAR – Latin American Aeronautical Regulations – numbers 139 and 153, or the equivalent document of the ICAO – International Civil Aviation Organization).

Performance criteria for the element

The individual is deemed competent when:

022/01/01 He/she inspects the conditions and any obstacles in the movement area as well as measuring the coefficient of friction of the runway.

022/01/02 Regularly inspects the movement area and the operational status of the facilities in that area in order to:

- i. Determine and report on whether the runway or any part of the runway is slippery or wet, including the coefficient of friction, in order to advise if the runway is slippery in accordance with the specifications of the Civil Aviation Authority (CAA).
- ii. Evaluate the presence of water on the surface of the runway, as well as taking measurements of the coefficient of friction of the runway following an event.
- iii. Report the resistance coefficients of the different paved areas.

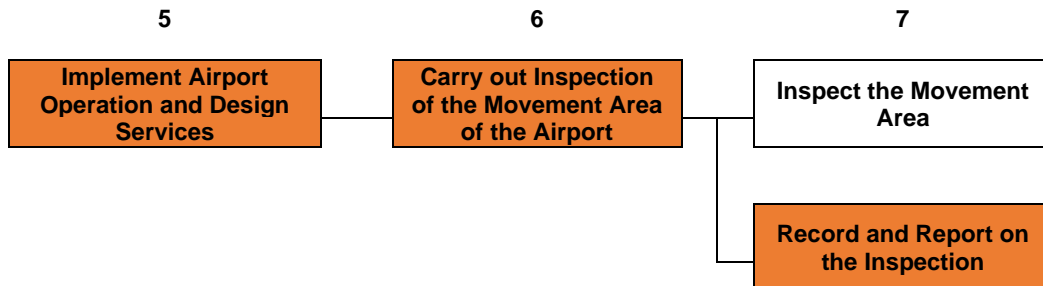
- iv. Identify the usage of a pavement area by an aircraft with an Aircraft Classification Number (ACN) greater than the corresponding Pavement Classification Number (PCN).
- v. Notify the offices of ATS and AIM regarding any significant changes in the level of protection available at the airport from the Fire and Rescue Services (FRS).
- vi. Evaluate the impact which any such changes may cause in the operational security level for airport operations.

022/01/03 Inspect all elements installed on the shoulders of the runway to ensure that they comply with the requirements for easy replacement and the height restrictions for equipment and installations in this area.

022/01/04 Inspect all fences and barriers within the airport area and for the ground service facilities located outside of the airport, including sewers, drainage ditches, and tunnels; to ensure that all of these meet the standards of LAR 154 (physical characteristics and illumination).

022/01/05 Maintain communication at all times with Air Traffic Control while carrying out any Inspection.

Skill 022	Element 2 of 2 (Code E 022/02)
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The individual will be capable of **recording and reporting** on inspections of the movement area, taking into account the requirements of the applicable regulations (current national regulation or LAR – Latin American Aeronautical Regulations – numbers 139 and 153, or the equivalent document of the ICAO – International Civil Aviation Organization).

Performance criteria for the element

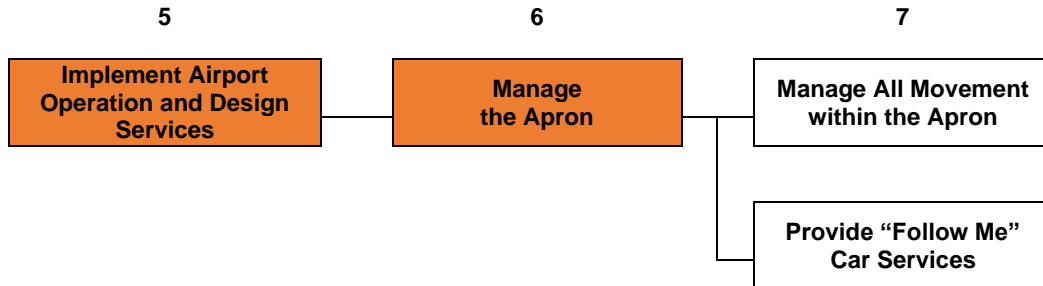
The individual is deemed competent when:

022/02/01 He/she records any changes following each inspection, including the date and time of the finding along with his/her signature and that of any other individual, if required.

022/02/02 Reports, as necessary, any findings which require intervention from other areas.

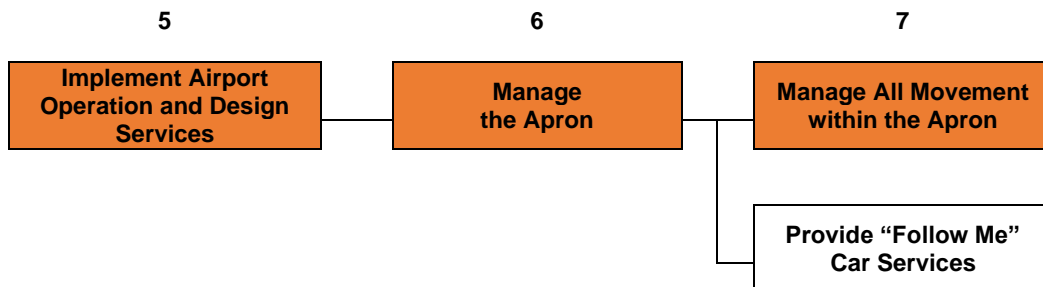
Skill 023 - Manage the apron

DESCRIPTION



Carry out the **management of the apron**, taking into account the requirements of the applicable regulations (current national regulation or LAR – Latin American Aeronautical Regulations – numbers 139 and 153, or the equivalent document of the ICAO – International Civil Aviation Organization).

Skill 023	Element 1 of 2 (Code E 023/01)
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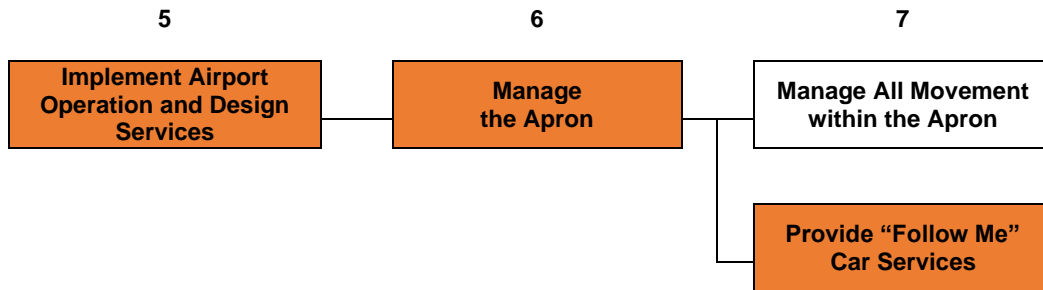
The individual will be capable of **managing all movement** within the apron area, in order to avoid collisions between aircraft and other aircraft and obstacles, taking into account the requirements of the applicable regulations (current national regulation or LAR – Latin American Aeronautical Regulations – numbers 139 and 153, or the equivalent document of the ICAO – International Civil Aviation Organization).

Performance criteria for the element

The individual is deemed competent when:

- 023/01/01 He/she assigns positions on the apron while respecting all applicable regulations.
- 023/01/02 Coordinates the corresponding services, and the entrance and exit of all aircraft to or from the apron area.
- 023/01/03 Reports, as required, any findings which require the intervention of other areas.
- 023/01/04 Coordinates the safe and efficient movement of all vehicles.
- 023/01/05 Ensures the correct functioning of signage and signals.

Skill 023	Element 2 of 2 (Code E 023/02)
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The individual will be capable of providing **"Follow Me" car services** on the apron to avoid collisions between aircraft and other aircraft or obstacles, taking into account the requirements of the applicable regulations (current national regulation or LAR – Latin American Aeronautical Regulations – numbers 139 and 153, or the equivalent document of the ICAO – International Civil Aviation Organization).

Performance criteria for the element

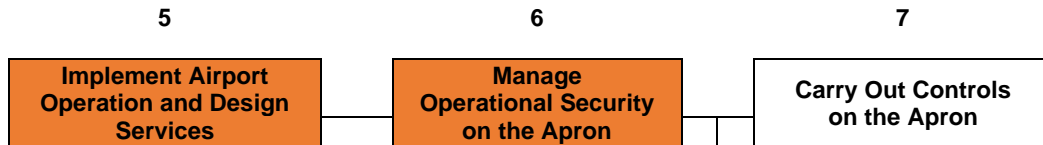
The individual is deemed competent when:

023/02/01 He/she maintains communication with the corresponding services during the implementation of "Follow Me" car services.

023/02/02 . Maintains the appropriate speed and separation distances with the aircraft being guided.

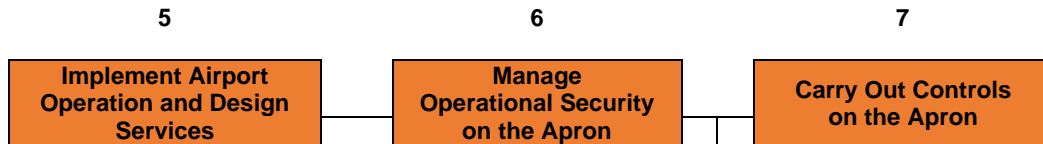
Skill 024 - Manage operational security on the apron

DESCRIPTION



Carry out the **management of operational security on the apron**, taking into account the requirements of the applicable regulations (current national regulation or LAR – Latin American Aeronautical Regulations – numbers 139 and 153, or the equivalent document of the ICAO – International Civil Aviation Organization).

Skill 024 Element 1 of 1 (Code E 024/01)



The individual will be capable of **carrying out controls** on the apron in order to guarantee operational security, taking into account the requirements of the applicable regulations (current national regulation or LAR – Latin American Aeronautical Regulations – numbers 139 and 153, or the equivalent document of the ICAO – International Civil Aviation Organization).

Performance criteria for the element

The individual is deemed competent when:

- 024/01/01 He/she verifies the availability of firefighting equipment and trained personnel to provide services for aircraft on the ground.
- 024/01/02 Establishes protective measures regarding the backwash from the jet engines.
- 024/01/03 Verifies correct operations for refueling aircraft.
- 024/01/04 Ensures regular sweeping and cleaning of the apron.
- 024/01/05 Reports all cases of incidents or accidents on the apron.
- 024/01/06 Carries out regular compliance audits for safety and security standards for all personnel working on the apron.

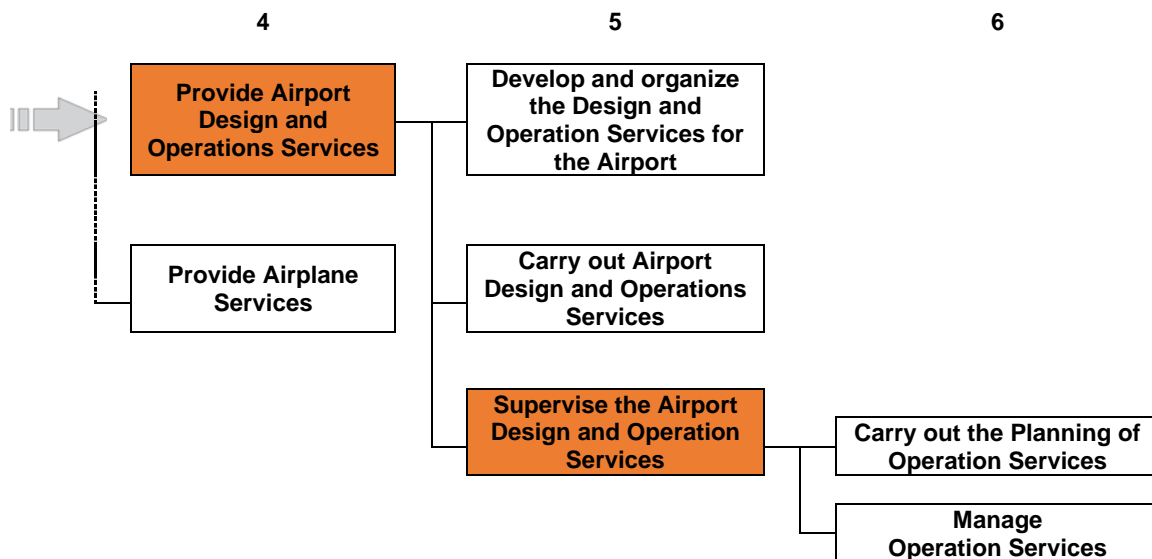
Supervise Operation Services

Precedes in the Functional Map:

1. **Purpose:** *Provide safe, stable, and efficient airport services which are compatible with the natural environment and which meet the needs of the stakeholders, in order to facilitate the connectivity of the country (passenger and cargo services) supporting economic and social development in a sustainable manner.*
2. **Produce Services:** *Develop and operate safe, stable, and efficient airport services compatible with the natural environment and meeting the needs of the stakeholders.*
3. **Provide Airport Services:** Provide safe, stable, efficient, and certifiable airport services (infrastructure and aircraft) which are compatible with the natural environment.
4. **Provide Airport Design and Operation Services,** taking into account the requirements of the applicable regulations and the expectations of the stakeholders.

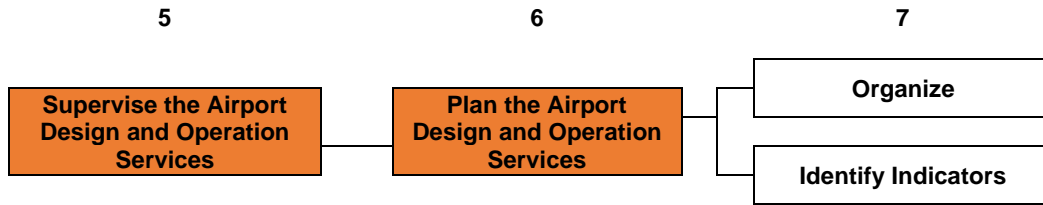
The following are then developed:

5. **Supervise the design and operation services of the airport,** which will be implemented and supervised, taking into account the requirements of the current applicable regulations (current national regulation or LAR – Latin American Aeronautical Regulations – numbers 139 and 153, or the equivalent document of the ICAO – International Civil Aviation Organization).
6. Level of skills.
7. Level of skill elements.
8. Level of performance criteria.



Skill 025 – Carry out the planning for operation services

DESCRIPTION



Plan the work for operation services, assigning the necessary technical, human, and time resources to achieve the goals, while complying with the protocols and procedures of the organization, guaranteeing safe and effective management.

Skill 025 Element 1 of 2 (Code E 025/01)



The individual will be capable of **organizing** work shifts to achieve these service activities in operations, while complying with all policies and goals set by the company, taking into account available resources and agreed commitments, and following the applicable protocols, procedures, international operation standards, labor standards, and contractual agreements.

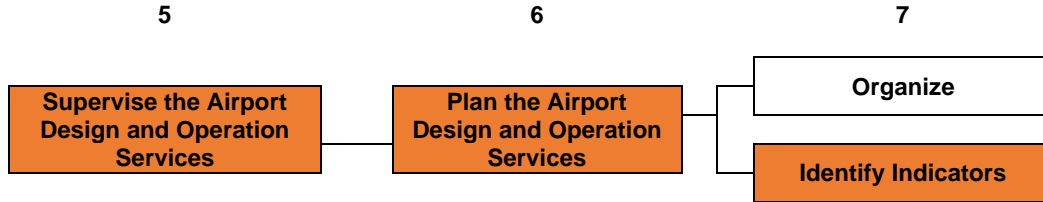
Performance criteria for the element

The individual is deemed competent when:

- 025/01/01 He/she sets priorities and timeframes for execution, based on instructions received and agreements which have been made, estimating the necessary resources for the effective completion of the work.
- 025/01/02 Assigns the different types of resources (time, facilities, space, tools, and equipment) necessary to meet the specified goals and commitments.
- 025/01/03 Anticipates the required personnel needs (work teams, roles, time commitments, productivity) for each operation, in order to efficiently carry out the planned activities within the specified time frame.

Skill 025

Element 2 of 2 (Code E 025/02)



The individual will be able to **identify the procedures and indicators** to be used for the control and evaluation of the planned activities, as well as anticipating the means, opportunities, and mechanisms for coordination and communication with the different stakeholders (internal and external) of the process.

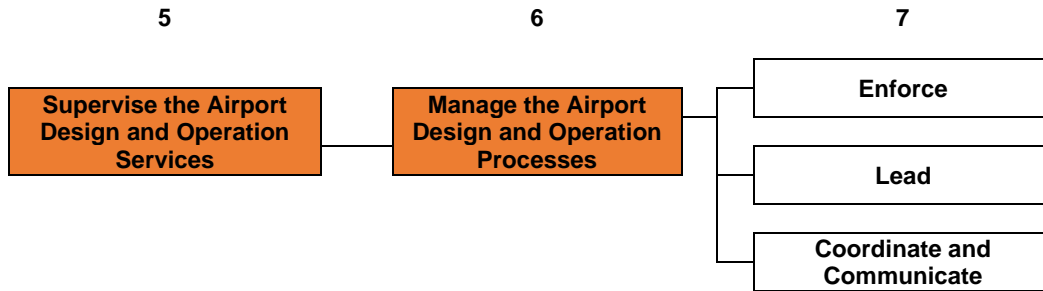
Performance criteria for the element

The individual is deemed competent when:

- 025/02/01 He/she selects during the planning process those procedures, indicators, and observable behaviors which will allow for the control and evaluation of the individual activities, consistent with the management procedures defined by the company.
- 025/02/02 Participates in the development of procedures which will later be implemented under his/her direction contributing his/her collaboration and experience in the design of the same.
- 025/02/03 Foresees the necessary mechanisms and opportunities for reporting to and informing third parties, as well as coordinating and communicating with other stakeholders in the operational chain of management.
- 025/02/04 Contributes to the search for solutions in order to assure future compliance with the processes and services based on the anticipated demand and the limited resources available (human, physical, time/schedules).

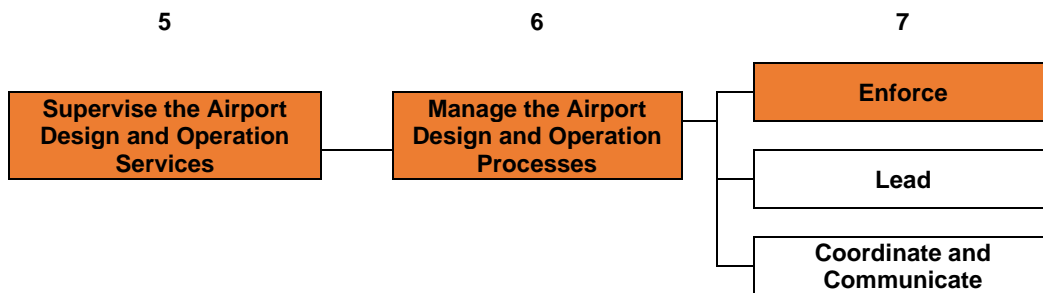
Skill 026 - Manage operation services

DESCRIPTION



Manage all processes of operation services, while complying with and enforcing goals and agreements, within the framework of all current policies, plans, guidelines, standards, protocols, and procedures.

Skill 026 Element 1 of 3 (Code E 026/01)



The individual will be capable of submitting **the services**, while complying with and enforcing goals and agreements, within the framework of all current policies, plans, guidelines, standards, protocols, and procedures.

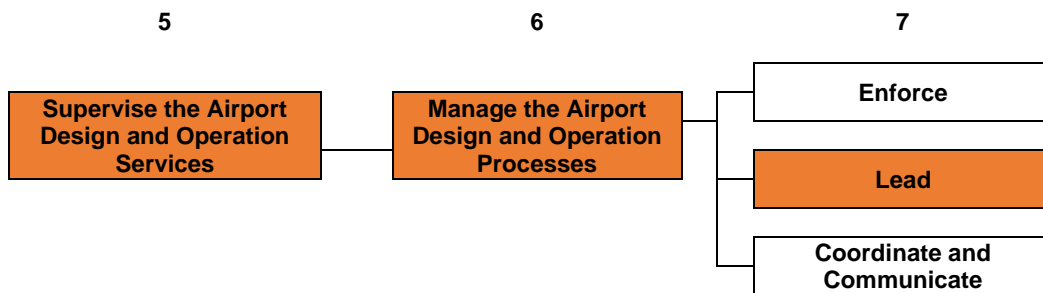
Performance criteria for the element

The individual is deemed competent when:

- 026/01/01 He/she carries out the plans to the satisfaction of the work teams, the customers for the services, and the management of the different areas involved.
- 026/01/02 Ensures that all tasks, including notifications regarding changes at the airport, inspection of the movement area, management on the apron, and management of the operational security of the apron, are completed satisfactorily.
- 026/01/03 Controls and cares for the use of company assets and those of third parties involved in each operation, ensuring their availability, the optimum utilization of those assets, and achieving the pre-defined standards of efficiency and effectiveness.
- 026/01/04 Contributes to risk reduction in carrying out the tasks, with an impact on service provision and/or on the utilization of human and physical resources involved in the operations, ensuring the efficient use and care of those assets and the physical safety of all persons during their time at the airport.

- 026/01/05 Makes use of the defined procedures and indicators in planning activities for the control and evaluation of tasks carried out.
- 026/01/06 Identifies opportunities for improvements in the procedures, in the execution of tasks, and in the utilization of resources, in order to contribute to continual improvements in operations management.

Skill 026	Element 2 of 3 (Code E 026/02)
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The individual will be capable of **leading the staff** under his/her responsibility, in order to comply with and enforce the goals and agreed commitments, within the framework of all current policies, plans, guidelines, standards, protocols, and procedures.

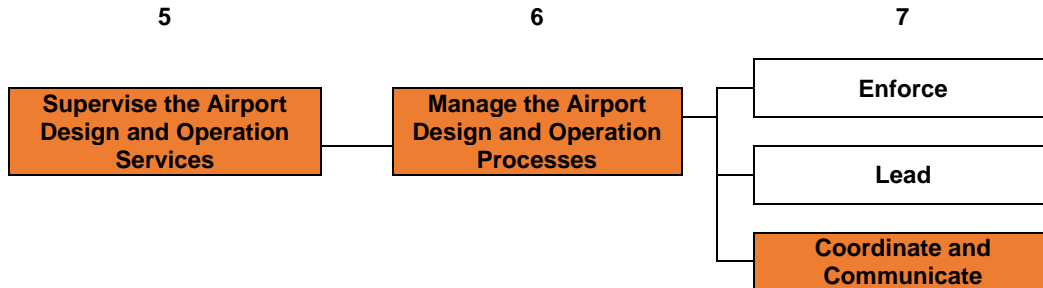
Performance criteria for the element

The individual is deemed competent when:

- 026/02/01 He/she carries out and controls the proper implementation of tasks on the part of the personnel involved, in accordance with the existing standards, protocols, and procedures, identifying any changes and indicating corrective actions in a timely manner.
- 026/02/02 Assigns tasks to each individual, motivating teamwork and providing clear instructions for the tasks including; reporting of changes within the airport, inspection of the movement area, management of the apron, and management of operational security on the apron.
- 026/02/03 Ensures that all staff under his/her supervision comply with all applicable regulations, procedures, and protocols related to their area of operation.
- 026/02/04 Ensures that his/her team members have the proper motivation and training for carrying out their work in accordance with the defined standards, while identifying any additional needs for training, skill enhancement, and development of the staff members.
- 026/02/05 Carries out the performance evaluations for the staff members under his/her supervision, following the procedures as defined by the company and discussing these with his/her direct staff in order to assist in their improved performance and development.

Skill 026

Element 3 of 3 (Code E 026/03)



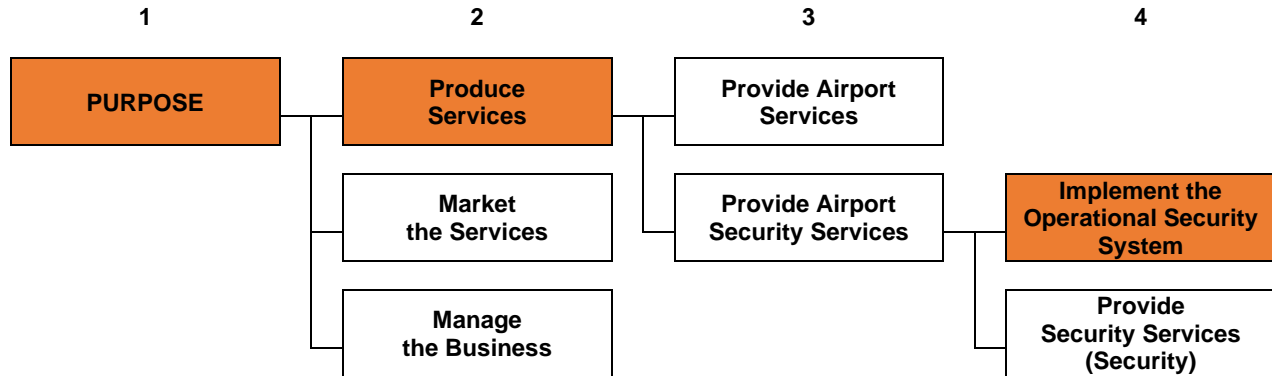
The individual will be capable of **coordinating and communicating** effectively with his/her supervisors, customers, and other stakeholders in the operations chain, working within the defined channels.

Performance criteria for the element

The individual is deemed competent when:

- 026/03/01 He/she makes effective use of the mechanisms and opportunities for reporting to and informing third parties, as well as coordinating and communicating with other stakeholders in the chain of operations.
- 026/03/02 Communicates with his/her supervisors, providing pertinent information for decision-making, with reference to the outcomes and performance achieved, and especially regarding any impacts and deviations from standard procedures or disciplinary incidents which require the involvement of upper management.
- 026/03/03 Reports to the responsible authority regarding any equipment failures or damage in order that it may be repaired immediately.
- 026/03/04 Interacts with all areas of the organization and coordinates daily activities with his/her counterparts, control organizations, and the corresponding authority, coordinating activities in such a way as to be well-informed and inform others while collaborating to achieve the best possible operation of the system.
- 026/03/05 Provides information on time and in the required formats to the human resources management department of the company, regarding any changes in payments for activities, as well as the application of disciplinary measures in cases where it is necessary.

Provide airport security services



Precedes in the Functional Map:

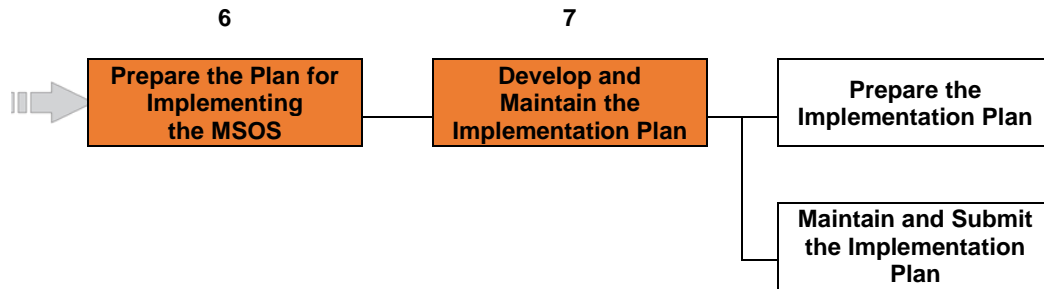
- 1. Purpose:** *Provide safe, stable, and efficient airport services which are compatible with the natural environment and which meet the needs of the stakeholders, in order to facilitate the connectivity of the country (passenger and cargo services) supporting economic and social development in a sustainable manner.*
- 2. Produce Services:** *Develop and operate safe, stable, and efficient airport services compatible with the natural environment and meeting the needs of the stakeholders in order to facilitate the connectivity of the country (passenger and cargo services).*
- 3. Provide security services** *for the airport in order to safeguard people and goods, taking into account the requirements of the applicable regulations (current national regulation or LAR – Latin American Aeronautical Regulation No. 153, or the equivalent document of the ICAO – International Civil Aviation Organization).*

The following are then developed:

- 4. Implement the Operational Security System (OSS),** *by developing the operational security manual and putting into place the MSOS.*
- 5. Implement MSOS, by developing the MSOS implementation plan and managing the system in all relevant aspects, (policies, strategies, diagnosis, analysis, assignment of resources and staff).**

Skill 027 - Develop and maintain the implementation plan for the MSOS

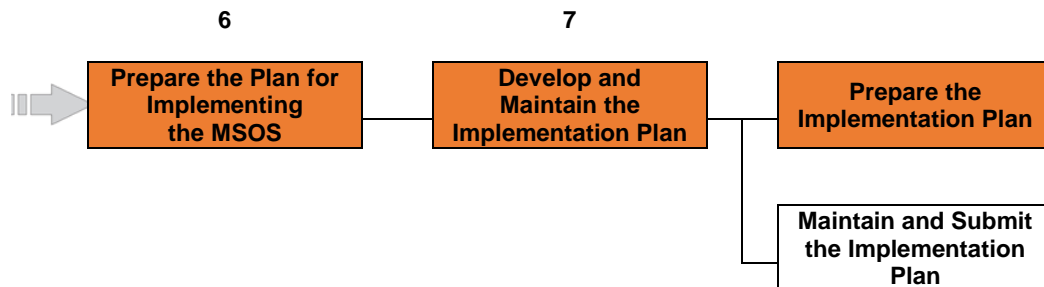
DESCRIPTION



Develop and maintain the implementation plan for the Management System for Operational Security (**MSOS**), taking into account the requirements of the applicable regulations (current national regulation or LAR – Latin American Aeronautical Regulations – numbers 139 and 153, or the equivalent document of the ICAO – International Civil Aviation Organization).

Skill 027

Element 1 of 2 (Code E 027/01)



The individual will be capable of preparing the implementation plan for the Management System for Operational Security (**MSOS**), through a systematic approach defined by the organization, acceptable to the Civil Aviation Authority, and taking into account the requirements of the applicable regulations (current national regulation or LAR – Latin American Aeronautical Regulations – numbers 139 and 153, or the equivalent document of the ICAO – International Civil Aviation Organization).

Performance criteria for the element

The individual is deemed competent when:

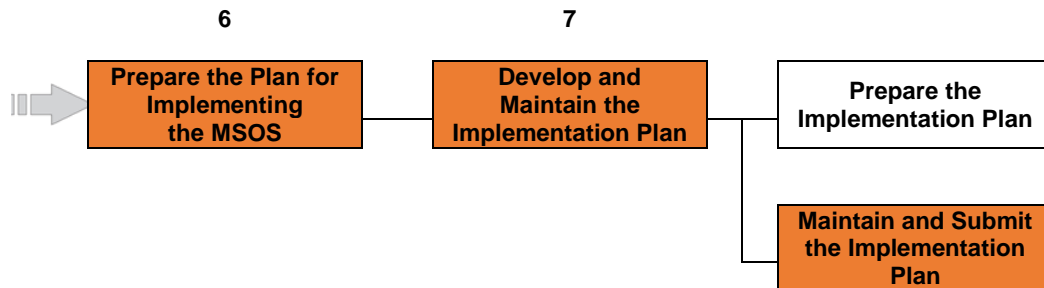
027/01/01 The plan includes at least the following items:

- The policy and goals for operational security.
- A description of the system.
- A complete needs analysis.
- The components of the Security Management System (SMS).
- The basic functions and responsibilities of operational security.
- The reporting policy for operational security.
- Training for operational security.

- Performance indicators for operational security.
- Performance measurement for operational security.
- Communications for operational security.
- A review of the performance of operational security.

Skill 027

Element 2 of 2 (Code E 027/02)



The individual will be capable of **maintaining and submitting** to the responsible Senior Executive the **MSOS** implementation plan, taking into account the requirements of the applicable regulations (current national regulation or LAR – Latin American Aeronautical Regulations – numbers 139 and 153, or the equivalent document of the ICAO – International Civil Aviation Organization).

Performance criteria for the element

The individual is deemed competent when:

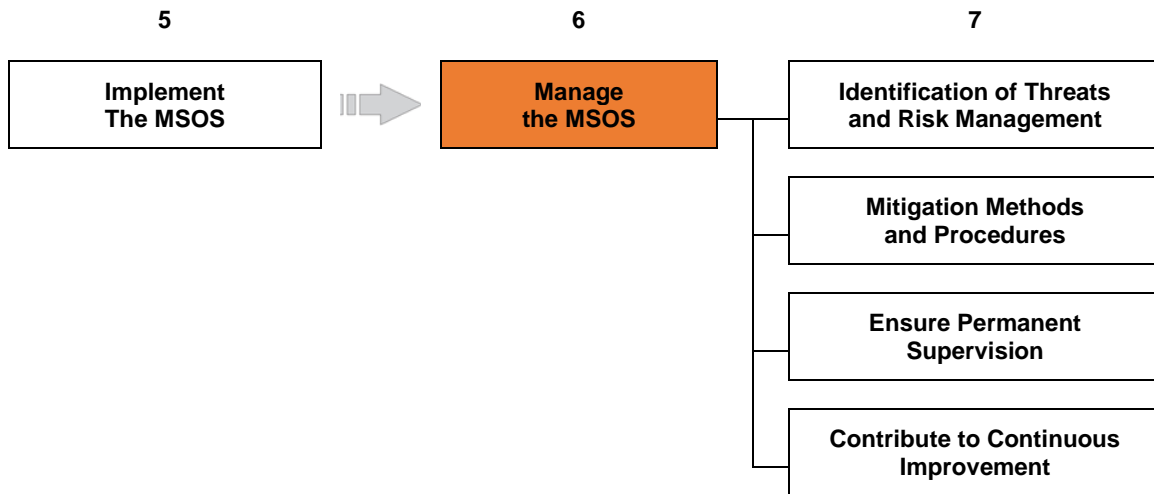
- 027/02/01 He/she takes into consideration:
- The interactions of the system with other systems within the airline industry,
 - The specific functions of the system;
 - The considerations for human performance required for the operation of the system.
 - The operating environment.
- 027/02/02 Meets all deadlines required for the submittal, consistent with the requirements of the relevant Authority and the needs of the organization, taking into account especially the expiration dates of the documentation.
- 027/02/03 Accompanies the document text with the corresponding supporting documentation, offering any necessary guidance and advice.
- 027/02/04 Identifies solutions based on suggestions received, following the recommendations of the Civil Aviation Authority regarding the need to incorporate new requirements, makes relevant observations at each stage of the process, as well as taking the initiative in responding to new needs of the organization or adaptation to changes in technology.
- 027/02/05 Carries out a needs analysis as part of the planning process in order to:

WORK SKILLS for AIRPORT OPERATIONS

- a. Identify the agreements, commitments, and structure of the Management System for Operational Security of the airport operators organization;
- b. Identify the need for carrying out improvements and/or adjustments of the airport conditions or the organization in order to ensure compliance with acceptable standards.
- c. Determines any necessary or additional operational security measures required to implement and maintain the Management System for Operational Security (**MSOS**) of the organization.

Skill 028 - Manage the Operational Security System (SMS)

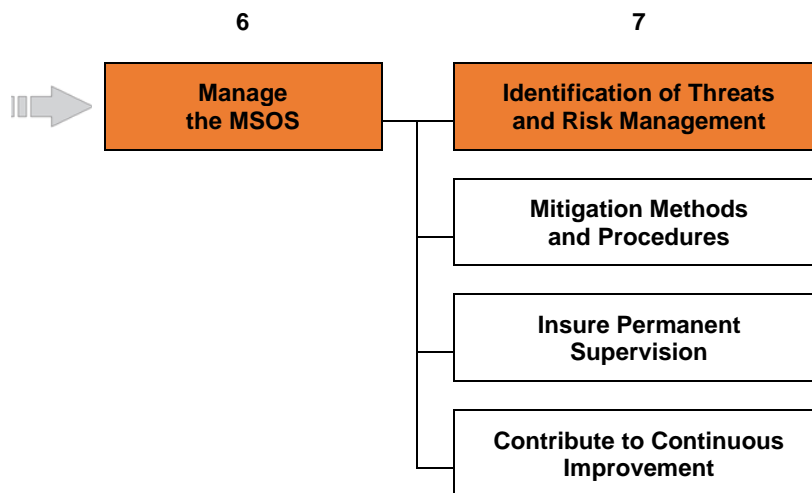
DESCRIPTION



Monitor activities of the airline operators and users of the airport to guarantee regularity, effectiveness, and efficiency of their operations, taking into account the complexity of factors which may create potential risks in airports.

Skill 028

Element 1 of 4 (Code E 028/01)



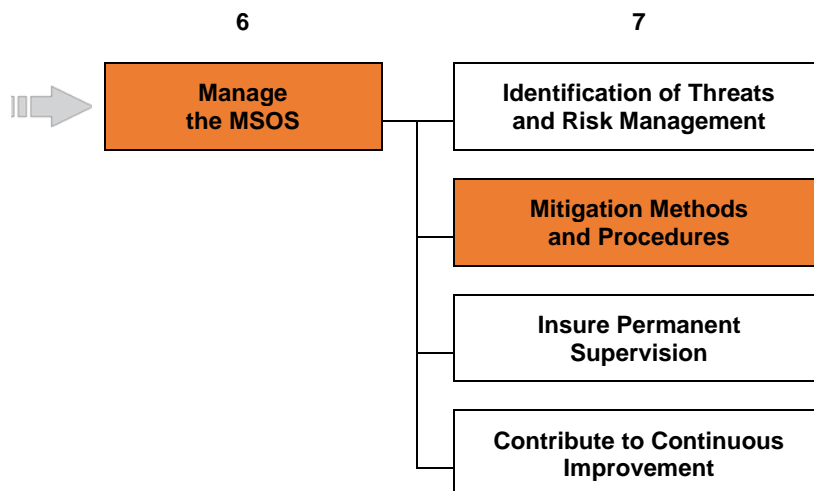
The individual will be capable of coordinating activities to **identify risks** and ensure risk management, related to the airport and the airport operations system.

Performance criteria for the element

The individual is deemed competent when:

- 028/01/01 He/she monitors all activities of the airline operators and airport users to guarantee regular, effective, and efficient operations.
- 028/01/02 Determines the consequences of potential dangers.
- 028/01/03 Evaluates and prioritizes the different types of risks.
- 028/01/04 Develops strategies for the mitigation or elimination of risks.
- 028/01/05 Adopts control strategies.
- 028/01/06 Assigns responsibilities.
- 028/01/07 Implements the control strategies.
- 028/01/08 Periodically re-evaluates the control strategies.
- 028/01/09 Collects additional information regarding the risks.

Skill 028	Element 2 of 4 (Code E 028/02)
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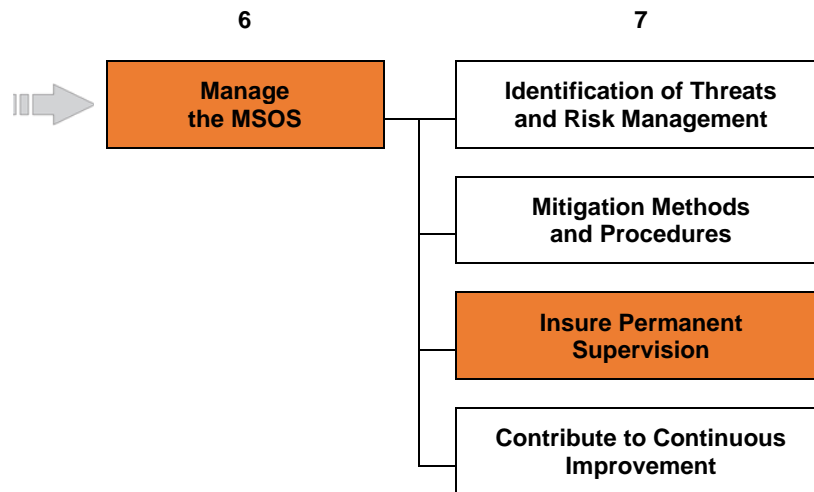
The individual will be capable of establishing methods and procedures to mitigate and/or eliminate possible risk conditions, ensuring that mitigation measures are in place to guarantee the operational security of the airport.

Performance criteria for the element

The individual is deemed competent when:

- 028/02/01 He/she establishes the necessary mitigation measures every time that unacceptable levels of risk are identified.
- 028/02/02 Prioritizes the identified dangers for the application of risk mitigation measures.
- 028/02/03 Provides information to the Responsible Executive regarding risk mitigation measures adopted and acceptable to the Civil Aviation Authority (CAA).

Skill 028	Element 3 of 4 (Code E 028/03)
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The individual will be capable of providing **permanent supervision** and periodic evaluation of the level of operational security achieved, in order to guarantee regularity, effectiveness, and efficiency in airport operations.

Performance criteria for the element

The individual is deemed competent when:

- 028/03/01 He/she monitors the effectiveness of security oversight for sub-contracted operations.
- 028/03/02 Establishes a program of internal or external audits for operational security which includes all activities carried out within the airport and which are acceptable to the Civil Aviation Authority (CAA). This supervision of operational security shall also include an analysis of problems resulting from human factors related to groups of employees, so that it will provide an in-depth knowledge of the possible dangers related to operational security.
- 028/03/03 Carries out procedures to verify the performance of operational security measures within the organization, based on the guidelines established and the policies and operational security goals approved by the organization and accepted by the Civil Aviation Authority (CAA), and validate the effectiveness of the controls established and used to determine the level of operational security.

028/03/04 Includes the following measures of supervision and of operational security performance:

- a. Operational Security report;
- b. Operational security audits;
- c. Operational security surveys;
- d. Operational security reviews;
- e. Operational security studies; and
- f. Internal and/or external investigations regarding operational security.

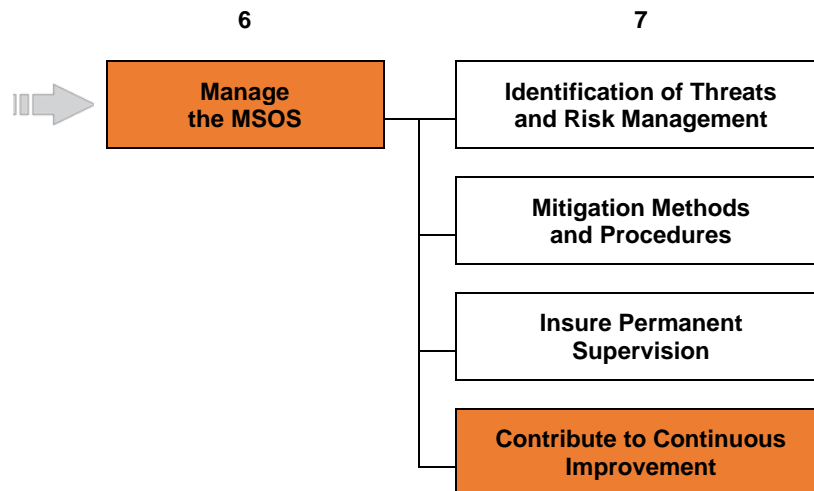
028/03/05 Establish and standardize the procedure for operational security reports to ensure that these are effective, including the application of protection against administrative and/or disciplinary measures, in order to avoid the application of punitive sanctions with the goal of improving the system.

028/03/06 Establish periodic audits which shall be carried out on a regular basis which include:

At least one audit of the **MSOS**;
Verification of sampling for specific topics; and/or
Audits to be carried out whenever there is suspicion of an operational security threat.

Skill 028

Element 4 of 4 (Code E 028/04)



The individual will be capable of contributing to the continuous improvement of the Management System for Operational Security (**MSOS**) in order to guarantee regularity, effectiveness, and efficiency in all airport operations.

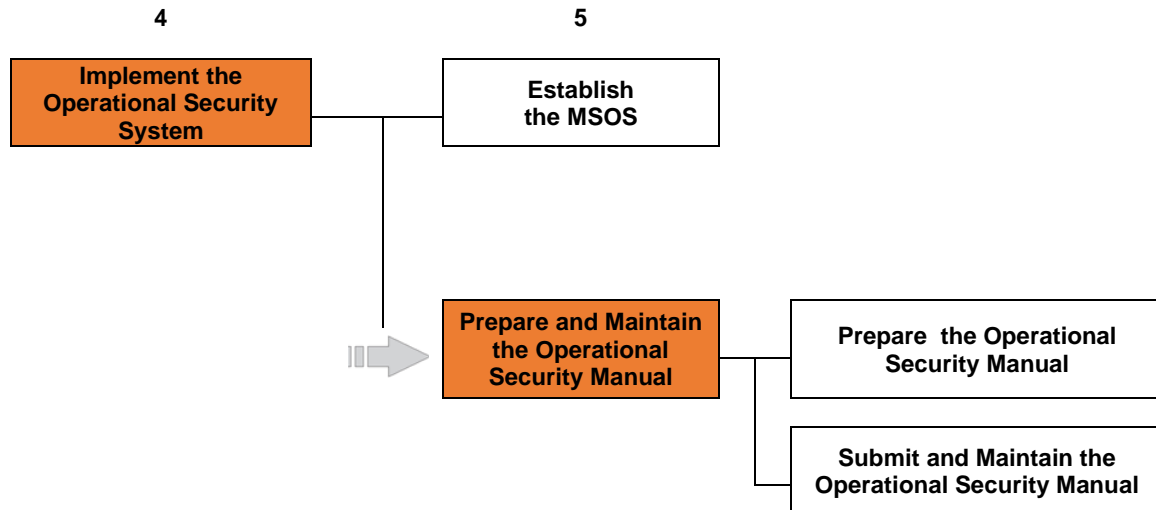
Performance criteria for the element

The individual is deemed competent when:

- 028/04/01 He/she establishes procedures to identify and determine the impact of deficiencies in the application of the Security Management System (SMS) with the goal of eliminating and/or mitigating the causes.
- 028/04/02 Carries out and maintains formal procedures for identifying the reasons for poor performance of the MSOS, determines the implications for operations, and rectifies any situations which may cause performance levels below the acceptable standard in order to ensure continuous improvement for the MSOS, and these processes include:
- a. Proactive and reactive evaluations regarding facilities, equipment, documentation, and procedures and the verification of the effectiveness of control strategies in reducing operational security risks; and
 - b. Proactive evaluation of individual performance and verification of compliance with the responsibilities for operational security.
 - c. A periodic review procedure for the MSOS which includes reviewing the policies and goals defined by senior management, as well as evaluating whether the procedures of the system are adequate for current and future operational and organizational conditions.

Skill 029 - Develop and maintain the Operational Security Manual

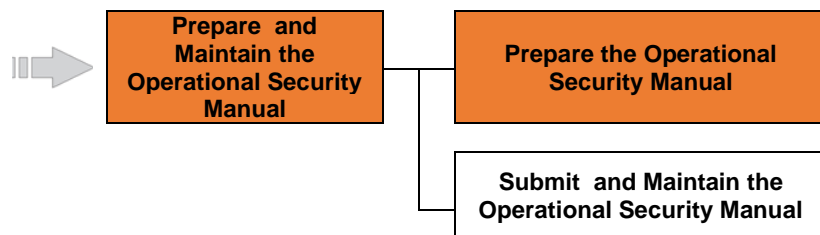
DESCRIPTION



Prepare and maintain the Operational Security Systems Management Manual (OSSMM), taking into account the requirements of the applicable regulations (current national regulation or LAR – Latin American Aeronautical Regulations – numbers 139 and 153, or the equivalent document of the ICAO – International Civil Aviation Organization).

Skill 029

Element 1 of 2 (Code E 029/01)



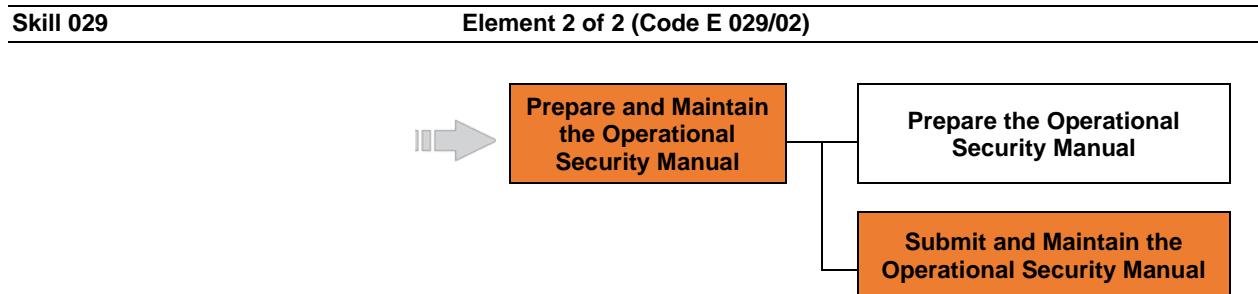
The individual will be capable of **preparing** the Operational Security Systems Management Manual (OSSMM), taking into account the requirements of the applicable regulations (current national regulation or LAR – Latin American Aeronautical Regulations – numbers 139 and 153, or the equivalent document of the ICAO – International Civil Aviation Organization).

Performance criteria for the element

The individual is deemed competent when the document:

- 029/01/01 Defines the scope for operational security systems management.
- 029/01/02 Formalizes the policy and goals for operational security.
- 029/01/03 Indicates the requirements and responsibility for accountability and operational security.
- 029/01/04 Identifies all key personnel for operational security.

- 029/01/05 Establishes document control procedures.
- 029/01/06 Includes protocols for the identification of threats and for risk management.
- 029/01/07 Describes the supervision mechanism to ensure adequate performance in the area of operational security.
- 029/01/08 Establishes emergency response and contingency planning mechanisms.
- 029/01/09 Includes procedures to determine the indicators, goals, and performance criteria for the **MSOS**.
- 029/01/10 Provides for audits of operational security.
- 029/01/11 Describes procedures for change management.
- 029/01/12 Establishes means to encourage operational security.
- 029/01/13 Regulates activities by contractors.



The individual will be capable of **submitting**, with the Responsible Executive, the Operational Security Systems Management Manual (**OSSMM**), processing changes, exemptions, amendments, and revisions to the procedure, in order to maintain it up to date and current, taking into account the requirements of the applicable regulations (current national regulation or LAR – Latin American Aeronautical Regulations – numbers 139 and 153, or the equivalent document of the ICAO – International Civil Aviation Organization).

Performance criteria for the element

The individual is deemed competent when:

- 029/02/01 He/she meets all deadlines required for the submittal, consistent with the requirements of the relevant Authority and the needs of the organization, taking into account especially the expiration dates of the documentation.
- 029/02/02 Accompanies the document text with the corresponding supporting documentation, offering any necessary guidance and advice.
- 029/02/03 Identifies solutions based on suggestions received, following the recommendations of the Civil Aviation Authority regarding the need to incorporate new requirements, makes relevant observations at each stage of the process, as well as taking the initiative in responding to new needs of the organization or adaptation to changes in technology.

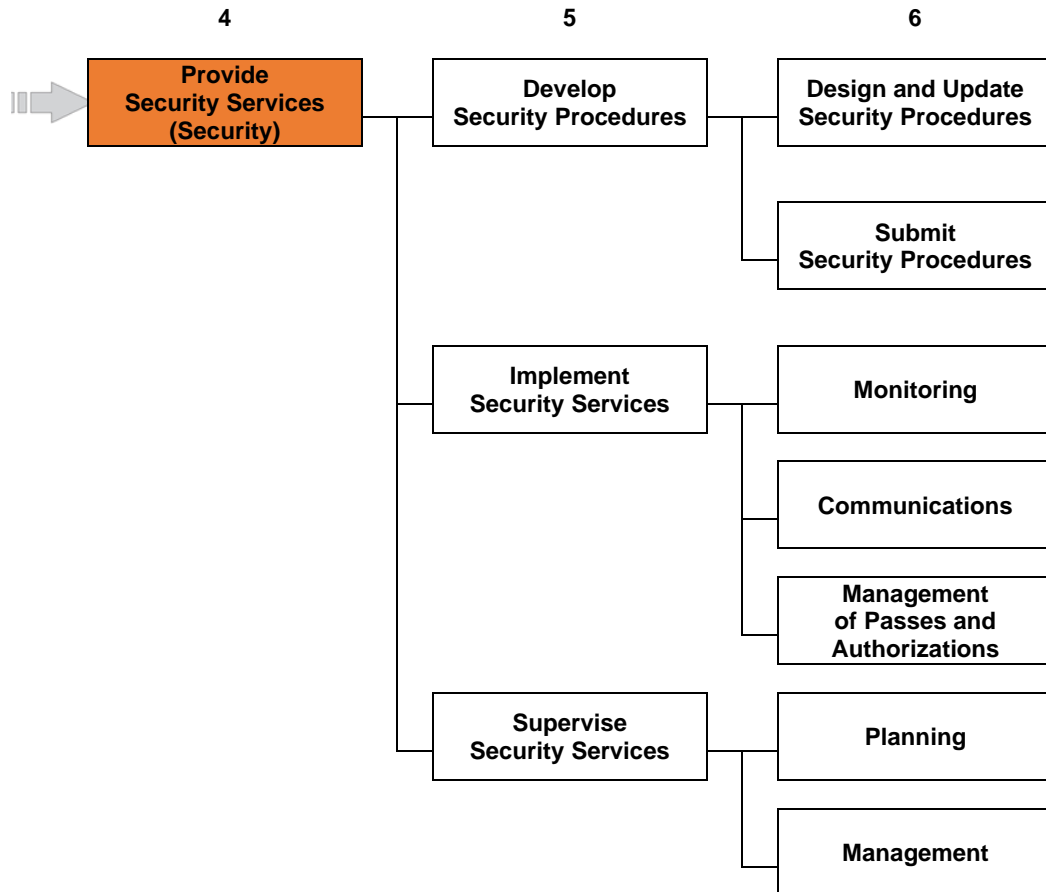
Prepare and organize Security Services (Security)

Precedes in the Functional Map:

1. **Purpose:** Provide safe, stable, and efficient airport services which are compatible with the natural environment and which meet the needs of the stakeholders, in order to facilitate the connectivity of the country (passenger and cargo services) supporting economic and social development in a sustainable manner.
2. **Produce Services:** Develop and operate safe, stable, and efficient airport services compatible with the natural environment and meeting the needs of the stakeholders in order to facilitate the connectivity of the country (passenger and cargo services).
3. **Provide security services** for the airport in order to safeguard people and goods, taking into account the requirements of the applicable regulations (current national regulation, Appendix 17 of the ICAO, or LAR – Latin American Aeronautical Regulation No. 153, or the equivalent document of the ICAO – International Civil Aviation Organization).

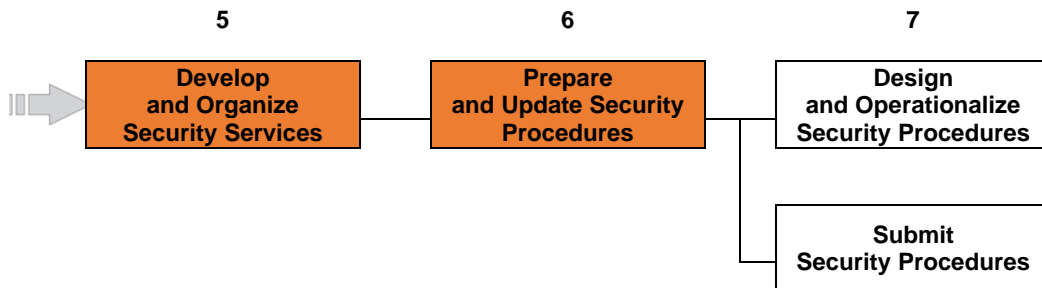
The following are then developed:

4. **Provide security services (Security)** for the airport in order to safeguard people and goods, taking into account the requirements of the applicable regulations (current national regulation, or LAR – Latin American Aeronautical Regulation No. 153, or the equivalent document of the ICAO – International Civil Aviation Organization).
5. **Prepare and organize Security procedures / Carry out Security Services / Supervise Security Services, with the goal of complying with the applicable regulatory framework, and with the policies and quality standards, and the required provision of services as defined by the organization.**
6. Level of skills.
7. Level of skill elements.
8. Level of performance criteria.



Skill 030 - Design and update security procedures

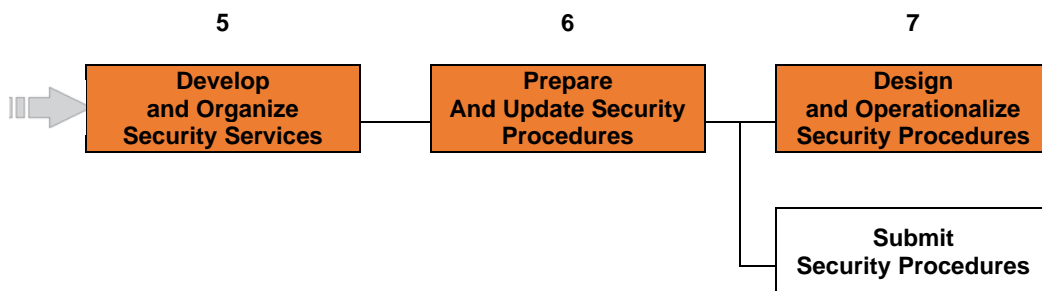
DESCRIPTION



Develop the procedures, protocols, and management forms for security services (security), ensuring safe and efficient management, following the applicable regulatory guidelines, policies, and quality standards, while providing all services as defined by the organization.

Skill 030

Element 1 of 2 (Code E 030/01)



The individual will be capable of **designing and updating** the preliminary draft projects, final projects, protocols, management forms or procedures, for the security services (security) regarding monitoring, communication, image processing, and asset custody, while taking into account the needs for implementation, supervision, and evaluation of the activities which make up the process, consistent with the applicable regulatory framework, and the policies and quality standards and services to be provided as defined by the organization.

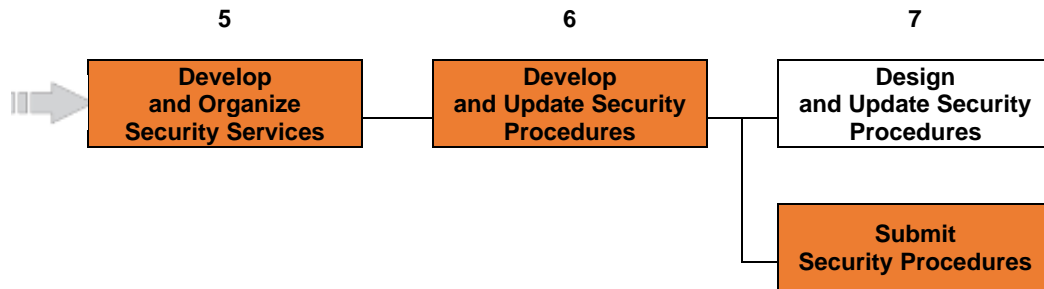
Performance criteria for the element

The individual is deemed competent when the procedure:

- 030/01/01 Communicates the purpose and the objectives, the way and the cases when action is required by the affected personnel, their responsibilities and the participation of or impacts on of other stakeholders.
- 030/01/02 Indicates and describes the technology to be employed in carrying out each of the designed procedures, the criteria for the assignment of the affected personnel, and the execution tasks and supervision, as well as the technical and cross-cutting skills which are required, and the criteria for maintaining the confidentiality of information, as well as any other necessary precautions.
- 030/01/03 Establishes the expected outcomes, the indicators, and the checklists for control and verification, evaluation and supervision, while providing access to a communication system, reports, record logs, reviews, updates, and amendments.

030/01/04 Is presented in a standardized format which includes the necessary fields and numbered pages, without alterations, employs the proper technical terminology, and is easy to read and understand by a variety of different stakeholders/stakeholders.

Skill 030 **Element 2 of 2 (Code E 030/02)**



The individual responsible will be capable of **processing**, (recording, communicating, or submitting), the protocol or the preliminary draft project or procedure for security services management (security), regarding the monitoring, communication, processing of images and information, and asset custody, while maintaining all information up to date.

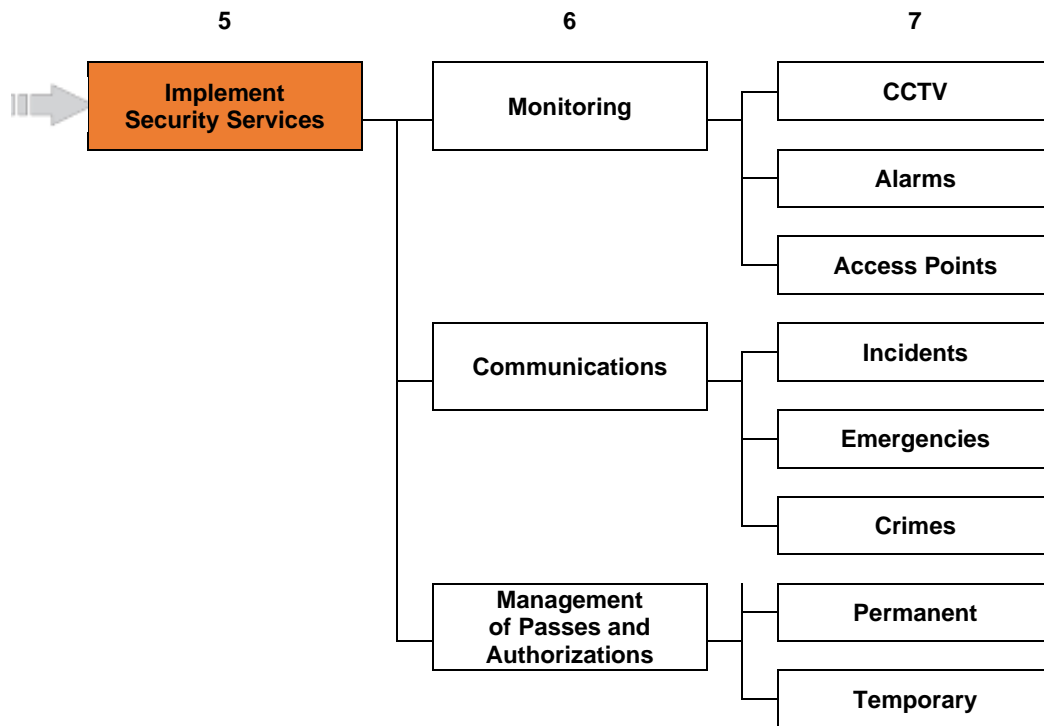
Performance criteria for the element

The individual is deemed competent when:

- 030/02/01 He/she meets all deadlines required to process the procedure, (communication, filing, submittal) consistent with the requirements of the relevant authority and the needs of the organization, taking into account especially the expiration dates of the documentation.
- 030/02/02 Accompanies the document text with the corresponding supporting documentation, offering any necessary guidance and advice.
- 030/02/03 Identifies solutions based on suggestions received, following the recommendations of the Civil Aviation Authority regarding the need to incorporate new requirements, makes relevant observations at each stage of the process, as well as taking the initiative in responding to new needs of the organization or adaptation to changes in technology.

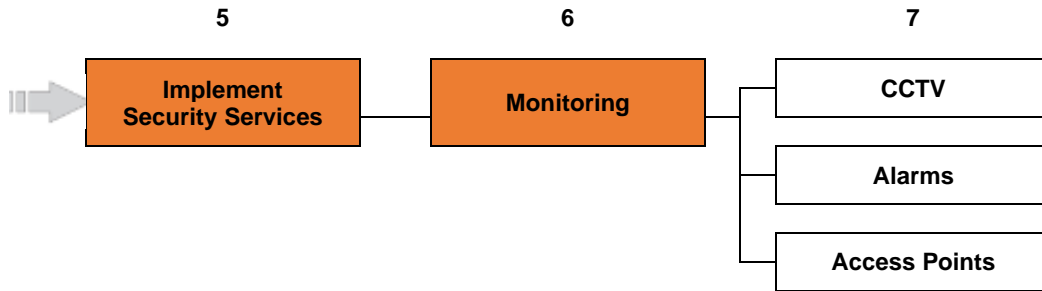
Implement security services (security)

Implement the security services (Security) regarding monitoring, communications, image processing, and asset custody, making arrangements for the implementation of all activities which are part of the process, within the applicable regulatory framework, policies, quality standards, and services as defined by the organization.



Skill 031 - Carry out monitoring activities

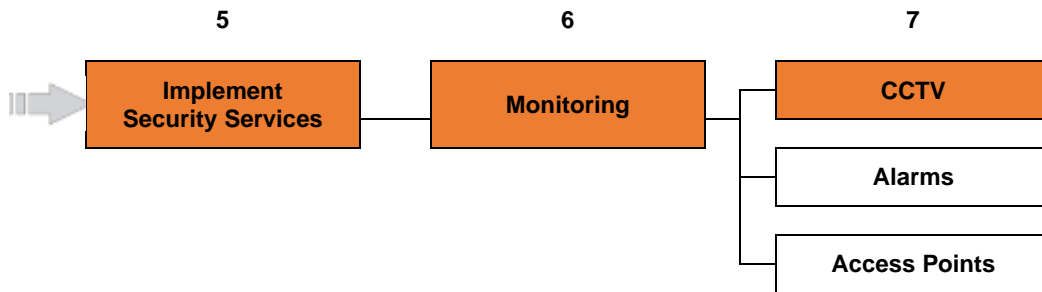
DESCRIPTION



Implement monitoring of the Closed Circuit Television System (CCTV), intrusion alarm systems, smoke or fire alarm systems, and coded access to non-public areas, based on the applicable regulatory framework, in order to implement the corresponding controls and apply the policies and quality standards as defined by the organization.

Skill 031

Element 1 of 3 (Code E 031/01)



The individual will be capable of carrying out the **monitoring of the Closed Circuit Television Cameras (CCTV)** for the different sectors of the airport under his/her supervision, in order to maintain the corresponding controls, and apply the policies and quality standards as defined by the organization.

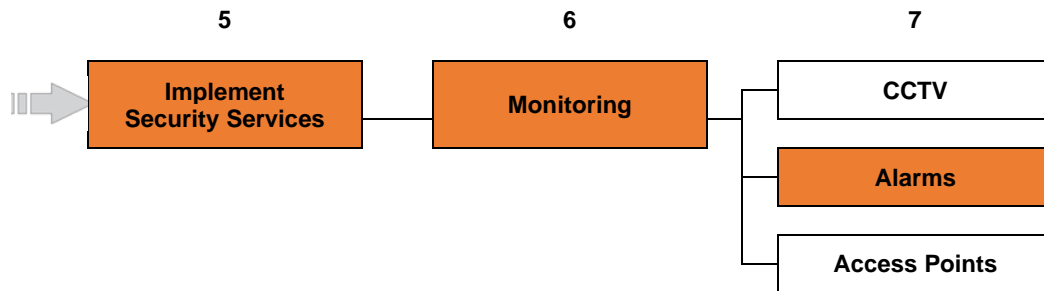
Performance criteria for the element

The individual is deemed competent when:

- 031/01/01 He/she has complete visibility of the different areas of the airport under his/her supervision using the Closed-Circuit Television System (CCTV).
- 031/01/02 Coordinates with the designated personnel by means of CCTV monitoring, identifying any areas and situations which may present threats or risks.
- 031/01/03 Monitors the proper functioning of the various security systems (security): CCTV, antennas, and alarms.
- 031/01/04 Manages the controls of the CCTV system in order to provide visibility through the use of the cameras in all required areas.

Skill 031

Element 2 of 3 (Code E 031/02)



The individual will be capable of carrying out the **monitoring of the alarms** for the different airport areas under his/her supervision, in order to maintain the necessary controls, applying the policies and quality standards as defined by the organization.

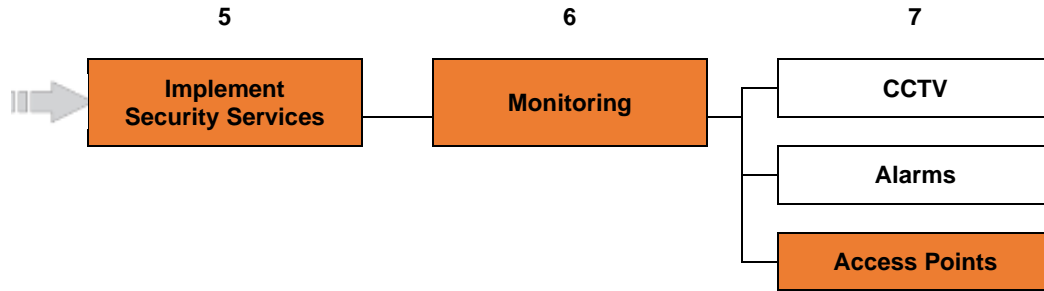
Performance criteria for the element

The individual is deemed competent when:

- 031/02/01 He/she ensures that the fire alarm system is monitored at all times and verifies that the status of the central console is free of any current alarms, preliminary alarms, or faults.
- 031/02/02 Monitors the activation of water flow at the control stations and the in the event of activation verifies that the location corresponds to the plans for the sector of each control station, and communicates in order to verify the cause of the alarm and to proceed in accordance with the situation.
- 031/02/03 When any security alarm is activated indicating a lack of electric power or a disconnection of any pump, communicates in order to confirm the situation with the fire station and verify the cause of the alarm and to proceed to take action as necessary.
- 031/02/04 Maintains the perimeter alarm system under permanent observation and verifies the status of the central alarm panel.

Skill 031

Element 3 of 3 (Code E 031/03)



The individual will be capable of carrying out the **monitoring of access points** for the different areas of the airport under his/her supervision, in order to maintain the necessary controls, and apply the policies and quality standards as defined by the organization.

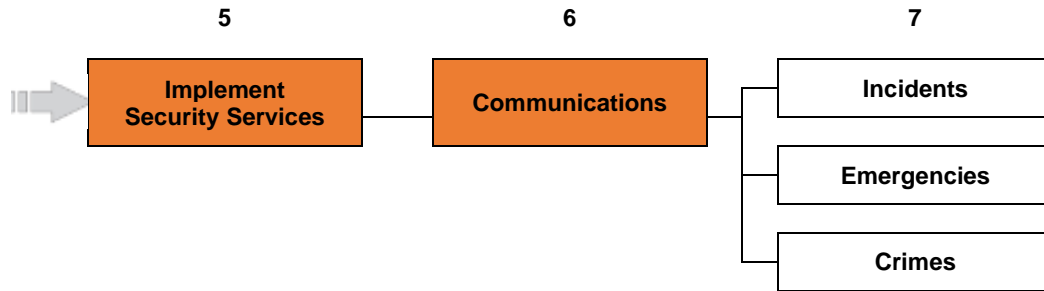
Performance criteria for the element

The individual is deemed competent when:

- 031/03/01 He/she monitors the access system at all times and verifies the status of the central control panel.
- 031/03/02 Outside of normal office hours, when an individual requires access and does not have the corresponding access pass, he/she will coordinate all necessary parties to provide access and will make a permanent record of the situation.

Skill 032 - Maintain communications

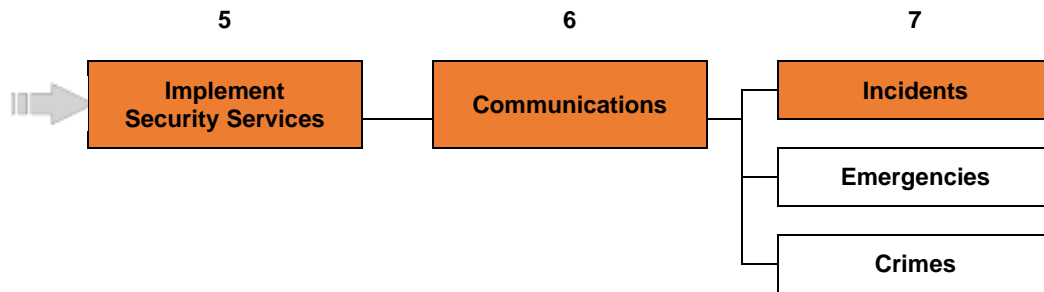
DESCRIPTION



Maintain **communications** when dealing with situations of incidents, emergencies, or crimes which may occur in the area of security (security), in accordance with the applicable regulatory framework, and in order to maintain the corresponding controls and apply the policies and quality standards as defined by the organization.

Skill 032

Element 1 of 3 (Code E 032/01)



The individual will be capable of maintaining communications regarding **incidents** which may occur in accordance with the applicable regulatory framework, in order to maintain the corresponding controls and to apply the policies and quality standards as defined by the organization.

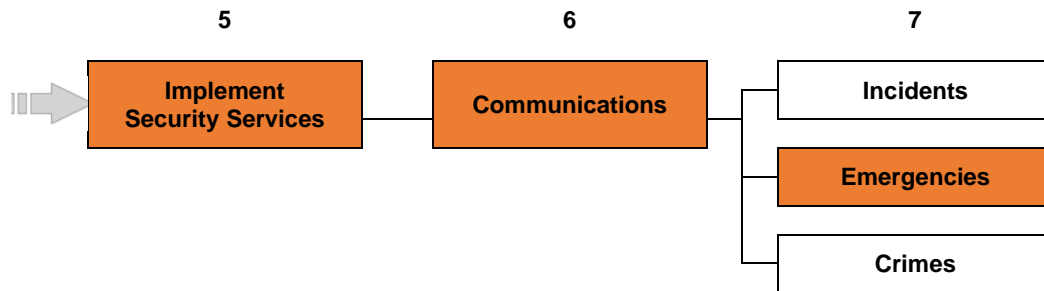
Performance criteria for the element

The individual is deemed competent when:

- 032/01/01 He/she carries out all necessary coordination for the arrival of the necessary personnel at the site of the incident and will generate a permanent record from the CCTV system of what has occurred.
- 032/01/02 Generates a report which indicates the time and details of the incident, taking into account the following events without excluding any others which may also be important:
 - Time at the beginning of the incident.
 - Time at the end of the incident.
 - Number of persons involved and their identities if possible.
 - Vehicles involved and their identities if possible.

Skill 032

Element 2 of 3 (Code E 032/02)



The individual will be capable of maintaining communications in the face of any **emergencies** which may occur in accordance with the applicable regulatory framework, in order to raise the corresponding alarms, to safeguard human life, minimize impact on the environment, and protect the infrastructure.

Performance criteria for the element

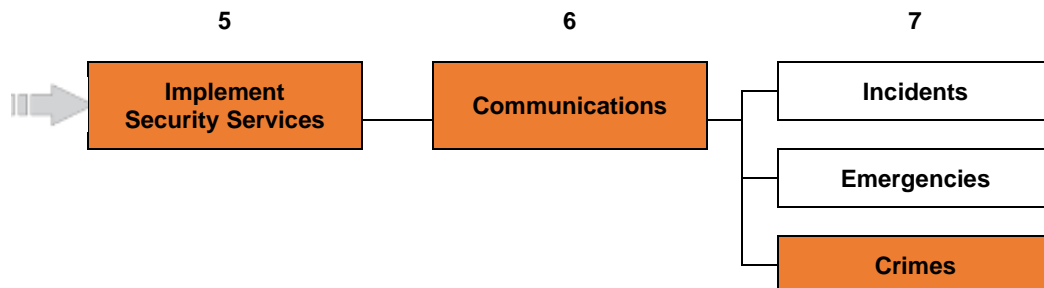
The individual is deemed competent when:

032/02/01 He/she maintains the communications which are anticipated in the emergency plan.

032/02/02 Activates the speakers of the emergency alert system in the event it is necessary to do so.

Skill 032

Element 3 of 3 (Code E 032/03)



The individual will be capable of maintaining communications in the face of any **crimes** which may occur based on the applicable regulatory framework, while applying the policies and quality standards as defined by the organization.

Performance criteria for the element

The individual is deemed competent when:

032/03/01 He/she, in the event of verifying the perpetration of a crime (including in this definition theft, robbery, property damage, physical damage, obstruction, and in general any illegal act disrupting the normal operating environment as per the current regulations) will take the following steps:

- Immediately advise the security supervisor (security).
- Collect as much information about the incident as is possible.

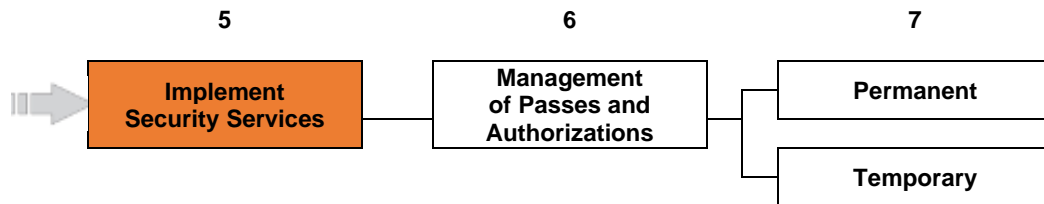
- Make himself/herself available to the affected parties, providing them information, guidance, and assistance to help resolve any negative impacts which may be occurring.
- Advise the appropriate legal authority in accordance with each individual case.

032/03/02 Record of the specific details of the different events with times, photographs, and any other information which may arise which could be necessary for a future investigation in order to help identify those responsible.

032/03/03 Does not take any direct action in addressing the crime in order to safeguard his/her own personal safety, leaving such actions for the national authority or any other responsible group.

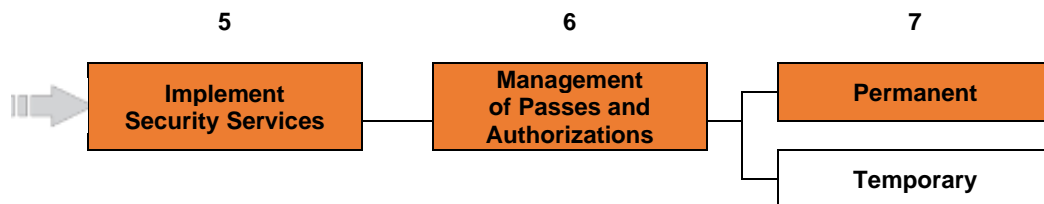
Skill 033 - Process passes and authorizations

DESCRIPTION



Carry out the necessary processes to manage, for the airport authority or any other responsible agency, the access of persons and vehicles, in order to apply the policies and quality standards as defined by the organization and by national legislation.

Skill 033 Element 1 of 2 (Code E 033/01)



The individual will be capable of carrying out the processing for the management of permanent access passes based on the applicable regulatory framework, and in order to maintain the corresponding controls and apply the policies and quality standards as defined by the organization and the applicable regulatory framework.

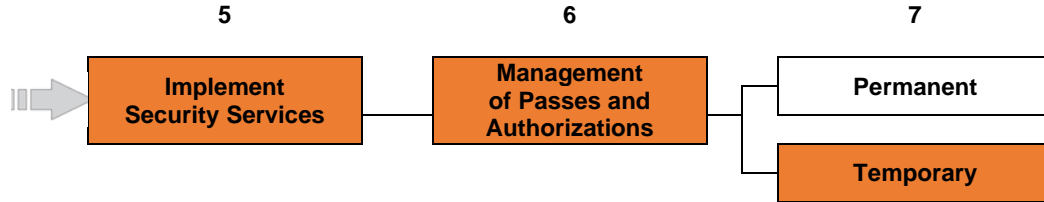
Performance criteria for the element

The individual is deemed competent when:

- 033/01/01 He/she verifies that the applicant meets all requirements established in the respective regulations and completes all necessary forms for the corresponding request for access.
- 033/01/02 Verifies that the vehicle, if that is the case, has all necessary insurance and meets the established requirements in the regulations, and presents the proper request form.
- 033/01/03 Has included all of the pertinent authorizations on the part of the company for the request forms presented in order to complete the process with the corresponding authority.

Skill 033

Element 2 of 2 (Code E 033/02)



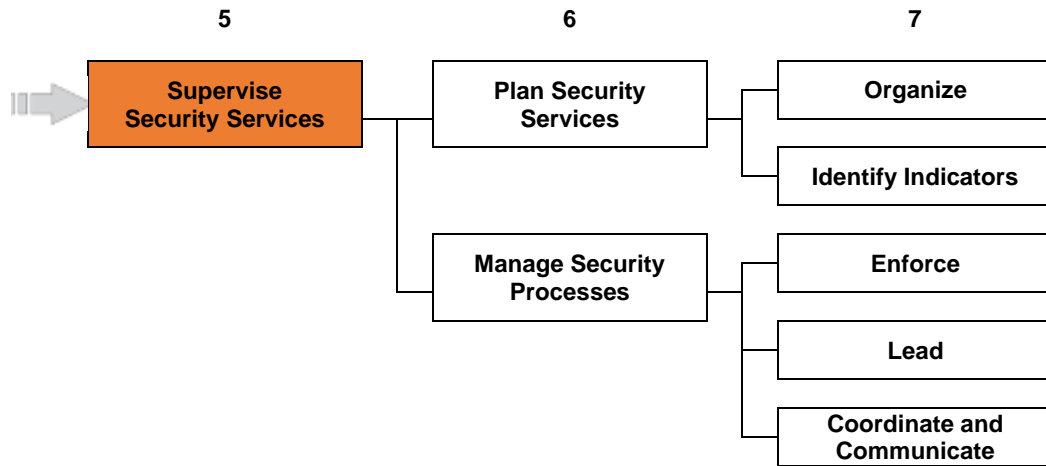
The individual will be capable of carrying out the processing for the management of temporary access passes based on the applicable regulatory framework, and in order to maintain the corresponding controls and apply the policies and quality standards as defined by the organization and the applicable regulatory framework.

Performance criteria for the element

The individual is deemed competent when:

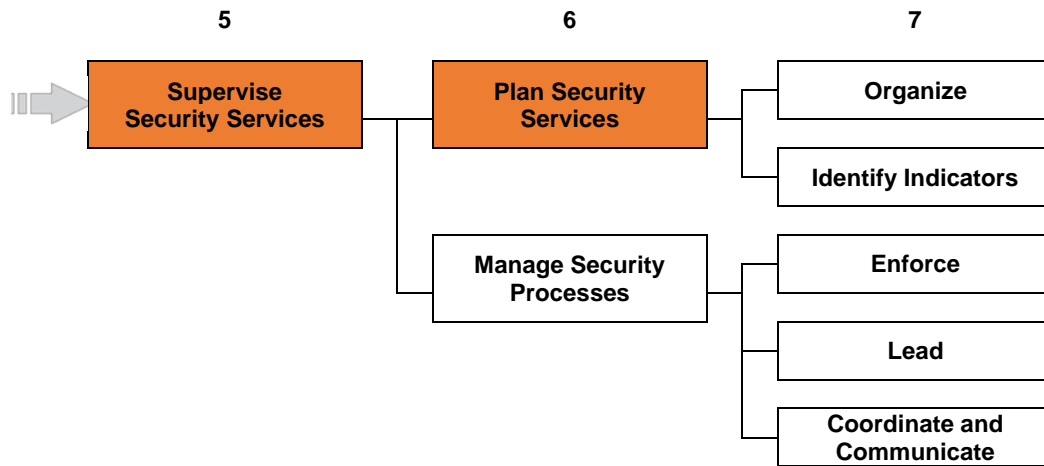
- 033/02/01 He/she, upon receiving the request, carries out the pertinent consultations within the company and requests the corresponding temporary access pass, based on the requirements established in the regulations.
- 033/02/02 Records all of the transactions carried out requesting temporary passes outside of office hours and includes at a minimum the following information:
 - Date and time of the request.
 - Name of the person requesting access.
 - Name of the person who authorized the access.
- 033/02/03 Gathers all of the pertinent authorizations on the part of the company for the requests which are presented.
- 033/02/04 Verifies that the applicant meets all of the establish requirements in the relevant regulations and has completed the request form.

Supervise Security Services (Security)



Skill 034 – Plan security services (security)

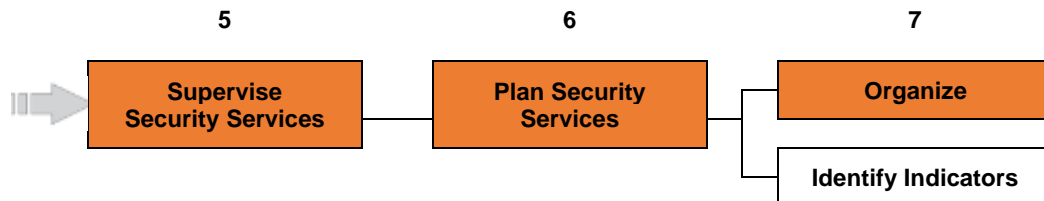
DESCRIPTION



Plan the efforts for security services (security), assigning the necessary technological, human, and time resources for their implementation, complying with the protocols and procedures of the organization and guaranteeing a safe and efficient management of the same.

Skill 034

Element 1 of 2 (Code E 034/01)



The individual will be capable of **organizing** the work shifts to complete the required security service activities while complying with all of the policies and objectives indicated by the company, taking into consideration the available resources and commitments, and in accordance with all applicable protocols, procedures, international security standards, workforce standards, and contractual agreements.

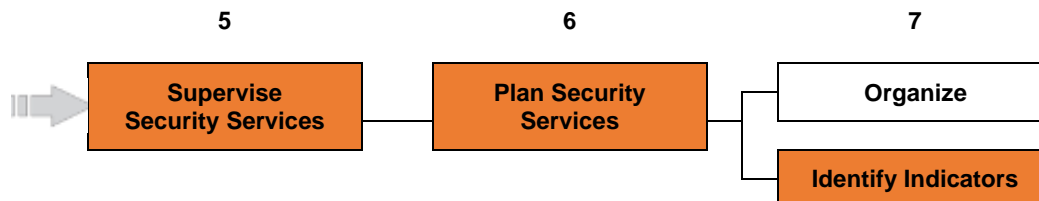
Performance criteria for the element

The individual is deemed competent when:

- 034/01/01 He/she defines the priorities and the timeframes for implementation, following instructions received and prior agreements, and estimating the needed resources for effective compliance.
- 034/01/02 Assigns the different types of resources (time, facilities, space, tools, and equipment) in such a way as to adequately meet all objectives and commitments.
- 034/01/03 Ensures adequate staffing levels (work teams, roles, work schedules, productivity) for each operation, in order to efficiently complete all planned work activities within the scheduled time frame.

Skill 034

Element 2 of 2 (Code E 034/02)



The individual will be capable of **identifying the procedures and indicators** to be applied for the control and evaluation of planned activities, as well as anticipating the means, opportunities, and mechanisms for coordination and communication with the different stakeholders (internal and external), in the process.

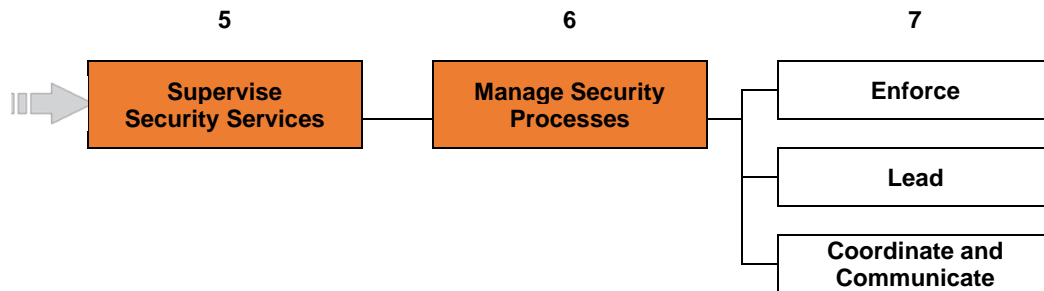
Performance criteria for the element

The individual is deemed competent when:

- 034/02/01 He/she determines as a part of the planning process those procedures, indicators, and observable actions which will allow for proper control and evaluation of the different activities, consistent with the management procedures defined by the company.
- 034/02/02 Participates in the development of procedures which will then be applied and enforced, offering his/her collaboration and experience in the design of these.
- 034/02/03 Anticipates the mechanisms and opportunities for reporting to and informing third parties, as well as coordinating and communicating with other stakeholders in the chain of operations.
- 034/02/04 Contributes to the search for solutions to ensure future, effective, compliance with all processes and services, in accordance with the anticipated demand for services and the limited resources (human, physical, time/schedule).

Skill 035 – Manage security services (security)

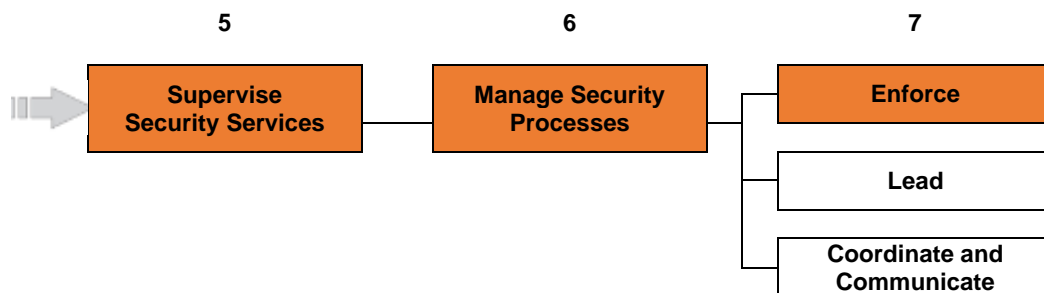
DESCRIPTION



Manage the processes of security services (security), complying with and enforcing the objectives and agreed commitments, within the framework of all current policies, plans, practices, standards, protocols, and procedures.

Skill 035

Element 1 of 3 (Code E 035/01)



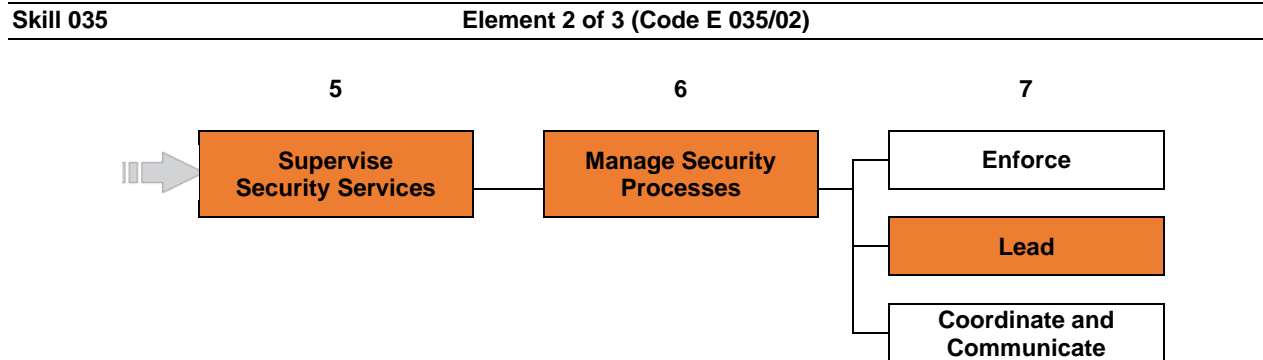
The individual will be capable of submitting **the services**, while complying with and enforcing the policies, plans, objectives, and standard practices defined in the instructions received and the planning which has been carried out, while respecting the applicable protocols, procedures, and standards.

Performance criteria for the element

The individual is deemed competent when:

- 035/01/01 He/she carries out the plans to the satisfaction of the affected teams, the customers receiving the services, and the management of the areas involved.
- 035/01/02 Achieves satisfactory compliance with all CCTV monitoring activities, alarm systems, and access controls; as well as the tasks of communications in the cases of incidents, emergencies, or crimes; and the management of permanent and temporary passes and authorizations.
- 035/01/03 Controls and cares for the use of all company assets and those of affected third parties for each operation, ensuring their availability, their optimum utilization, and achieving the predefined levels of efficiency and effectiveness.
- 035/01/04 Contributes to risk reduction in the execution of tasks, with an impact on service provision and/or on security of both human and physical resources involved in the operations, ensuring the efficient custody of assets and the safety of individuals while they are at the airport.

- 035/01/05 Utilizes the predetermined procedures and indicators in the planning of activities for effective control and evaluation of the activities which are carried out.
- 035/01/06 Identifies opportunities for improvements in procedures, in implementing tasks, and in the utilization of resources, in order to contribute to the continuous improvement in operations management.



The individual will be capable of **leading the staff** under his/her supervision in order to comply with and enforce the goals and agreed commitments, in the framework of all current policies, plans, practices, standards, protocols, and procedures.

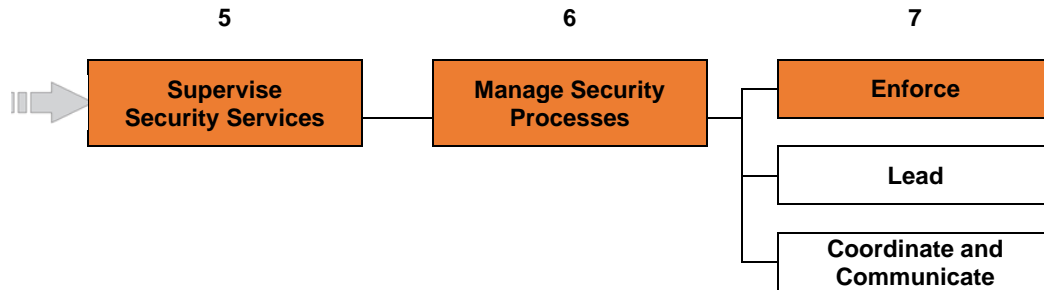
Performance criteria for the element

The individual is deemed competent when:

- 035/02/01 He/she implements and controls the proper completion of tasks by the personnel under his/her supervision, in accordance with the standards, protocols, and procedures, while identifying any deviations and indicating the immediate corrective actions required.
- 035/02/02 Assigns tasks to each individual, promoting teamwork and providing adequate instructions for the tasks of monitoring the CCTV, alarms, and access control; as well as the tasks of communications during incidents, emergencies, or crimes; and the management of temporary or permanent access passes and authorizations.
- 035/02/03 Enforces compliance by the team under his/her supervision in the framework of applicable regulations, and the procedures and protocols related to security.
- 035/02/04 Ensures that his/her team has the necessary motivation and training for carrying out their tasks in accordance with the relevant standards, identifying all needs for training, skills enhancement, and development.
- 035/02/05 Carries out the performance evaluations for the staff members under his/her supervision, following the procedures as defined by the company and discussing these with his/her direct staff in order to assist in their improved performance and development.

Skill 035

Element 3 of 3 (Code E 035/03)



The individual will be capable of **coordinating and communicating** effectively with his/her superiors, customers, and other stakeholders in the chain of operations, following the prescribed mechanisms.

Performance criteria for the element

The individual is deemed competent when:

- 035/03/01 He/she effectively uses the mechanisms and opportunities to report to and inform third parties as well as coordinating and communicating with other stakeholders in the chain of operations.
- 035/03/02 Communicates with his/her supervisors, providing timely information for decision-making, with reference to the outcomes and performance achieved, and, especially in relation to unexpected impacts and deviations from the procedures or disciplinary cases which require their intervention.
- 035/03/03 Reports to the proper authority any failures in equipment or breakdowns in functioning for their immediate repair.
- 035/03/04 Interacts with all areas of the organization and coordinates daily activities with his/her counterparts, control organizations, and the corresponding authority, coordinating activities in such a way as to be informed, to inform others, and to collaborate for the best possible functioning of the system.
- 035/03/05 Provides, at the proper time and in the proper form, to the human resources department of the company the information and changes required to settle any pending payment, as well as the application of disciplinary measures in cases where that is required.

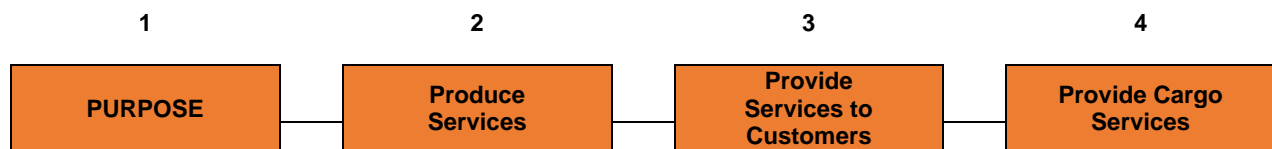
Provide Cargo Services

Precedes in the Functional Map:

1. **Purpose:** Provide safe, stable, and efficient airport services which are compatible with the natural environment and which meet the needs of the stakeholders, in order to facilitate the connectivity of the country (passenger and cargo services) supporting economic and social development in a sustainable manner.
2. **Produce Services:** Develop and operate safe, stable, and efficient airport services compatible with the natural environment and meeting the needs of the stakeholders.
3. **Provide Services to Customers:** provide services to the different customers and make use of the airport facilities, in such a way as to meet their needs.

The following are then developed:

4. **Provide cargo services:** Provide services for the reception, storage, custody, and delivery of cargo, guaranteeing safe and efficient management, with the goal of satisfying the needs of producers, exporters, importers, and the logistics community in general.
5. **Prepare and organize cargo services / Implement cargo services / Supervise cargo services.**
6. Level of skills.
7. Level of skill elements.
8. Level of performance criteria.

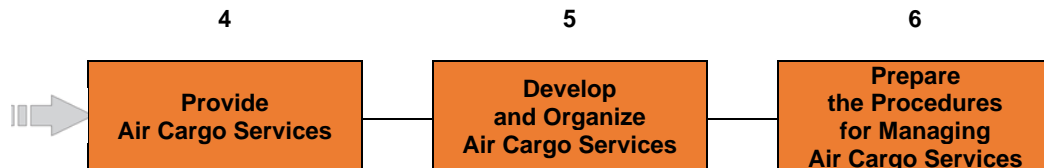


Prepare and organize Cargo Services

Prepare and organize the procedures for the services of receiving, storing, taking custody, and delivering air cargo, guaranteeing safe and efficient management, with the goal of satisfying the needs of producers, exporters, importers, and the logistics community in general.

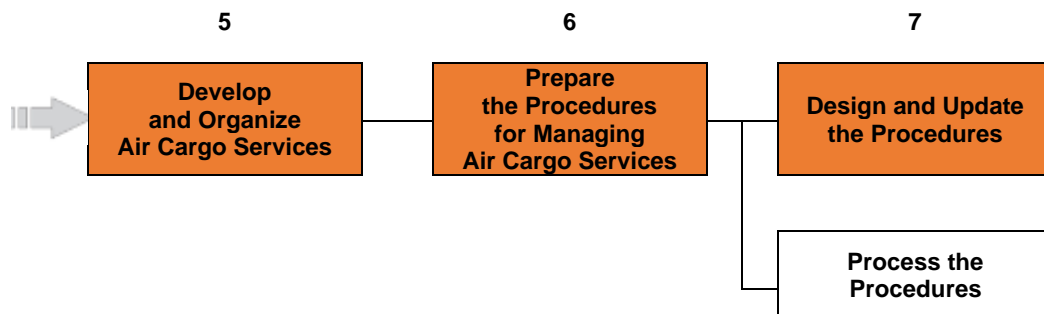
Skill 036 - Develop the procedures for the management of air cargo services

DESCRIPTION



Develop the procedures, protocols, and management forms for air cargo services, achieving safe and efficient management, with the goal of satisfying the needs of producers, exporters, importers, and the logistics community in general.

Skill 036 Element 1 of 2 (Code E 036/01)



The individual will be capable of **designing and implementing** the preliminary draft projects, final projects, protocols, management forms or procedures for air cargo services related to the reception, storage, processing, custody, and delivery of cargo, defining the execution, supervision, and evaluation of all activities which make up the process, in accordance with the applicable regulatory framework, policies, quality standards, security, and other services as defined by the organization.

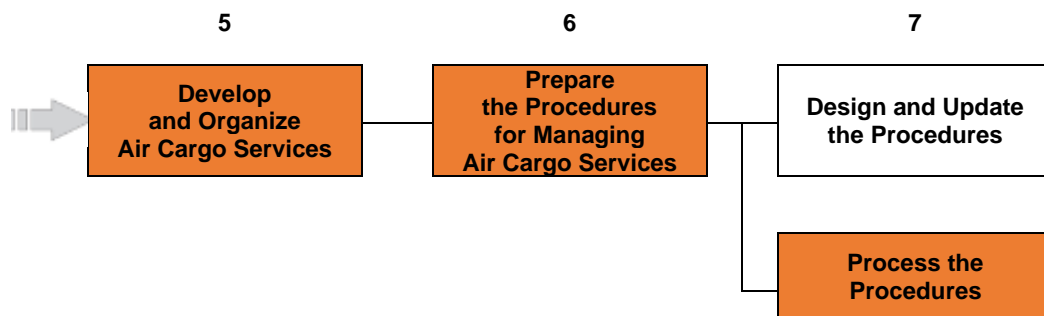
Performance criteria for the element

The individual is deemed competent when the procedure:

- 036/01/01 Communicates the purpose and the objectives, and the method and opportunity to be employed by the staff members involved, as well as specifying their responsibilities and the intervention or impacts on other stakeholders.
- 036/01/02 Indicates and describes the technology to be employed in the implementation of each specific procedure, the criteria for designation of staff members involved in the implementation tasks and in supervision, as well as the technical and cross-cutting skills required, along with the criteria for locations of merchandise and any other necessary precautions.

- 036/01/03 Establishes the expected outcomes, the indicators, and the verification mechanisms for the control, evaluation, and supervision of the work, providing a communication system, reports, registration logs, review, updating, and amendments.
- 036/01/10 Is presented in a standardized format which includes the necessary fields and numbered pages without alterations, utilizing the appropriate technical terminology and in a form that is easy to read and understand by a variety of different stakeholders.

Skill 036 **Element 2 of 2 (Code E 036/02)**



The person will be capable of **processing** (Registering, communicating or implementing), the protocol or preliminary draft project or management procedure for air cargo services, related to the reception, storage, processing, custody, and delivery of cargo, while updating the process at all times as required.

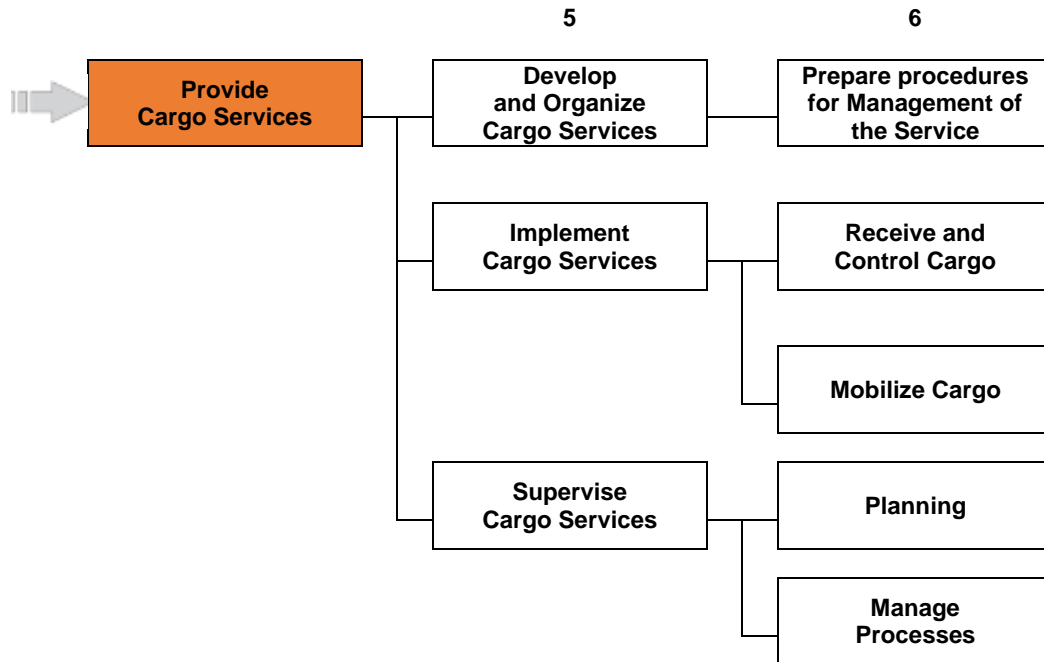
Performance criteria for the element

The individual is deemed competent when:

- 036/02/01 He/she meets all deadlines required to process the procedure (communication, filing, or submittal), consistent with the requirements of the relevant Authority and the needs of the organization, taking into account especially the expiration dates of the documentation.
- 036/02/02 Accompanies the document text with the corresponding supporting documentation, offering any necessary guidance and advice.
- 036/02/03 Identifies solutions based on suggestions received, following the recommendations of the Civil Aviation Authority regarding the need to incorporate new requirements, makes relevant observations at each stage of the process, as well as taking the initiative in responding to new needs of the organization or adaptation to changes in technology.

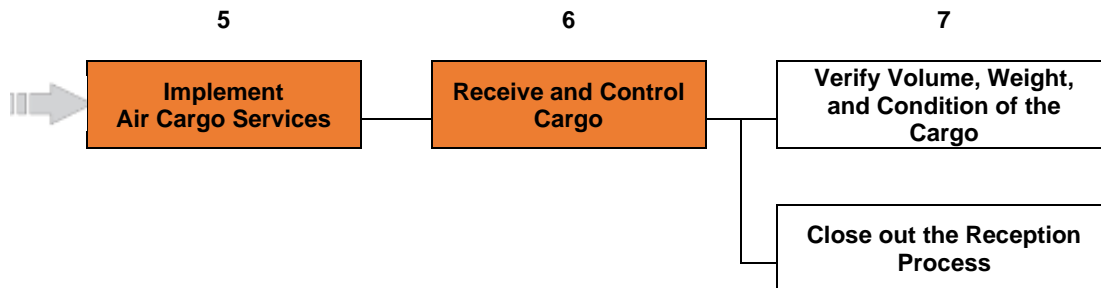
Implement Cargo Services

Implement the cargo services, regarding reception, storage, custody, and delivery, complying with the protocols and procedures of the organization, and guaranteeing safe and efficient management, with the goal of meeting the needs of producers, exporters, importers, and the logistics community in general.



Skill 037 - Receive and control cargo

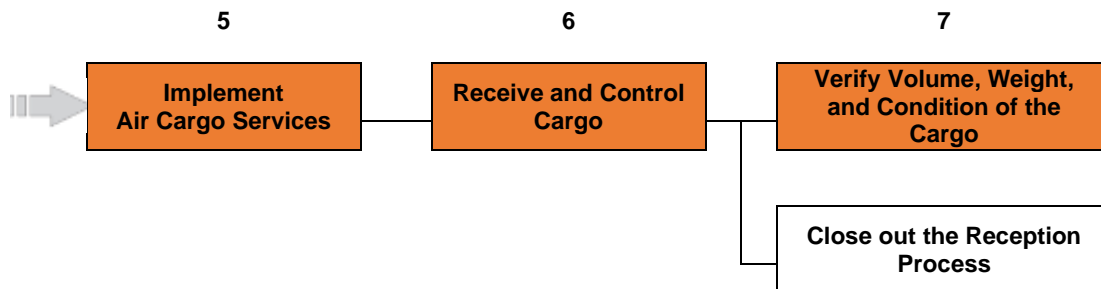
DESCRIPTION



Receive and control the cargo according to predetermined procedures, ensuring the effective execution of the processes and plans defined by the organization, in compliance with all applicable regulations for quality and security and the regulatory framework, guaranteeing safe and efficient management.

Skill 037

Element 1 of 2 (Code E 037/01)



The individual will be capable of **verifying the volume, weight, and condition** of all cargo received in the Cargo Terminal, reviewing the correspondence and the declarations included in the Air Waybill and the cargo itself.

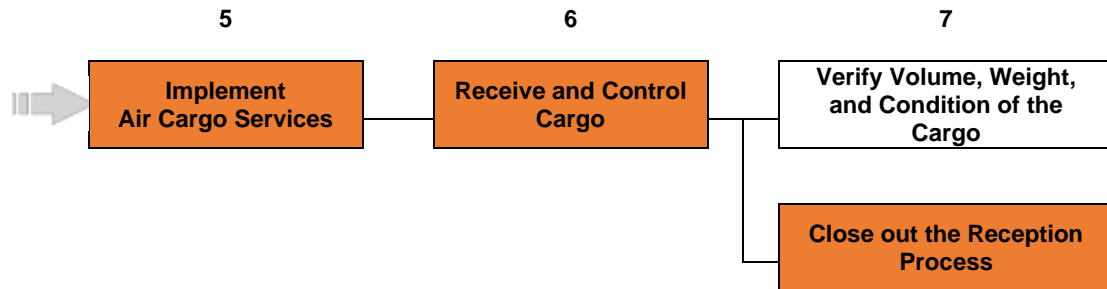
Performance criteria for the element

The individual is deemed competent when:

- 037/01/01 He/she accesses the corresponding air waybill and the information for each identifying label attached to the cargo in order to verify the volume and weight of the packages, within the timeframe allotted for this activity.
- 037/01/02 Verifies the exterior condition of each package, observing its status, identifying especially the existence of any tears, or any total or partial losses, identifiable changes or damages, which occurred prior to reception of the cargo, in order to define the liability of the organization for previous damage.

Skill 037

Element 2 of 2 (Code E 037/02)



The individual will be capable of proceeding to **close out** the reception process, following the established procedures and protocols, entering the corresponding documentation into the system and allowing the merchandise to be moved into the warehouse.

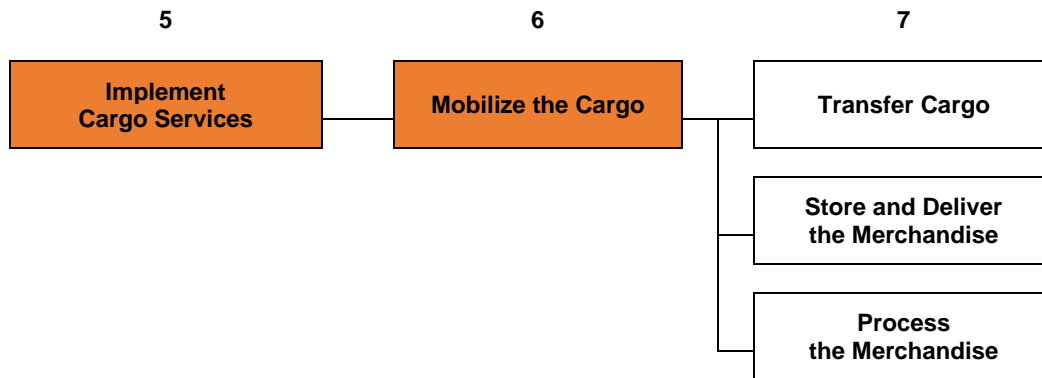
Performance criteria for the element

The individual is deemed competent when:

- 037/02/01 He/she provides formal documentation of any differences identified, providing details on shortages, excesses, partial deliveries, and the status of the merchandise in the system, while closing out the reception process with no missing information.
- 037/02/02 Meets all deadlines designated for this work, while paying attention to the details of each shipment and documenting any problems which are identified.
- 037/02/03 Contributes to the identification of risks in carrying out the work, with an impact in the level of service provision and/or the safety and security of human and corporate resources which are involved in the operation.
- 037/02/04 Identifies opportunities for improving procedures, the implementation of tasks, and in the utilization of resources, in order to contribute to continuous improvement in the management of the operation.

Skill 038 - Handle the cargo

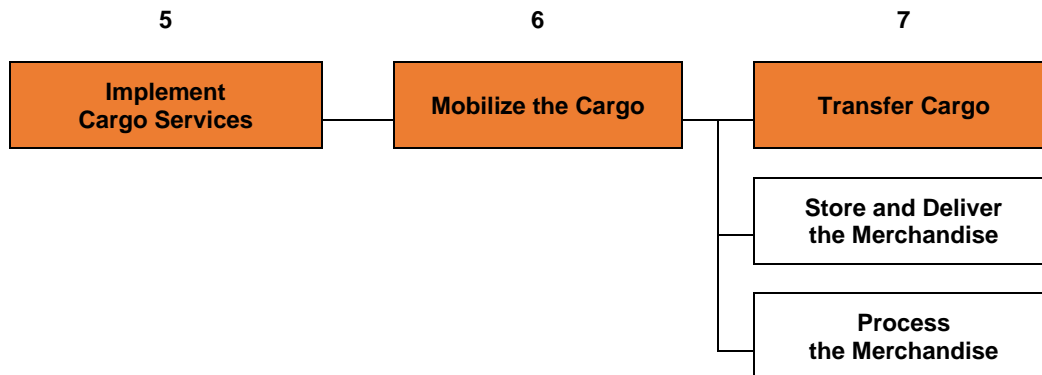
DESCRIPTION



Carry out the corresponding tasks of **handling, physical location, processing, and delivery of the cargo**, within the Terminal, in accordance with the regime/status (import, transit, or export) and the mode of transport in compliance with all applicable procedures, protocols, quality standards, and security measures, while guaranteeing safe and efficient management.

Skill 038

Element 1 of 3 (Code E 038/01)



The individual will be capable of **transporting the cargo**, within the Terminal, in compliance with the operational tasks assigned which are specified in the corresponding procedures and protocols, as well as the quality standards and security measures, in accordance with the applicable regulatory framework, guaranteeing safe and efficient management.

Performance criteria for the element

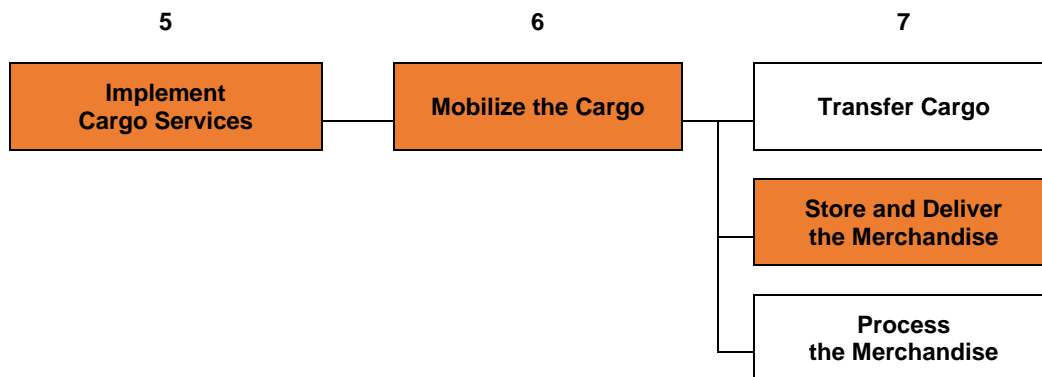
The individual is deemed competent when:

- 038/01/01 He/she carries out the tasks assigned by his/her supervisor, in the process of receiving, storing, preparing, delivering, and other operational tasks within the terminal, complying with the work orders received and the protocols and procedures related to security of the cargo, to the supply chain, and to other persons, complying with good practices, not only for general merchandise, but for merchandise which requires special handling and storage conditions (cold chain, hazardous materials, etc.).

- 038/01/02 Manages the tools, devices, or machinery (elevators, forklifts, Unit Load Devices (ULD), among others) and operates these in a safe and efficient manner, following good practices, the manuals, and all current, in-place procedures.
- 038/01/03 Utilizes all Personal Protection Equipment (PPE) required as specified in the company's protocols, in order to assure his/her personal safety and welfare.
- 038/01/04 Works within the specified timeframes allowed for the activities, paying attention to the specific requirements of each cargo shipment, the available resources, and the facility or difficulty of specific cases, making adaptations based on the context and the work requirements and using a variable flow approach.
- 038/01/05 Identifies opportunities for improvements in procedures in the implementation of tasks and in the utilization of resources, in order to contribute to continuous improvement in operational management, and notifies his/her supervisors regarding any deviation which may have an impact on the operation, on the cargo, or on other people.

Skill 038

Element 2 of 3 (Code E 038/02)



The individual will be capable of **storing and delivering** merchandise, complying with the protocols and procedures and storing the merchandise in accordance with its characteristics, conditions, and the availability of space, thus guaranteeing safe and efficient management of the available resources.

Performance criteria for the element

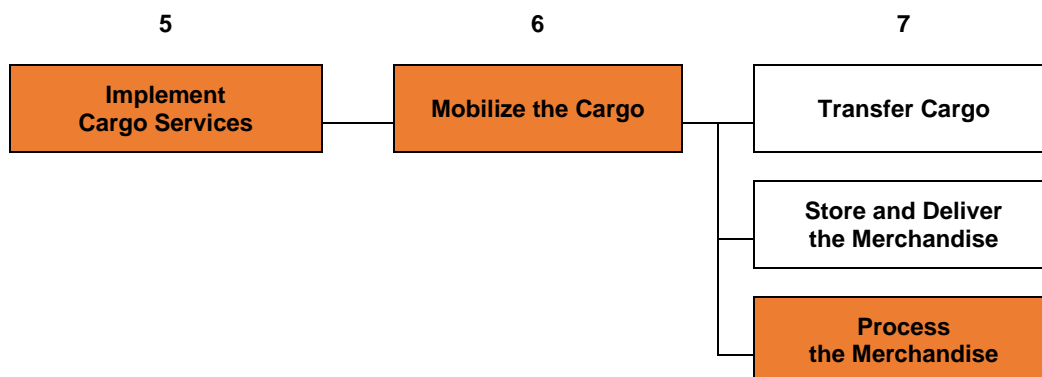
The individual is deemed competent when:

- 038/02/01 He/she receives instructions for storage or delivery, identifies the cargo, and places the shipment in the warehouse or removes the merchandise from its previous location, in accordance with its classification (high-value merchandise, hazardous materials, cold chain merchandise, or general cargo) and characteristics (size, fragility, liquid materials, volume, and weight) in order to achieve integrity and stability in the overall shipment.
- 038/02/02 Delivers cargo in the specified conditions and places, following all fiscal controls, protocols, procedures, and instructions.

- 038/02/03 Records all necessary information and documentation, based on the characteristics of the cargo, the specified requirements, the type of operation, and the corresponding mode of transportation.
- 038/02/04 Manages the tools, devices, or machinery (elevators, forklifts, Unit Load Devices (ULD), among others) and operates these in a safe and efficient manner, following good practices, the manuals, and all current, in-place procedures.
- 038/02/05 Utilizes all Personal Protection Equipment (PPE) required as specified in the company's protocols, in order to assure his/her personal safety and welfare.
- 038/02/06 Works within the specified timeframes allowed for the activities, paying attention to the specific requirements of each cargo shipment, the available resources, and the facility or difficulty of specific cases.
- 038/02/07 Identifies opportunities for improvements in procedures in the implementation of tasks and in the utilization of resources, in order to contribute to continuous improvement in operational management, and notifies his/her supervisors regarding any deviation which may have an impact on the operation, on the cargo, or on other people.

Skill 038

Element 3 of 3 (Code E 038/03)



The individual will be capable of **processing** the merchandise at the request of the customer, complying with his request and all current applicable requirements, procedures, and protocols.

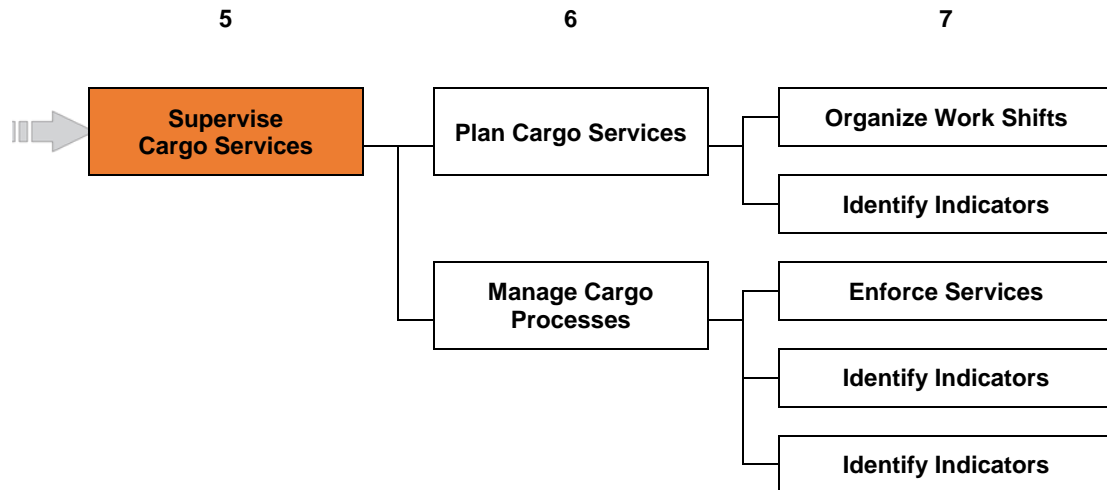
Performance criteria for the element

The individual is deemed competent when:

- 038/03/01 He/she satisfactorily completes the tasks of grouping, splitting, packing, conditioning, or other standard procedure for processing merchandise at the request of the customer.
- 038/03/02 Manages the tools, devices, or machinery used for processing merchandise and operates these in a safe and efficient manner, following good practices and all current, in-place procedures.
- 038/03/03 Utilizes all Personal Protection Equipment (PPE) required as specified in the company's protocols, in order to assure his/her personal safety and awareness.

- 038/03/04 Works within the specified timeframes allowed for the activities, paying attention to the specific requirements of each cargo shipment, the available resources and the facility or difficulty of specific cases.
- 038/03/05 Identifies opportunities for improvements in procedures in the implementation of tasks and in the utilization of resources, in order to contribute to continuous improvement in operational management and notifies his/her supervisors regarding any deviation which may have an impact on the operation, on the cargo, or on other people.

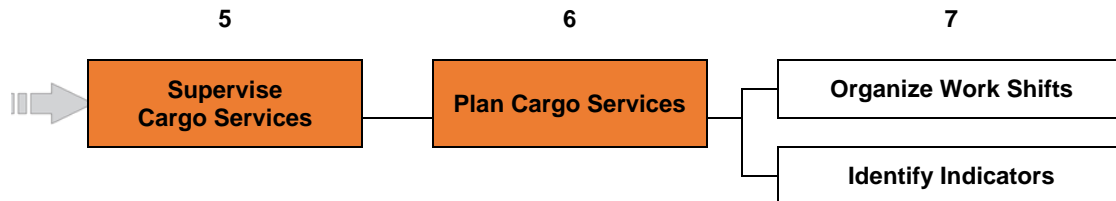
Supervise cargo services



Supervise cargo services (receipt, storage, custody, processing, and delivery), planning, managing, and evaluating the activities, and complying with all protocols and procedures of the organization, in order to guarantee safe and efficient management, with the goal of meeting the needs of producers, exporters, importers and the logistics community in general.

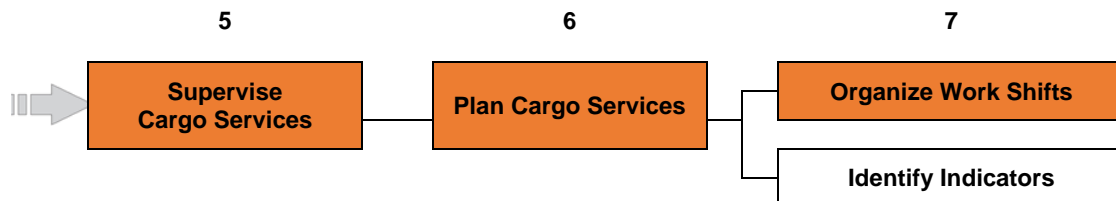
Skill 039 - Plan cargo services

DESCRIPTION



Plan the work for cargo services by assigning the necessary technological, human, and time resources for implementation, complying with the protocols and procedures of the organization, thereby guaranteeing safe and efficient management.

Skill 039 Element 1 of 2 (Code E 039/01)



The individual will be capable of organizing work shifts in order to fulfill the planned activities for cargo services (reception, handling, storage, custody, processing, and delivery), complying with the policies and goals of the company,

and taking into consideration the available resources and agreed commitments, while taking into account all applicable protocols, procedures, fiscal and labor standards, and contractual agreements.

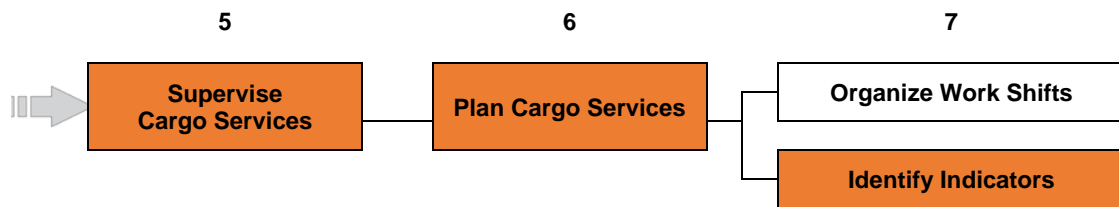
Performance criteria for the element

The individual is deemed competent when:

- 039/01/01 He/she defines priorities and implementation times, in accordance with instructions received and agreements made, estimating the necessary resources required for effective compliance.
- 039/01/02 Assigns the different types of resources (time, facilities, space, tools, and equipment) in the best way to adequately fulfill the objectives and agreements.
- 039/01/03 Anticipates the necessary personnel (work teams, roles, hourly charges, productivity, for each operation, in order to meet the required deadlines and efficiently complete the planned activities.

Skill 039

Element 2 of 2 (Code E 039/02)



The individual will be capable of **identifying the procedures and indicators** to be applied for the control and evaluation of the planned activities, as well as specifying the means, opportunities, and mechanisms for coordination and communication among the different stakeholders (internal and external) in the process.

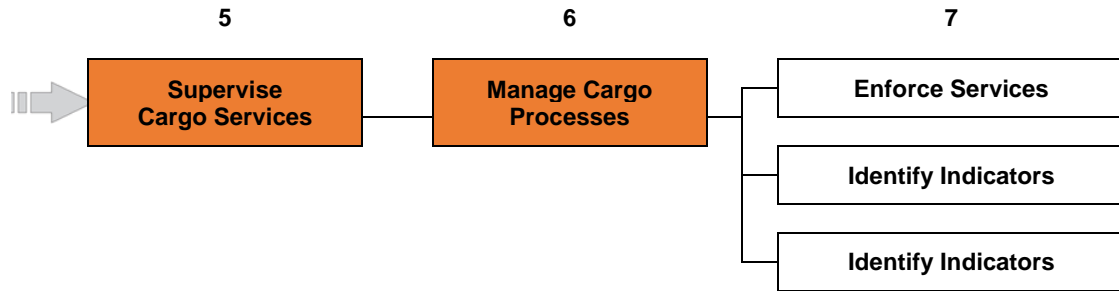
Performance criteria for the element

The individual is deemed competent when:

- 039/02/01 He/she utilizes for the planning efforts, those procedures, indicators and observable behaviors which will allow for the control and evaluation of the different activities, consistent with the management procedures defined by the company.
- 039/02/02 Participates in the development of procedures which shall then be implemented and enforced, offering his/her collaboration and experience for the design of these procedures.
- 039/02/03 Ensures the mechanisms and opportunities for reporting to and in forming third parties, as well as communicating and coordinating with other stakeholders in the chain of operations.
- 039/02/04 Contributes to the search for solutions to ensure future compliance in the processes and services, based on the anticipated demand and the limitations of resources (human, physical, time/schedule).

Skill 040 - Manage the processes for cargo services

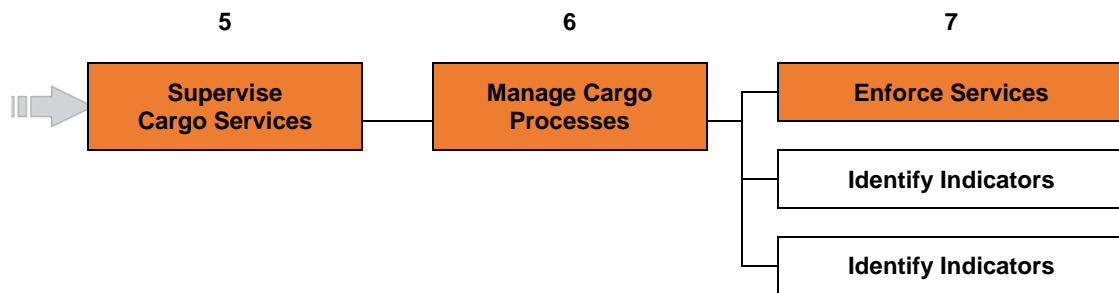
DESCRIPTION



Manage the processes for cargo services, complying with and enforcing the goals and commitments agreed, in the framework of all current policies, plans, practices, standards, protocols, and procedures.

Skill 040

Element 1 of 3 (Code E 040/01)



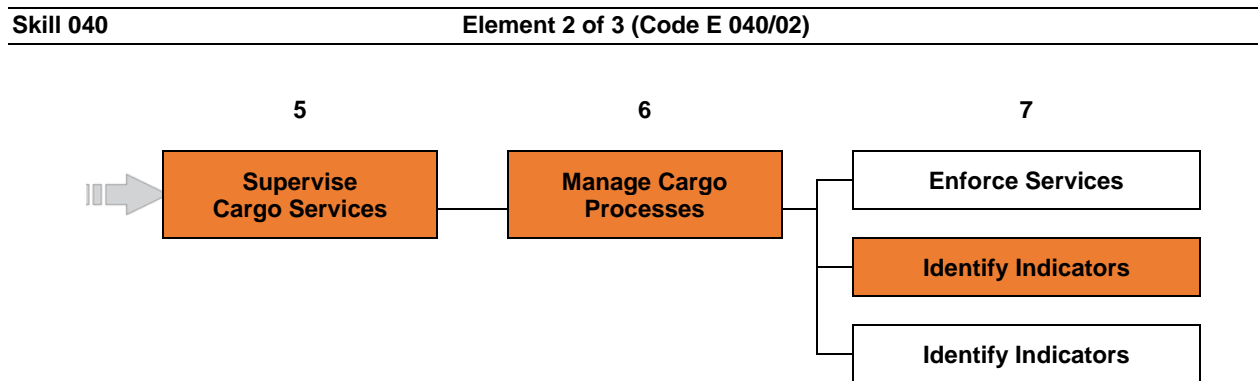
The individual will be capable of submitting **the services**, complying with and enforcing the policies, plans, objectives and standards defined in the instructions received and the planning which has been carried out, while following all applicable protocols, procedures, and standards.

Performance criteria for the element

The individual is deemed competent when:

- 040/01/01 He/she executes the plans to the satisfaction of the inspection teams, the customers for the service, and the management of the areas involved.
- 040/01/02 Achieves satisfactory outcomes in the tasks of grouping, splitting, packing, conditioning, or other standardized procedures for processing merchandise at the request of the customer.
- 040/01/03 Controls and cares for the use of company assets and those of third parties involved in each operation, ensuring the availability and optimum utilization of these while achieving the established levels of efficiency and effectiveness.
- 040/01/04 Implements the required controls for all cargo that is received as well as that which is dispatched from the cargo terminal, in order to identify the different characteristics of each shipment (weight, number of packages, and condition), records the conditions upon receiving the cargo and thus limits the responsibility of the company regarding any alterations, or breakage which occurred prior to the reception of the shipment.

- 040/01/05 Contributes to risk reduction in the implementation of tasks, with an impact on service delivery and/or on the safety of the human and physical resources involved in the operation, while ensuring the efficient custody and integrity of the merchandise during the time that it is in the airport terminal. Utilizes the established procedures and indicators in planning activities for the control and evaluation of executed actions.
- 040/01/06 Identifies opportunities for improving procedures, the execution of tasks, and the utilization of resources, in order to contribute to the continuous improvement of operations management.



The individual will be capable of **leading the staff team** under his/her supervision in order to comply with and enforce the goals and agreed commitments, within the framework of all current policies, plans, standards, guidelines, protocols, and procedures.

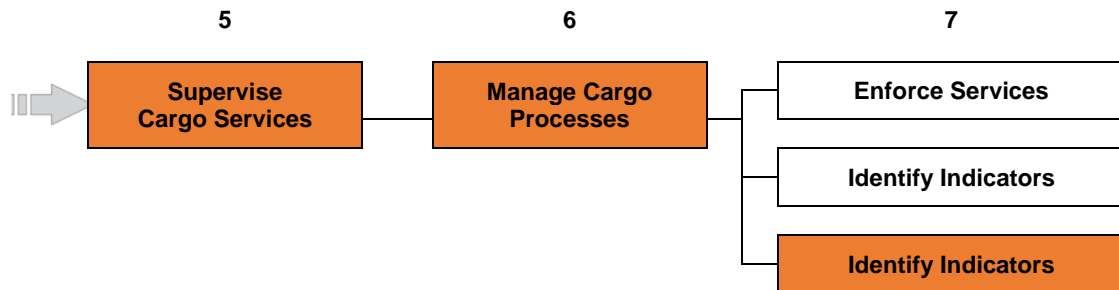
Performance criteria for the element

The individual is deemed competent when:

- 040/02/01 He/she carries out and controls the proper implementation of tasks by the staff members, in accordance with the standards, protocols, and procedures, while identifying any deviations and determining the immediate corrective actions to be taken.
- 040/02/02 Assigns tasks to each individual, promoting teamwork and giving adequate instructions for handling of the cargo based on its classification (high-value merchandise, hazardous materials, cold chain merchandise, or general cargo) and its characteristics (size, fragility, liquid cargo, volume, and weight) seeking to maintain the integrity and stability of the merchandise at all times.
- 040/02/03 Ensures that the personnel under his/her supervision comply with all applicable regulatory requirements, procedures, and protocols related to cargo security, and the security of the supply chain, as well as the safety of persons, and the quality of the processes, complying with good practices, not only for general merchandise, but also for merchandise requiring special conditions or special handling (cold chain, hazardous materials, etc.).
- 040/02/04 Ensures that the staff members have the proper motivation and training required for carrying out their tasks in accordance with the standards, identifying any needs for training, skills enhancement, and development.

- 040/02/05 Carries out the performance evaluations for the staff members under his/her supervision, following the procedures as defined by the company and discussing these with his/her direct staff in order to assist in their improved performance and development.

Skill 040 **Element 3 of 3 (Code E 040/03)**



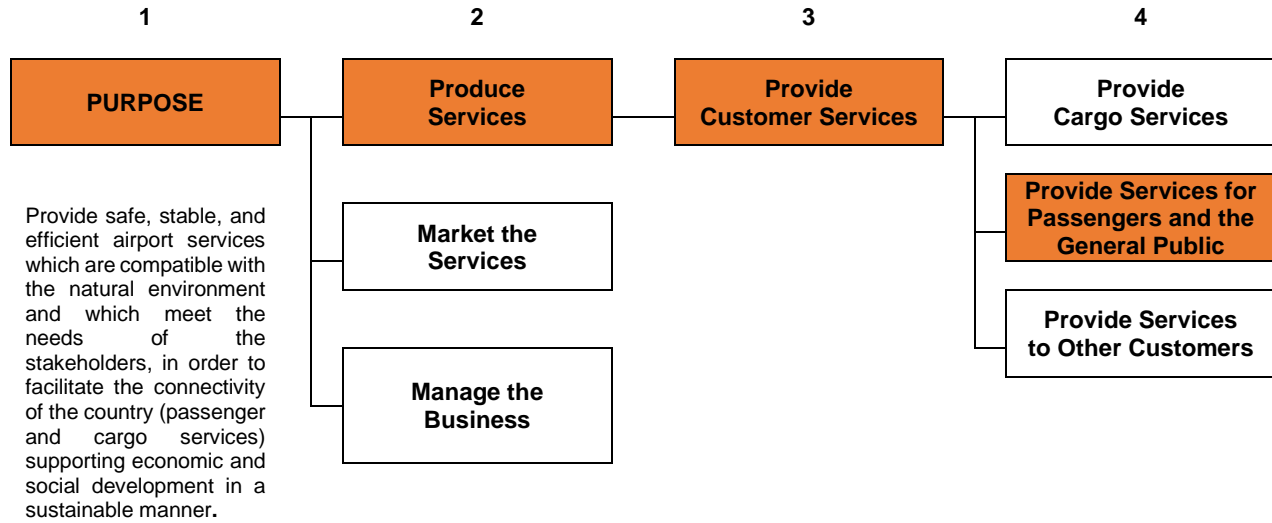
The individual will be capable of **coordinating and communicating** effectively with his/her supervisors, customers, and other stakeholders in the chain of operations, following the established mechanisms.

Performance criteria for the element

The individual is deemed competent when:

- 040/03/01 He/she effectively uses the mechanisms and opportunities for reporting to and informing third parties, as well as coordinating and communicating with other stakeholders in the chain of operations.
- 040/03/02 Communicates with his/her supervisors, providing timely information for decision-making, with reference to the outcomes and performance achieved, and, especially regarding any impacts due to deviations or problems in the procedures or disciplinary actions which require their intervention.
- 040/03/03 Reports to the appropriate authority regarding any equipment failures or breakages for their immediate repair.
- 040/03/04 Interacts with all areas of the organization and coordinates daily activities with his/her counterparts, organizations, agents, customers, and other stakeholders in the logistics chain, coordinating activities in such a way as to be informed and to provide information and collaborate for the best possible functioning of the system.
- 040/03/05 Provides information in the proper time frame and format to the human resources staff of the company regarding any changes for any payment pending settlement, as well as the application of disciplinary measures in the case where it is necessary.

Provide Services for Passengers and the General Public

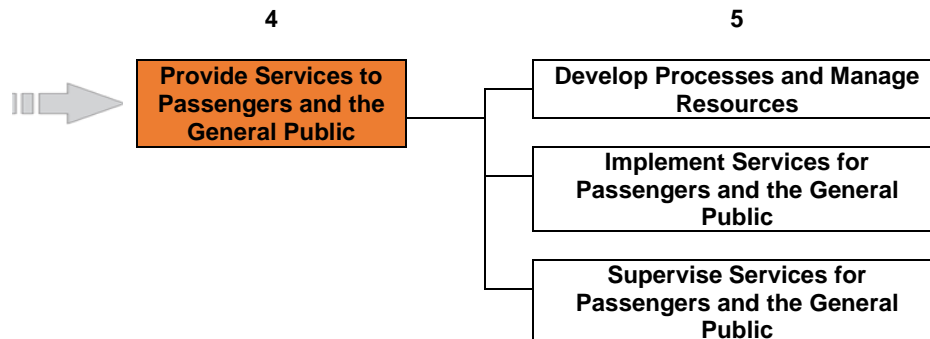


Location on the Functional Map:

- 1. Purpose:** Provide safe, stable, and efficient airport services which are compatible with the natural environment and which meet the needs of the stakeholders, in order to facilitate the connectivity of the country (passenger and cargo services) supporting economic and social development in a sustainable manner.
- 2. Produce Services:** Develop and operate safe, stable, and efficient airport services compatible with the natural environment and meeting the needs of the stakeholders.
- 3. Provide Services to Customers:** Provide services to the different customers and make use of the airport facilities, in such a way as to meet their needs.

The following are then developed:

- 4. Provide services to passengers and to the general public in order to assist and guide them.**
- 5. Develop the processes and manage the resources to deliver services to passengers and the general public in such a way as to assist and guide them in meeting their needs, while complying with all of the standards, policies, strategies, objectives, procedures, and protocols of the company.**
- Level of skills.
- Level of skill elements.
- Level of performance criteria.

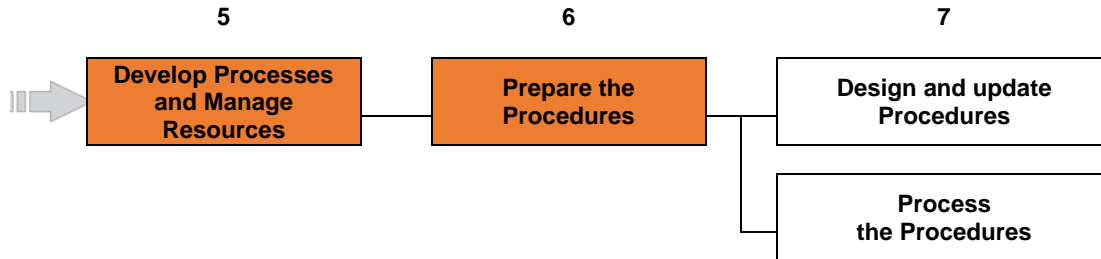


Prepare and organize services for passengers and the general public.

Skill 041 - Prepare procedures for the management of services to passengers and the general public

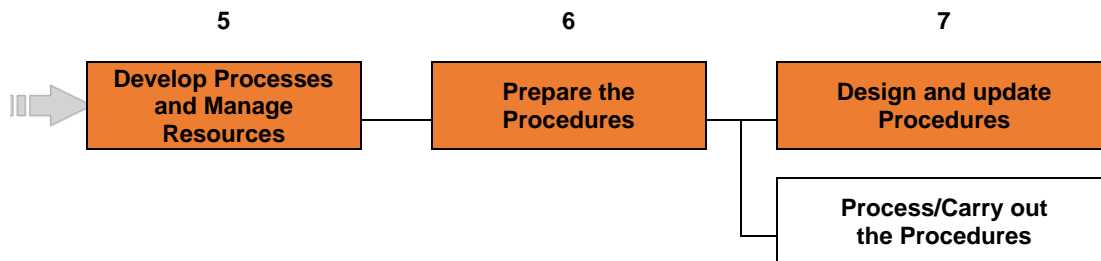
Title:

DESCRIPTION



Develop the processes, protocols, and management forms for services to passengers and the general public in such a way as to assist and guide them in meeting their needs, while complying with all of the standards, policies, strategies, objectives, procedures, and protocols of the company.

Skill 041 Element 1 of 2 (Code E 041/01)



The individual will be capable of **designing and updating** the preliminary draft projects, projects, protocols, management forms or procedures for services to passengers and the general public regarding their assistance and guidance, the provision of information, and handling their requirements, providing for the proper execution, supervision, and evaluation of the activities which make up the process, in accordance with the applicable regulatory framework, and the policies and standards for quality and security defined by the organization.

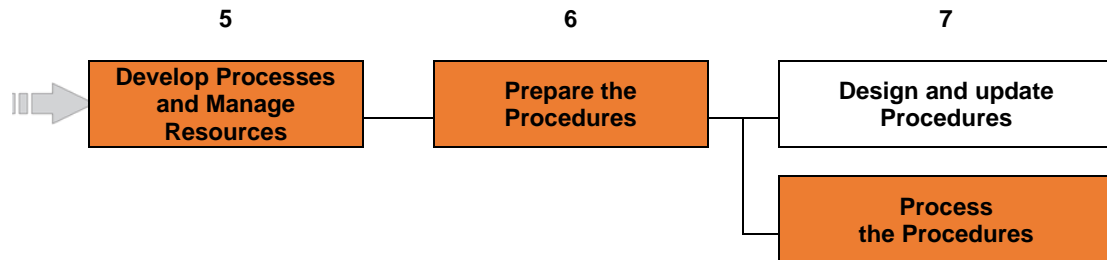
Performance criteria for the element

The individual is deemed competent when the procedure:

- 041/01/01 Communicates the purpose and the objectives, the way and cases to be employed by the affected staff members, their responsibilities and the intervention or participation of other stakeholders.
- 041/01/02 Indicates and describes the technology to be employed in the execution of each design procedure, the criteria for assigning the affected staff member to the tasks of execution and supervision, and the cross-cutting and technical skills required, as well as any other necessary support.
- 041/01/03 Establishes the expected outcomes, indicators, and verification list for control, evaluation, and supervision, having available a communication system, reports, records, reviews, updating, and amendments as required.

041/01/04 Information is presented in a standard format which includes the necessary fields and numbered pages with no alterations, utilizes the correct technical terminology, and is easy to read and comprehend by a variety of different stakeholders.

Skill 041	Element 2 of 2 (Code E 041/02)
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The individual will be capable of **processing** (recording, communicating, or submitting) the protocol, preliminary draft project, or procedure regarding the management of services for passengers or for the general public, related to assistance and guidance, the provision of information, and attending to their needs, while maintaining everything up to date.

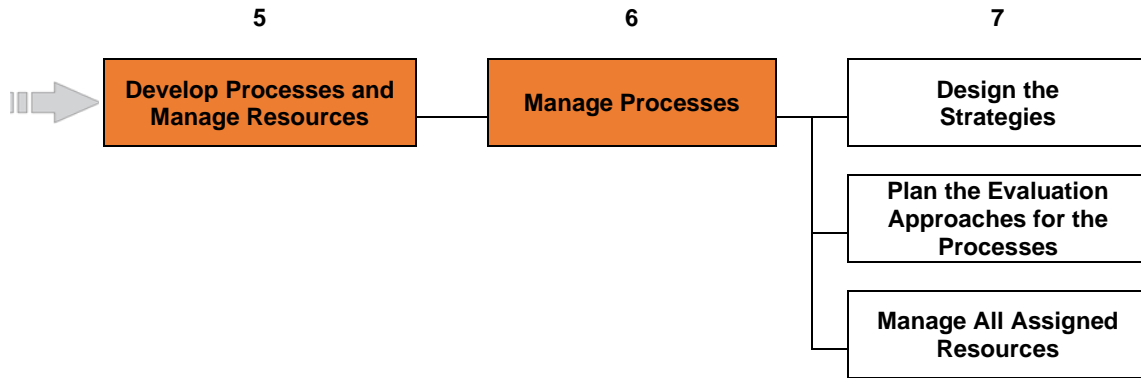
Performance criteria for the element

The individual is deemed competent when:

- 041/02/01 He/she meets all deadlines required for the processing of the procedure (communication, filing or submittal), consistent with the requirements of the relevant Authority and the needs of the organization, taking into account especially the expiration dates of the documentation.
- 041/02/02 Accompanies the document text with the corresponding supporting documentation, offering any necessary guidance and advice.
- 041/02/03 Identifies solutions based on suggestions received, following the recommendations of the Civil Aviation Authority regarding the need to incorporate new requirements, makes relevant observations at each stage of the process, as well as taking the initiative in responding to new needs of the organization or adaptation to changes in technology or the regulations.

Skill 042 - Manage the processes for fulfilling the service needs of passengers and the general public

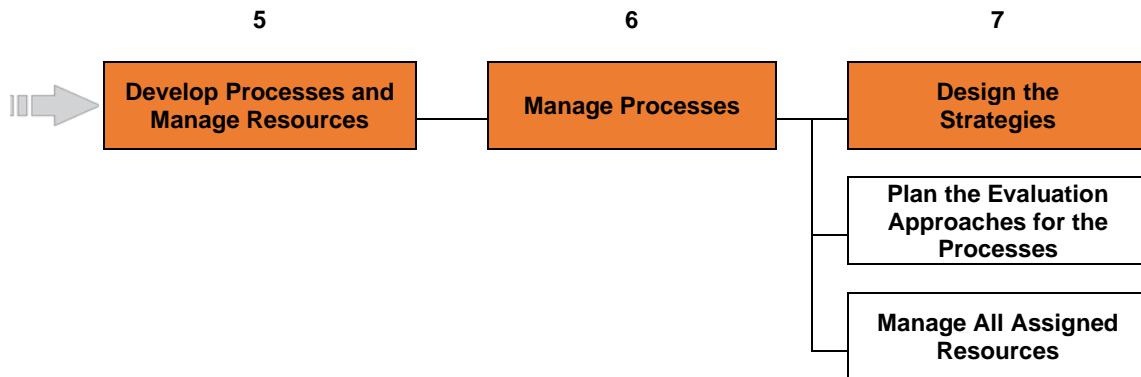
DESCRIPTION



Plan and organize the necessary processes for the management of services for passengers and the general public, with the goal of assisting them and guiding them in meeting their needs, complying with the standards, policies, strategies, objectives, procedures, and protocols of the company.

Skill 042

Element 1 of 3 (Code E 042/01)



The individual will be capable of contributing to the **design of the strategies**, policies, and processes regarding services for passengers and the general public, working with management from the sector, while pursuing the sustainable development of the business and contributing to strengthening the corporate image of the company.

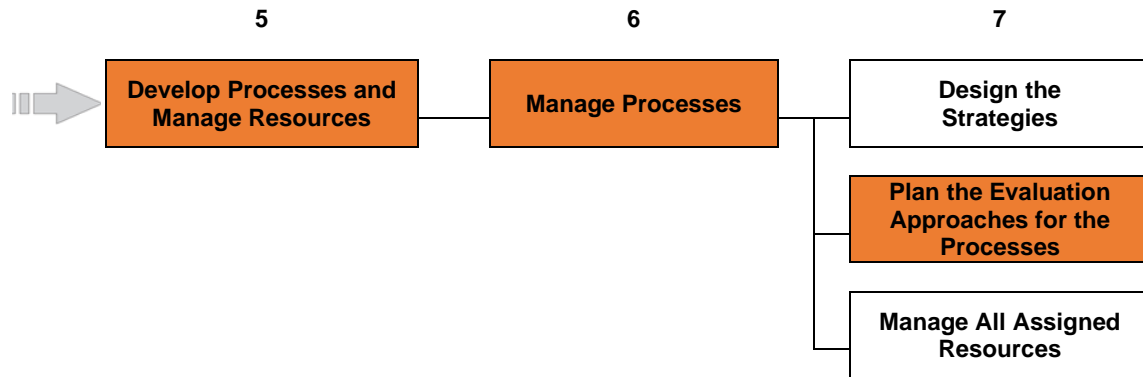
Performance criteria for the element

The individual is deemed competent when:

- 042/01/01 He/she provides guidelines which guarantee effective and safe implementation of all operations and assure compliance with applicable regulations in all areas of his/her involvement.
- 042/01/02 Controls the execution of the processes, making sure to have available the required information for decision-making in situations which require short term changes.
- 042/01/03 Proposes initiatives for business decisions which have an impact on operations, in order to ensure sustainability.

Skill 042

Element 2 of 3 (Code E 042/02)



The individual will be capable of **planning the evaluation forms** for the design processes, identifying the appropriate procedures and indicators to be applied, as well as anticipating the means, opportunities, and mechanisms for coordination and communication with the different stakeholders (internal and external) participating in or affected by the process.

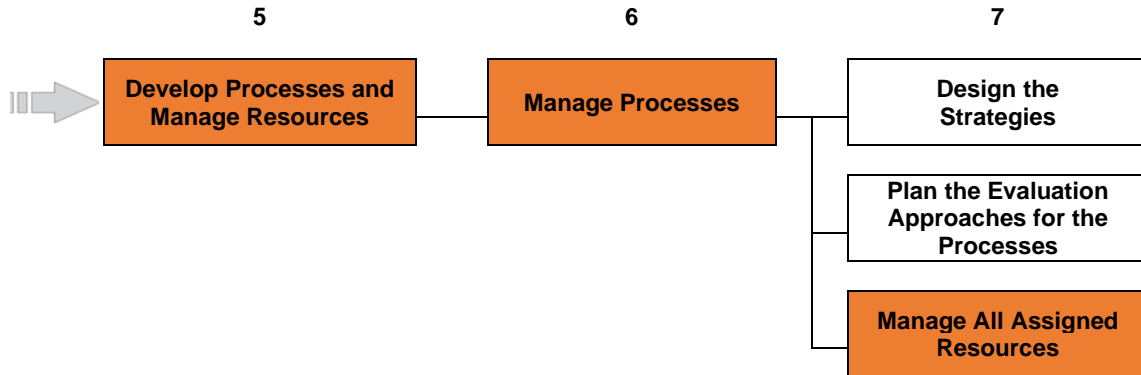
Performance criteria for the element

The individual is deemed competent when:

- 042/02/01 He/she selects during the planning process, those procedures, indicators, and observable behaviors which will allow for proper control and evaluation of the different activities, consistent with the management procedures defined by the company.
- 042/02/02 Analyzes in a systematic way the management outcomes of his/her area, contributing to the search for solutions to ensure effective fulfillment in the future for the processes and services, taking into account the expected demand and limitations on resources (human, physical, time/schedule)..
- 042/02/03 Makes suggestions focused on continuous improvement in the processes for an optimum utilization of the physical and human resources, a reduction in associated risks, and compliance with all current standards and the regulatory framework.
- 042/02/04 Anticipates mechanisms and opportunities for reporting to and informing third parties, as well as coordinating and communicating with all other stakeholders in the system.
- 042/02/05 Interacts with all areas of the organization and external agents with a variety of interests as a facilitator of processes, and supports the commercial area in the evaluation of new businesses through the contribution of relevant operating information, as well as in the implementation of new services and commercial agreements.

Skill 042

Element 3 of 3 (Code E 042/03)



The individual will be capable of **managing all assigned resources** for services to passengers and the general public, ensuring effective and efficient administration of costs and investments, to contribute in achieving the expected economic returns of the company.

Performance criteria for the element

The individual is deemed competent when:

- 042/03/01 He/she administers the operating budget for his/her area at the level determined by the general management team of the business.
- 042/03/02 Ensures the availability of resources for their defined uses, determines their distribution, achieves optimization in resource use, and identifies any needs with respect to additional resources.
- 042/03/03 Leads the work teams in his/her area, promoting the development of new skills, while efficiently planning and assigning the different functions and roles.
- 042/03/04 Controls the implementation of the processes, making available all information in a timely manner for decision-making for those situations which require immediate changes.

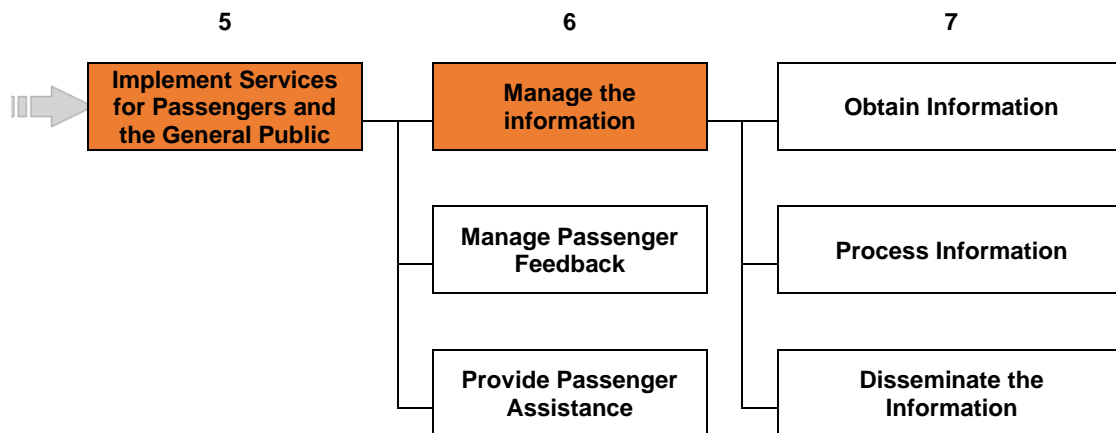
Implement Services for passengers and the general public

Precedes on the Functional Map:

1. **Purpose:** Provide safe, stable, and efficient airport services which are compatible with the natural environment and which meet the needs of the stakeholders, in order to facilitate the connectivity of the country (passenger and cargo services) supporting economic and social development in a sustainable manner.
2. **Produce Services:** Develop and operate safe, stable, and efficient airport services compatible with the natural environment and meeting the needs of the stakeholders.
3. **Provide Services to Customers:** provide services to the different customers and make use of the airport facilities, in such a way as to meet their needs.

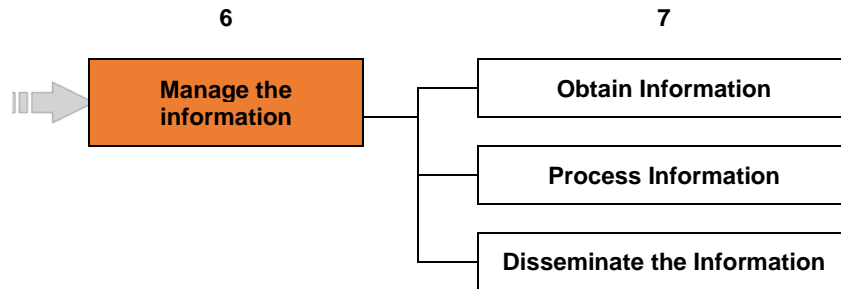
The following are then developed:

4. **Provide services to passengers and the general public in order to assist and guide them.**
5. **Implement the services to passengers and the general public in such a way as to assist and guide them in meeting their needs, while complying with all of the standards, policies, strategies, objectives, procedures, and protocols of the company.**
6. Level of skills.
7. Level of skill elements.
8. Level of performance criteria.



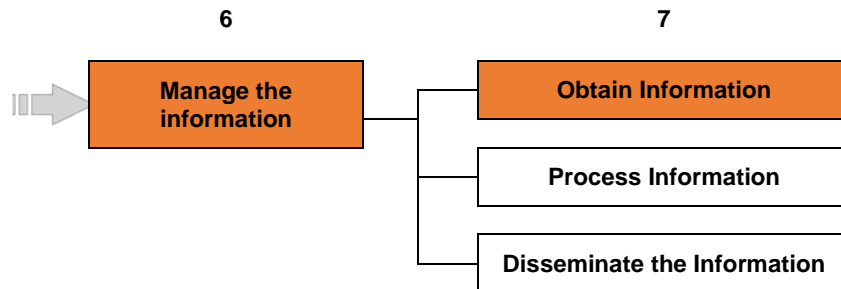
Skill 043 - Manage information issued for passengers and the general public

DESCRIPTION



Assist passengers and the general public through the **management of information** required to guide the necessary procedures, ensuring the highest quality level of experience for the individual, the satisfaction of his/her needs, and the optimization of the flow of transit through the airport facilities.

Skill 043 **Element 1 of 3 (Code E 043/01)**



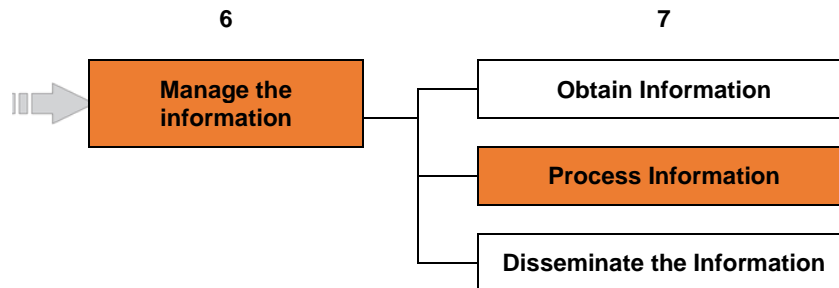
The individual will be capable of **obtaining** the necessary information from a variety of pre-established and reliable sources, in order to guide the public and passengers in meeting their needs, contributing to the effectiveness and efficiency of airport services.

Performance criteria for the element

The individual is deemed competent when:

- 043/01/01 He/she is competent in basic aeronautical language, and is well informed on the standard dynamics of flight, as well as the occasional incidents and circumstances which may occur, in order to understand the type and scope of information which needs to be collected.
- 043/01/02 Obtains prior information regarding flights through the websites of the airline companies and the approximate positions of flights in route, using specific Internet applications (such as "Flight Tracker") in order to contribute to the organization of the land side operations.
- 043/01/03 Accesses information provided by the land side operations sector in order to be aware of any incidents and relevant news.
- 043/01/04 Receives information regarding services of permit holders and concessionaires in the commercial area and receives information from airline companies regarding policies on luggage, document requirements, and other requirements, in order to update the database and service manuals.
- 043/01/05 Verifies official information through the flight information system (such as TAMS – Total Airport Management System –) in order to collaborate in maintaining updated information for the land side operations.

Skill 043 **Element 2 of 3 (Code E 043/02)**



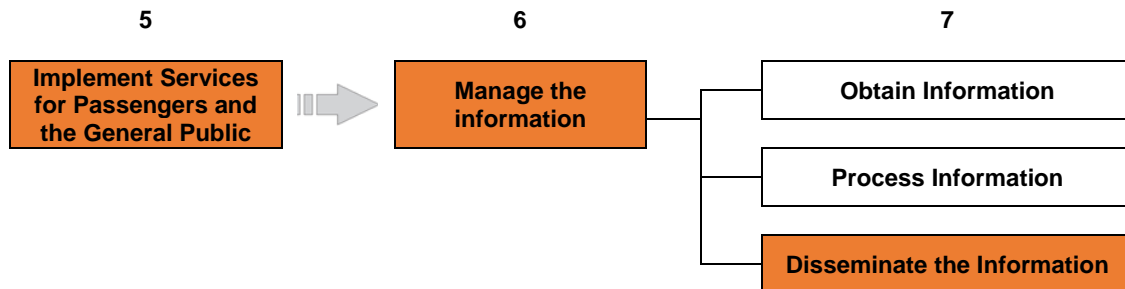
The individual will be capable of **processing** the information obtained, validating, recording, and adapting it based on the audience, in order to guide the general public and passengers to meet their needs, contributing to efficient and effective services in the airport.

Performance criteria for the element

The individual is deemed competent when:

- 043/02/01 He/she analyzes the consistency and validity of the information regarding flights and classifies it as tentative, confirmed, or official in such a way that all information is available with the necessary lead times.
- 043/02/02 Prepares information regarding activities, adjusting the information based on the different audiences, channels, and circumstances.
- 043/02/03 Updates the database and the service schedule, ensuring that information is available for the work team.

Skill 043 **Element 3 of 3 (Code E 043/03)**



The individual will be capable of **submitting** the information that has been processed in accordance with each recipient, communication channel, circumstance, and need.

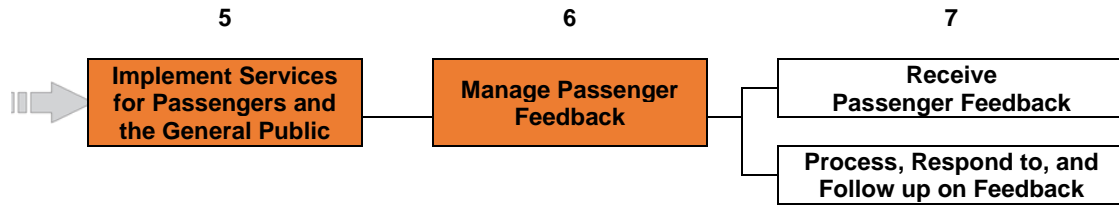
Performance criteria for the element

The individual is deemed competent when:

- 043/03/01 He/she speaks and writes, at least, in the local language and in English with sufficient fluidity to effectively communicate using basic messages on topics related to airline passenger transportation.
- 043/03/02 Has knowledge of basic aeronautical vocabulary and can explain it to someone without that knowledge, whether that be to passengers, the general public, or to the communications media, among others.
- 043/03/03 Employs appropriate language, resulting in clear messages, with no ambiguity, and ensuring that the recipient has received and understood the contents.
- 043/03/04 Adjusts the information to the characteristics of the recipient, the type of information which is being communicated and the circumstances in which it is provided.
- 043/03/05 Adapts the information to the specific means of communication in which it is being provided: oral (in person, telephone, by instant messaging), or written (instant messaging, e-mail, on-line services, social networks, among others).

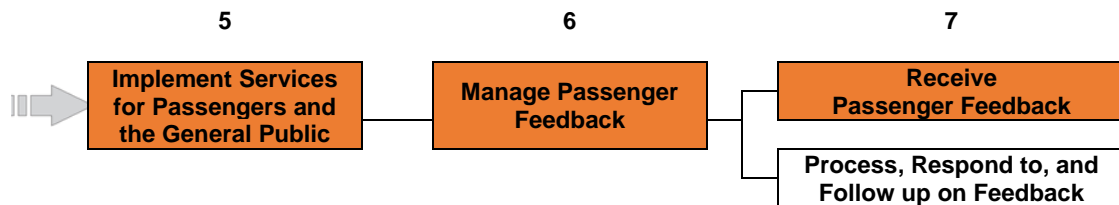
Skill 044 - Manage feedback from passengers and the general public

DESCRIPTION



Assist passengers and the general public by receiving their different forms of feedback, aiming to maximize the quality of the experience for the individual, and meeting his/her needs while optimizing the flow of traffic in the airport facilities.

Skill 044 Element 1 of 2 (Code E 044/01)



The individual will be capable of **receiving** the different forms of feedback (suggestions, complaints, claims, acknowledgments, service evaluations), through the different ways and means of communication whether oral (in person, telephone, instant messaging), or written (instant messaging, e-mail, on-line, social networks, among others), attempting to understand the perception, priority, and dimensions of the issue presented.

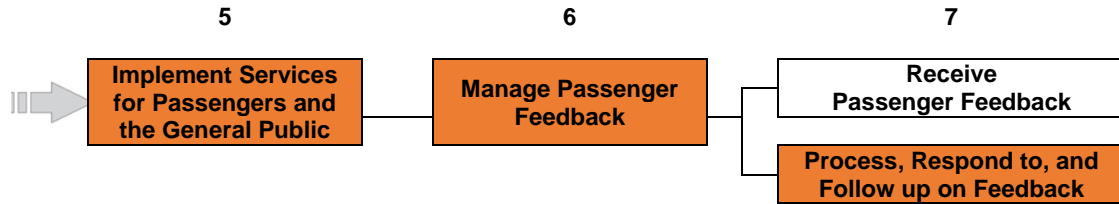
Performance criteria for the element

The individual is deemed competent when:

- 044/01/01 He/she interacts with the customer, if necessary, regarding the causes which motivated the feedback, until achieving a complete understanding of the situation.
- 044/01/02 Considers alternative solutions for the situation in the presence of the customer, and in the event of a claim, proceeds to immediately record the issue and the agreed solution.
- 044/01/03 Requests the intervention of, or consults with, other sectors, whether internal or external, when the situation requires an immediate response or immediate action.
- 044/01/04 Gives the customer access to the suggestion book, complaints and claims register, when the solution is not immediately available and/or the customer wishes to assert his/her claim in a formal manner, verifying that the information provided is legible, has all of the necessary data required, and includes the signature of the individual lodging the complaint.
- 044/01/05 Immediately informs his/her direct supervisor when a complaint is lodged, in order to make them aware of the reasons for the complaint and to evaluate what assistance may be required.

Skill 044

Element 2 of 2 (Code E 044/02)



The individual will be capable of **processing, responding to, and providing follow-up** for feedback from customers, (suggestions, complaints, claims, acknowledgments, service evaluations), through the different ways and means of communication whether oral (in person, telephone, instant messaging), or written (instant messaging, e-mail, on-line, social networks, among others), attempting to meet the needs of the customer, and optimize the flow of transit in the airport facilities, while protecting the resources and the image of the company.

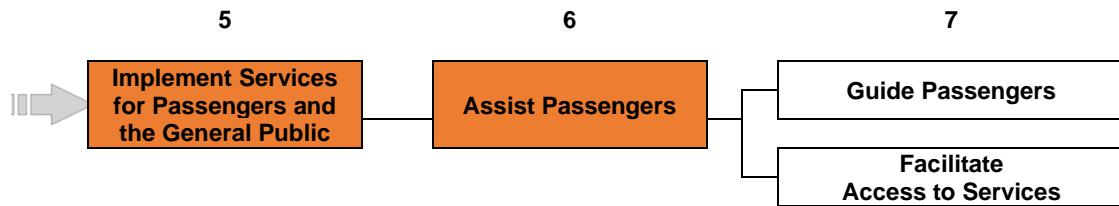
Performance criteria for the element

The individual is deemed competent when:

- 044/02/01 He/she provides a response, solution, or recognition for the feedback from the customer in the least possible time, helping to improve the experience of the passenger or general public, or to minimize the impact if the issue at hand is a negative event.
- 044/02/02 Properly processes the feedback, and if necessary, refers it to a higher level in search of a response when such a response is not within their level of authority, or forwarding it to the appropriate areas in order to clarify the situation.
- 044/02/03 Provides follow-up to customer feedback in the different phases until a definitive response can be provided, maintaining them informed of the progress made along the way.
- 044/02/04 Maintains records for customer feedback and customer satisfaction surveys, allowing for a systematic statistical processing of the data for evaluation of services and continuous improvements.

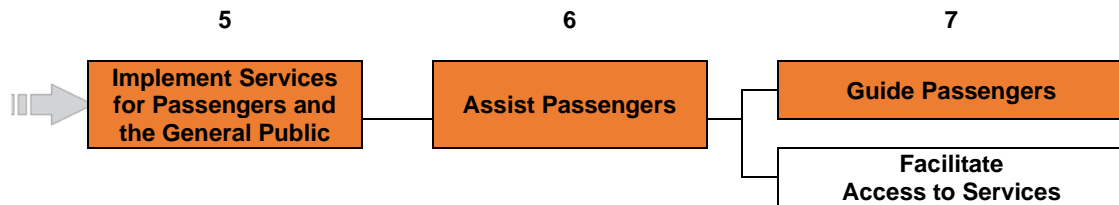
Skill 045 - Assist passengers in their transit through the airport facilities

DESCRIPTION



Assist passengers and the general public in their transit through the airport facilities (“land side”), achieving the greatest possible quality in the experience for the individual, the satisfaction of his/her needs, and the optimization of the flow of traffic within the airport facilities.

Skill 045 **Element 1 of 2 (Code E 045/01)**



The individual will be capable of **guiding** the passenger to achieve their necessary procedures, or the general public on special occasions, with the goal of facilitating their time in the airport and optimizing the flow of traffic of individuals throughout the airport facilities.

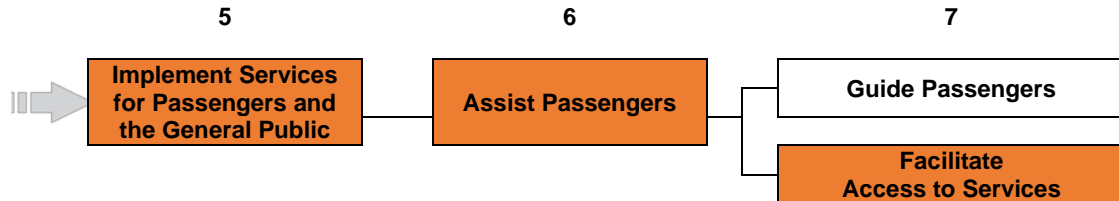
Performance criteria for the element

The individual is deemed competent when:

- 045/01/01 He/she verifies the availability of service points for passengers for the different processes and procedures, reporting to his/her supervisors in the event that adjustments are necessary to improve the level of attention provided.
- 045/01/02 Explains to the passenger the different steps they need to carry out for the processes and procedures to help reduce their uncertainty and to avoid congestion, estimating the demand at any given time based on the number of passengers, priorities, origins, starting point or destination of the travelers, and the type of documentation required, adjusting the lane markers, and advising passengers regarding other service points/counters which are available for their use.
- 045/01/03 Responds to requests and questions from passengers, providing the proper responses to those in the least possible amount of time, and achieving an optimal traffic flow.
- 045/01/04 Guides the public in programmed visits to the airport facilities and supports the programming and implementation of special events.

Skill 045

Element 2 of 2 (Code E 045/02)



The individual will be capable of **facilitating the access of passengers to the services, equipment, or inputs** available to maximize the quality of the experience for the individual, satisfy his/her needs, and optimize the flow of traffic within the airport facilities.

Performance criteria for the element

The individual is deemed competent when:

- 045/02/01 He/she provides the means or accessories required by individuals with special needs for their transportation (land side), such as access to the baggage claim and storage areas.
- 045/02/02 Provides access, if available, for passengers to resources which may help to resolve certain frequently occurring problems (for example, battery chargers for mobile phones, or personal hygiene supplies).
- 045/02/03 Offers, when possible, courtesy items ("amenities") which make the passenger's stay more comfortable, especially in the case of unavoidable delays of flights or processing.
- 045/02/04 Verifies, through systematic walking inspections, or as required, the status of the airport facilities which serve the passenger's needs (lighting, supplies in restrooms, status of stairs and elevators, general cleanliness, functioning of information screens, availability of luggage carts, baggage carousels, public address systems, irregularities, or the presence of health risks, among others), making note of any changes and reporting or assigning responsibility to the proper individuals to resolve the issue.
- 045/02/05 Follows up on any previously reported issues and confirms if they have been successfully solved or resolved.

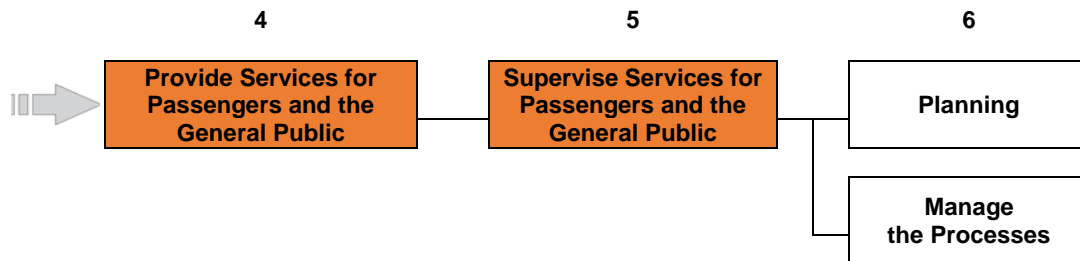
Supervise services for passengers and the general public

Precedes on the Functional Map:

1. **Purpose:** Provide safe, stable, and efficient airport services which are compatible with the natural environment and which meet the needs of the stakeholders, in order to facilitate the connectivity of the country (passenger and cargo services) supporting economic and social development in a sustainable manner.
2. **Produce Services:** Develop and operate safe, stable, and efficient airport services compatible with the natural environment and meeting the needs of the stakeholders.
3. **Provide Services to Customers:** provide services to the different customers and make use of the airport facilities, in such a way as to meet their needs.
4. **Provide services to passengers and the general public** in order to assist and guide them.
5. **Develop, implement, and supervise services to passengers and the general public in order to assist and guide them in meeting their needs.**

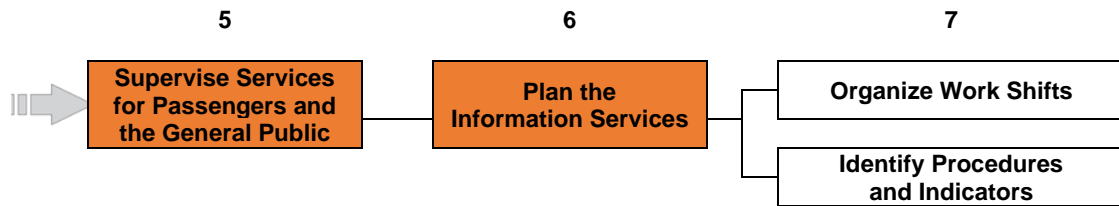
The following are then developed:

6. **Supervise the services of information, assistance, and guidance for passengers and the general public in such a way as to assist and guide them in meeting their needs, while complying with all of the standards, policies, strategies, objectives, procedures, and protocols of the company.**
7. Level of skills.
8. Level of skill elements.
9. Level of performance criteria.



Skill 046 - Plan the information services

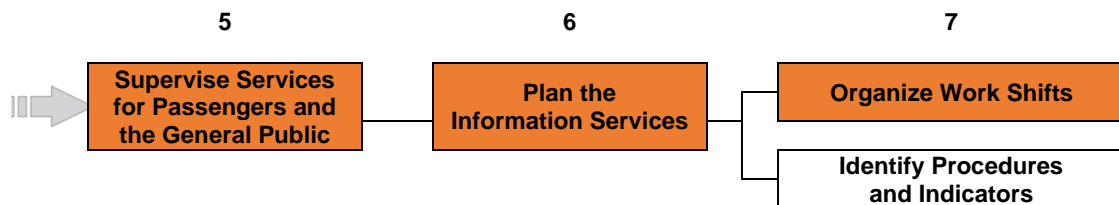
DESCRIPTION



Plan all activities related to providing **information, assistance, and guidance to passengers and the general public**, assigning the technological, human, and time/schedule resources required for implementation, complying with the protocols and procedures of the organization and guaranteeing safe and efficient management.

Skill 046

Element 1 of 2 (Code E 046/01)



The individual will be capable of **organizing the work shifts** to satisfy the needs of all activities providing services to passengers and the general public (information, assistance, and guidance), while complying with the policies and objectives indicated by the company, taking into account the available resources and agreed commitments, and in accordance with all applicable protocols, procedures, fiscal and labor standards, and contractual agreements.

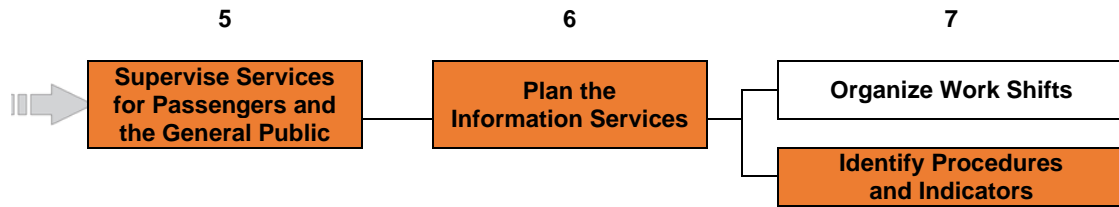
Performance criteria for the element

The individual is deemed competent when:

- 046/01/01 He/she defines priorities and implementation schedules, based on instructions received and commitments in place, estimating the resources for effective achievement of the work.
- 046/01/02 Assigns the different types of resources (time, facilities, spaces, equipment) in such a way as to adequately meet the goals and commitments.
- 046/01/03 Anticipates the necessary staff (work teams, roles, hourly charges, productivity) for each operation in order to complete the planned activities within the anticipated time frame.
- 046/01/04 Complies with all company policies, taking into account the available resources and current commitments, and in accordance with all applicable protocols, procedures, labor standards, and contractual agreements.

Skill 046

Element 2 of 2 (Code E 046/02)



The individual will be capable of **identifying the procedures and indicators** to be applied for the control and evaluation of the planned activities, as well as anticipating the means, opportunities, and mechanisms for coordination and communications with the different stakeholders (internal and external) of the process.

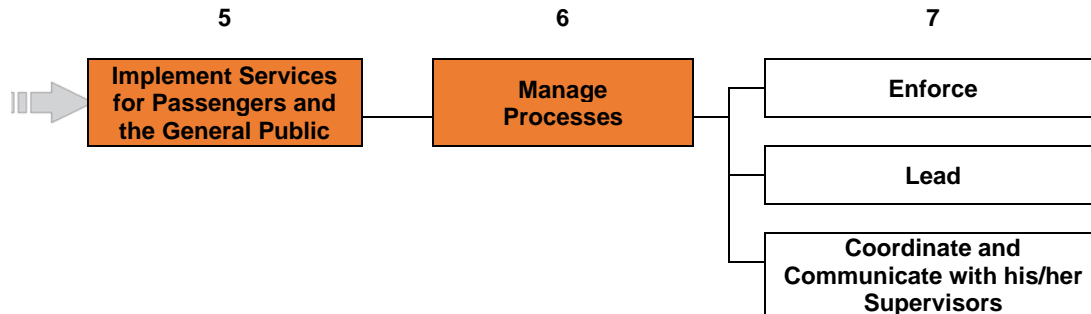
Performance criteria for the element

The individual is deemed competent when:

- 046/02/01 He/she identifies as a part of the planning process, those procedures, indicators, and observable behaviors which will allow for the control and evaluation of the different activities, consistent with the management procedures defined by the company.
- 046/02/02 Participates in the development of procedures which will later be complied with and enforced, offering his/her collaboration and experience in the design of these.
- 046/02/03 Anticipates the mechanisms and opportunities for reporting to and informing third parties, as well as coordinating and communicating with other stakeholders within the chain of operations.
- 046/02/04 Contributes to the search for solutions to ensure future effective compliance in the processes and services, based on the anticipated demand and the limitations of resources (human, physical, time/schedule).

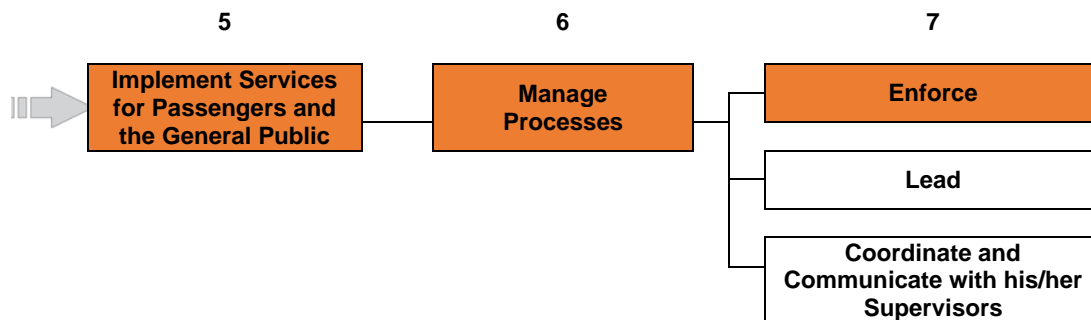
Skill 047 - Manage the processes for services to passengers and the general public

DESCRIPTION



Manage the processes for services to passengers and the general public, complying with and enforcing the goals and agreed commitments, in the framework of the current policies, plans, guidelines, standards, protocols, and procedures.

Skill 047 **Element 1 of 3 (Code E 047/01)**



The individual will be capable of submitting the services, complying with and enforcing the goals and agreed commitments, in the framework of the current policies, plans, guidelines, standards, protocols, and procedures.

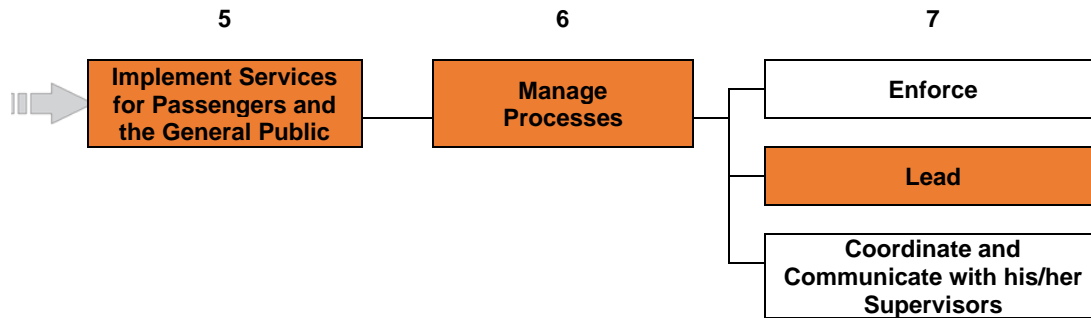
Performance criteria for the element

The individual is deemed competent when:

- 047/01/01 He/she carries out plans to the satisfaction of the teams involved, the final customers for the service, and the management staff of the areas involved.
- 047/01/02 Satisfactorily completes all tasks in the areas of information and assistance and guidance for passengers and the general public, in accordance with the established standards.
- 047/01/03 Controls and cares for the use of company assets and those of third parties involved in each operation, and ensuring their availability and optimal utilization, while achieving the established levels of efficiency and effectiveness.
- 047/01/04 Contributes to risk reduction regarding the provision of services and/or to enhancing the safety of individuals making use of the airport facilities, contributing to their safety and welfare.

- 047/01/05 Uses the established procedures and indicators in planning activities for the eventual control and evaluation of completed activities.
- 047/01/06 Identifies opportunities for improvements in the procedures, and the implementation of tasks, and in the utilization of resources, in order to contribute to the continuous improvement in the management of information, and in the assistance and guidance to passengers and to the general public.

Skill 047	Element 2 of 3 (Code E 047/02)
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The individual will be capable of **leading the work team** under his/her supervision in order to comply with and enforce the goals and agreed commitments, within the framework of all current policies, plans, guidelines, standards, protocols, and procedures.

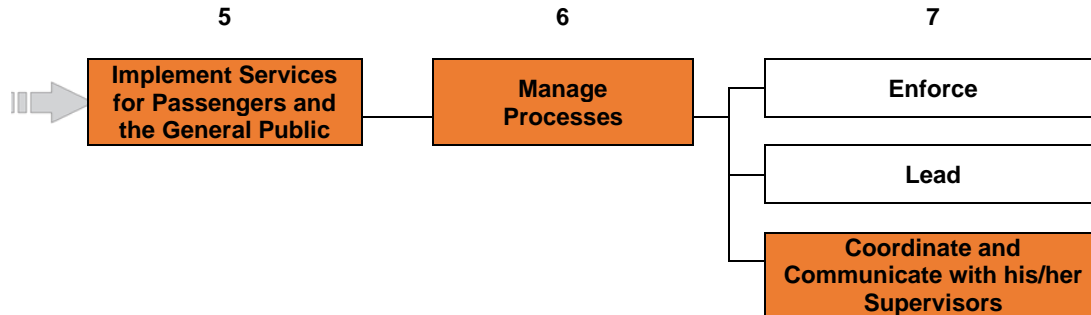
Performance criteria for the element

The individual is deemed competent when:

- 047/02/01 He/she implements and controls the successful completion of tasks by the members of the staff under his/her supervision, in accordance with the standards, protocols, and procedures, identifying any changes and indicating the immediate corrective actions to be taken.
- 047/02/02 Assigns tasks to each team member, promoting teamwork and providing clear and complete instructions in order to inform, assist, and guide the passengers and the general public.
- 047/02/03 Ensures that his/her team members comply with all applicable regulatory frameworks, procedures, and protocols related to services to passengers and the general public, with all processes being of the highest quality and applying good practices.
- 047/02/04 Ensures that his/her team has the necessary motivation and training for carrying out their task in accordance with current standards, identifying any needs for training, skills enhancement, and development.
- 047/02/05 Carries out the performance evaluations for the staff members under his/her supervision, following the procedures as defined by the company and discussing these with his/her direct staff in order to assist in their improved performance and development.

Skill 047

Element 3 of 3 (Code E 047/03)



The individual will be capable of **coordinating and communicating** effectively with his/her supervisors, customers, and other stakeholders related to the service, based on the established mechanisms.

Performance criteria for the element

The individual is deemed competent when:

- 047/03/01 He/she makes effective use of the mechanisms and opportunities to report to and inform third parties, as well as coordinating and communicating with other stakeholders involved in the work.
- 047/03/02 Communicates with his/her supervisors, providing timely information for decision-making, based on outcomes and performance achieved, and, especially regarding impacts or deviations from procedures, or disciplinary cases which require their intervention.
- 047/03/03 Reports to the appropriate authority regarding any failures, breakdowns, or shortages detected in the facilities or equipment which require immediate repair.
- 047/03/04 Interacts with all areas of the organization and coordinates daily activities with his/her counterparts, organizations, agents, customers, and other stakeholders, coordinating activities in such a way as to be informed and to inform others and collaborating for the best possible functioning of the system.
- 047/03/05 Provides at the proper time and in the proper form to the human resources department of the company, the information and changes required to settle any pending payment, as well as the application of disciplinary measures in cases where that is required.

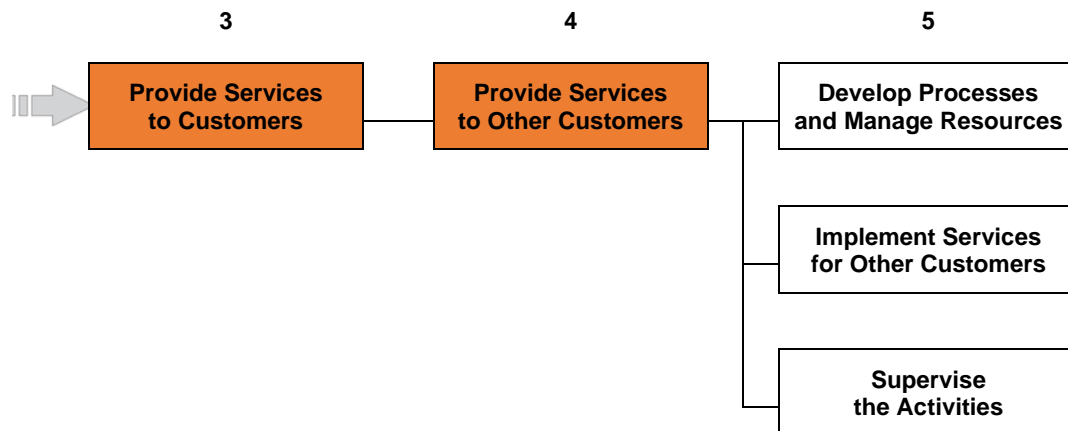
Provide services for other customers

Precedes on the Functional Map:

1. **Purpose:** Provide safe, stable, and efficient airport services which are compatible with the natural environment and which meet the needs of the stakeholders, in order to facilitate the connectivity of the country (passenger and cargo services) supporting economic and social development in a sustainable manner.
2. **Produce Services:** Develop and operate safe, stable, and efficient airport services compatible with the natural environment and meeting the needs of the stakeholders.
3. **Provide Services to Customers:** provide services to the different customers and make use of the airport facilities, in such a way as to meet their needs.
4. **Provide services to other customers, beyond passenger and cargo customers, trying to meet their needs, while complying with all of these standards, policies, strategies, objectives, procedures, and protocols of the company.**

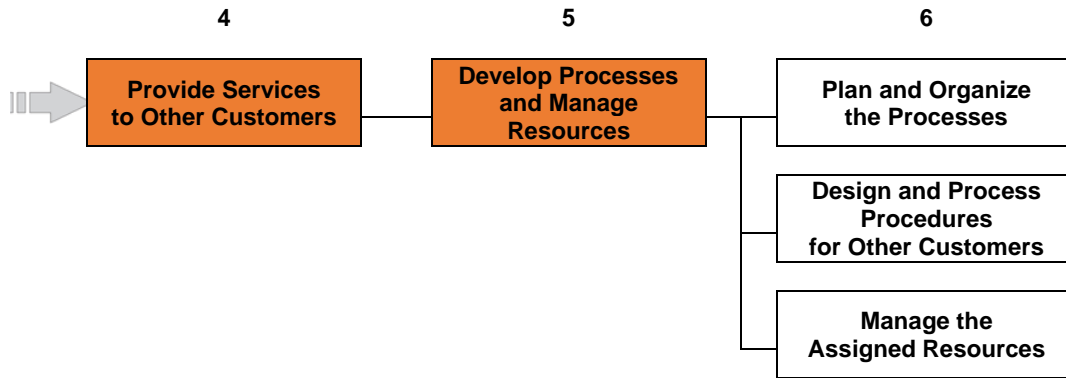
The following are then developed:

5. **Provide services to other customers, (beyond passenger and cargo customers), in order to serve their needs, keep them informed, and facilitate and coordinate the development of their activities.**
6. **Develop, implement, and supervise services** to other customers, (beyond passenger and cargo customers), in order to serve their needs, keep them informed, and facilitate and coordinate the development of their activities.
7. Level of skills.
8. Level of skill elements.
9. Level of performance criteria.



Skill 048 - Develop the processes and manage the resources

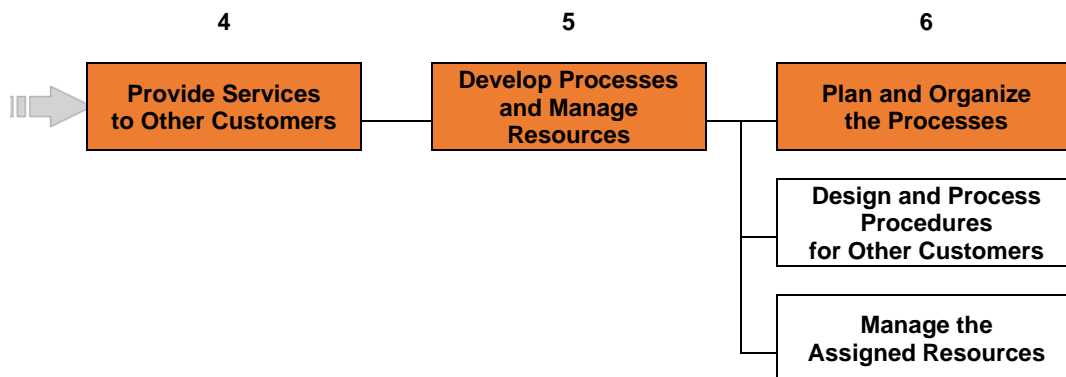
DESCRIPTION



Develop the processes and manage the resources to provide services to airline companies, general aviation, public organizations (security, health, taxation, police, immigration, tourism), concessionaires, permit holders, buyers of advertising spaces, and other stakeholders in the airport community, in order to meet the needs of each one, keep them informed, and facilitate and coordinate the development of their activities, while working towards the sustainable development of the airport business and contributing to strengthening the corporate image of the company.

Skill 048

Element 1 of 3 (Code E 048/01)



The individual will be capable of

Planning and organizing the necessary processes for the management of services for other customers (beyond the passengers and cargo customers), in such a way as to meet the needs of each one, keeping them informed, facilitating and coordinating the development of their activities.

Performance criteria for the element

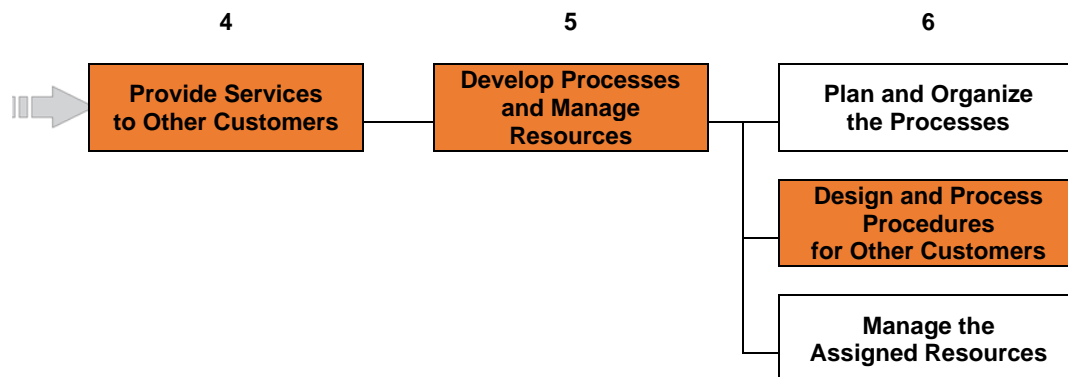
The individual is deemed competent when:

- 048/01/01 He/she participates in the design of the strategies, policies, and processes related to services for other customers, and proposes initiatives for business decisions having an impact on these activities, making suggestions with a focus on continuous improvement of the processes for the optimal utilization of physical and human resources, the reduction of associated risks, and compliance with all standards and the current regulatory framework.

- 048/01/02 Provides guidelines which guarantee effective and safe implementation of the operations and assure compliance with the applicable regulations in all areas under his/her responsibility.
- 048/01/03 Identifies, during the planning process, those procedures, indicators, and observable behaviors which will allow for effective control and evaluation of the different activities, consistent with the management procedures defined by the company.
- 048/01/04 Plans the methods for evaluation of the designed processes, identifying the procedures and indicators to be used, as well as providing the means, opportunities, and mechanisms for coordination and communication with the different stakeholders (internal and external) participating in or affected by the process.
- 048/01/05 Carries out a systematic analysis of the management outcomes in his/her area, contributing to the search for solutions to ensure effective future compliance of the processes and services, consistent with the anticipated demand and the limited resources (human, physical, time/schedule).
- 048/01/06 Anticipates the mechanisms and opportunities for reporting to and informing third parties, as well as the means for coordinating and communicating with other stakeholders in the system, and interacts with all areas of the organization and with external representatives.

Skill 048

Element 2 of 3 (Code E 048/02)



The individual will be capable of **designing and processing the procedures**, protocols, and management formats for providing services to other customers (airline companies, general aviation, public organizations, concessionaires, permit holders, and the overall airport community) while complying with all of the standards, policies, strategies, objectives, and guidelines of the company.

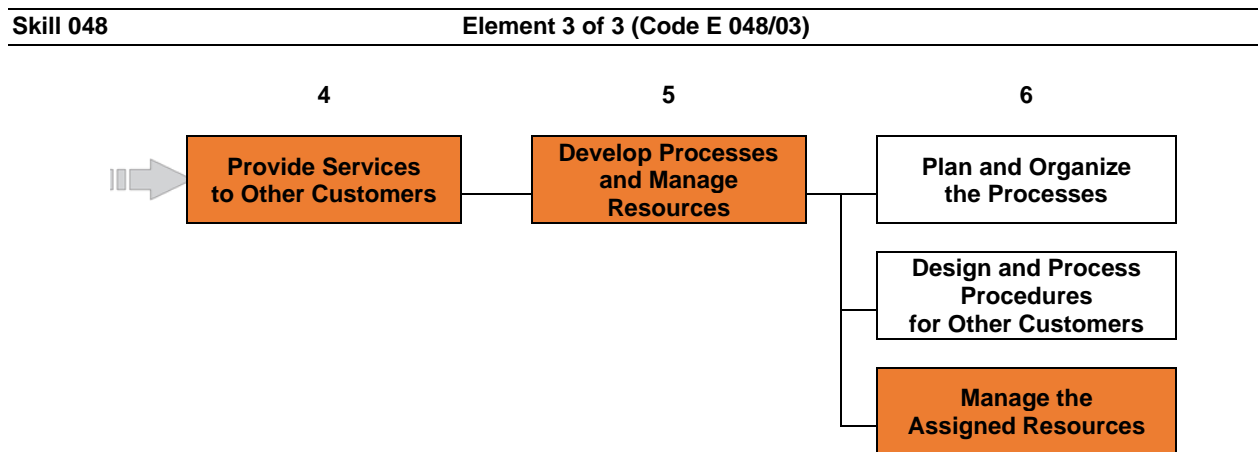
Performance criteria for the element

The individual is deemed competent when:

- 048/02/01 He/she designs and updates preliminary draft projects, projects, protocols, forms, or procedures, taking into account the implementation, supervision, and evaluation of the activities which make up the process, and in accordance with the applicable regulatory framework, the policies, and the quality and security standards as defined by the organization.
- 048/02/02 Presents the procedures in a standardized format which:

- Includes the necessary fields and consists of numbered pages with no alterations.
- Uses the expected technical terminology, and is written in such a way as to promote easy reading and understanding by the different stakeholders.
- Communicates the purpose and the objectives for each procedure, the method and the opportunity in which it shall be implemented, and the staff members involved, along with their responsibilities, and the participation by or impacts on other stakeholders.
- Is accompanied by the corresponding background documentation, and offers any additional guidance as required.

- 048/02/03 Establishes the expected outcomes, the indicators, and the verification checklists for the control, evaluation, and supervision of the work, including a communication system, reports, registries, reviews, updating, and amendments.
- 048/02/04 Meets all required deadlines for processing the procedure (communication, filing, or submittal), in keeping with the requirements of the organization, taking into account especially the expiration dates for documentation.
- 048/02/05 Identifies solutions based on suggestions received, taking into account the emphasis of the organization on the need to incorporate new demands, promote the incorporation of any observations by others, as well as taking the initiative in identifying new needs for the organization or in adjusting to changes in technology or standards.
- 048/02/06 Adapts the different procedures for each type of customer: airline companies, general aviation, public organizations (security, health, taxation, police, immigration, tourism), concessionaires, permit holders, buyers of advertising spaces, and other stakeholders in the airport community.



The individual will be capable of **managing the assigned resources** for the service, ensuring safe and efficient administration of the operating budget and investments, in order to contribute to achieving the economic outcomes of the company.

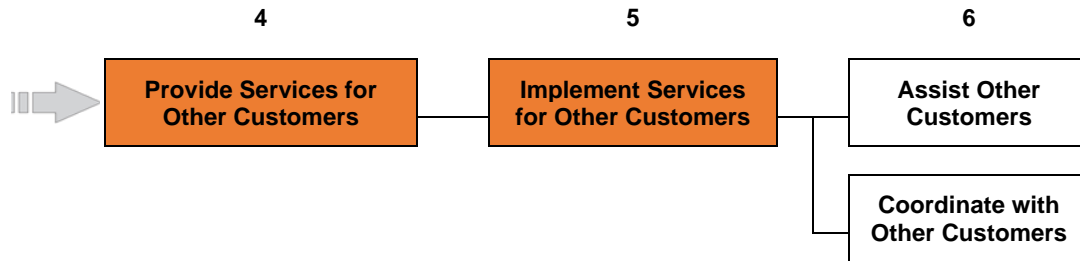
Performance criteria for the element

The individual is deemed competent when:

- 048/03/01 He/she administers the operating budget of his/her respective area based on the amount assigned by the general management of the business.
- 048/03/02 Ensures the availability of resources for their approved use, designates their purpose, and is able to optimize their use while identifying any additional needs.
- 048/03/03 Leads the work teams in his/her area of responsibility, promoting the development of new skills, and efficiently planning and distributing the different functions and roles.
- 048/03/04 Controls the implementation of the processes, having timely information available for decision-making in the event of situations requiring immediate changes.

Skill 049 - Implement services for other customers

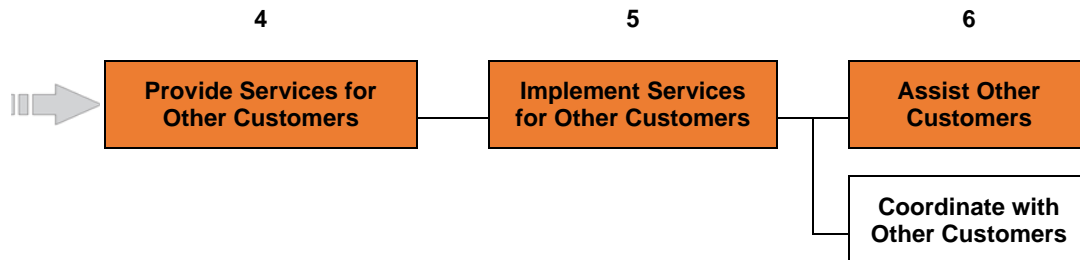
DESCRIPTION



Implement services of information, coordination, and facilitation for the development of their activities for airline companies, general aviation, public organizations (security, health, taxation, police, immigration, tourism), concessionaires, permit holders, users of public advertising space, and other stakeholders in the airport community, in order to help accomplish the goals of each of these, while pursuing the sustainable development of the airport business and contributing to the strengthening of the company's corporate image.

Skill 049

Element 1 of 2 (Code E 049/01)



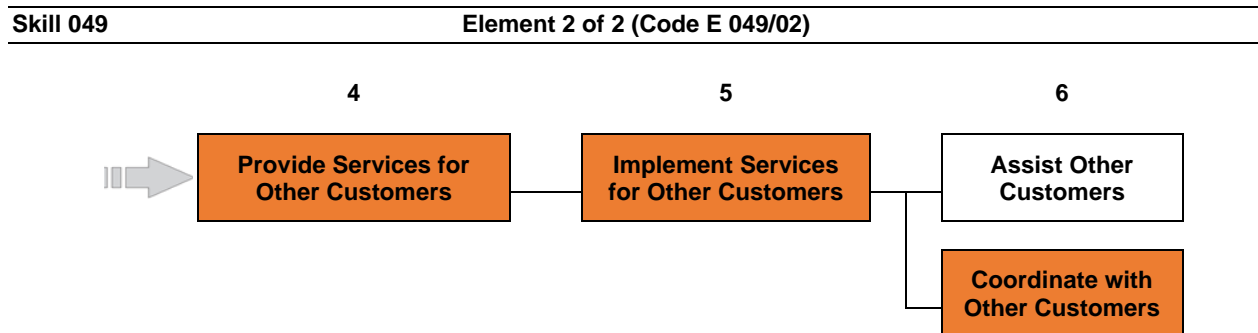
The individual will be capable of assisting the airline companies, general aviation, public organizations (security, health, taxation, police, immigration, tourism), concessionaires, permit holders, users of public advertising space, and other stakeholders in the airport community, through the **management of information needed for carrying out their activities** (information regarding daily flight operations, weather conditions, new services, incidents requiring the intervention of police or health services, alerts, impacts on operations due to changes or maintenance, relevant news stories, among others).

Performance criteria for the element

The individual is deemed competent when:

- 049/01/01 He/she obtains the required information from a variety of established and reliable sources (through observations in the monitoring center, provided by the departments of operations, marketing, maintenance, or from other organizations and businesses, among others).
- 049/01/02 Is completely familiar with aeronautical vocabulary and is well informed regarding the regular dynamics of the flights, as well as any accidents or circumstances which may occur, in order to understand the type and scope of the information which is collected,
- 049/01/03 Processes, validates, classifies, and records the information obtained, in accordance with the procedures, protocols and standards defined by the organization, and provides this compiled information based on the needs of each recipient, communications channel, circumstance, and need.

- 049/01/04 Is fully capable of operating the work stations in the monitoring center, as well as the available communications equipment.
- 049/01/05 Is fluid in written and spoken English with sufficient capability to communicate effectively through basic messages on topics related to the provided services.
- 049/01/06 Communicates in the appropriate language, assuring clear messages with no ambiguity, and ensuring that the recipient has received and understood the contents of the message.



The individual will be capable of **carrying out coordination** with airline companies, general aviation, public organizations (security, health, taxation, police, immigration, tourism), concessionaires, permit holders, users of public advertising space, and other stakeholders in the airport community, in order to help accomplish the goals of each of these, while pursuing the sustainable development of the airport business and contributing to the strengthening of the company's corporate image.

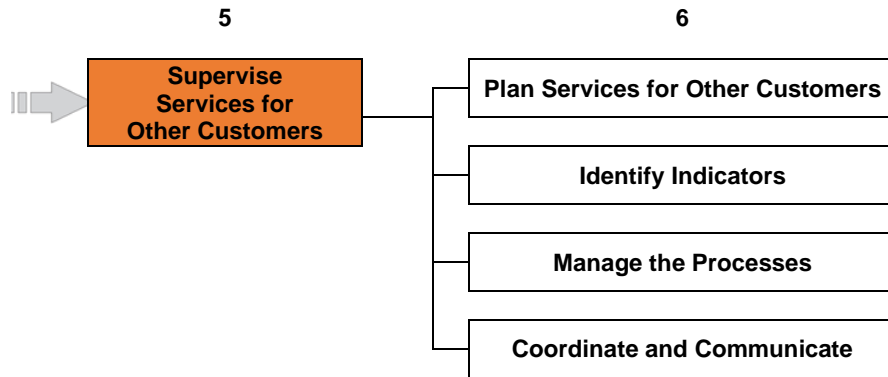
Performance criteria for the element

The individual is deemed competent when:

- 049/02/01 He/she contributes to the optimization of the use of airport spaces which are intended for the benefit of third parties, especially:
- Assigning check-in counters and boarding gates for the airline companies.
 - Organizing the flow of pedestrian traffic ("layout") in the areas of counters and boarding gates.
 - Administers the spaces, schedules, and preferences for arrivals and departures ("slots").
- 049/02/02 Fulfills all agreed commitments with public organizations which have a role in the airport environment, as well as with all current regulatory provisions.
- 049/02/04 Maintains fluid and constant coordination with the airline companies and other individuals, carrying out these coordination activities as efficiently as possible without interference.
- 049/02/05 Is in constant communication with the commercial areas, operational areas (air side), and the maintenance and security departments of the organization.

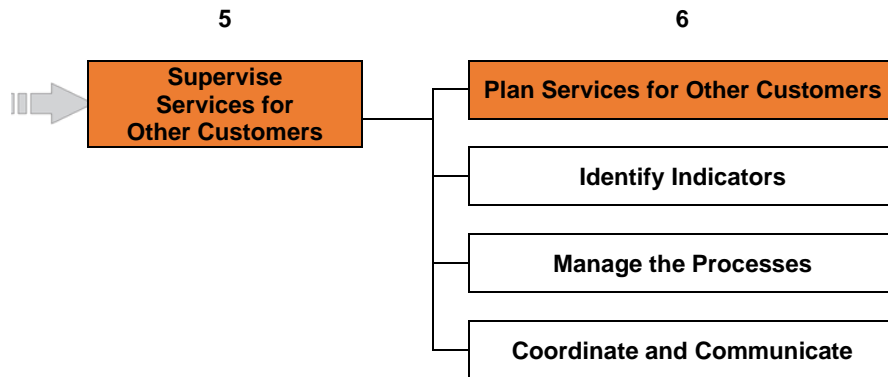
Skill 050 - Supervise activities to deliver services to other customers

DESCRIPTION



Supervise the activities of service provision for airline companies (land side), general aviation, public organizations (security, health, taxation, police, immigration, tourism), concessionaires, permit holders, users of public advertising space, and other stakeholders in the airport community, in order to help them carry out their work, maintain them informed, and facilitate and coordinate the development of their activities, while pursuing the sustainable development of the airport business and contributing to the strengthening of the company's corporate image.

Skill 050 **Element 1 of 4 (Code E 050/01)**



The individual will be capable of planning the activities related to services for the airline companies (land side), general aviation, public organizations (security, health, taxation, police, immigration, tourism), concessionaires, permit holders, users of public advertising space, and other stakeholders in the airport community, assigning the technological, human, and time resources necessary for their work, while complying with all protocols and procedures of the organization, guaranteeing safe and efficient management.

Performance criteria for the element

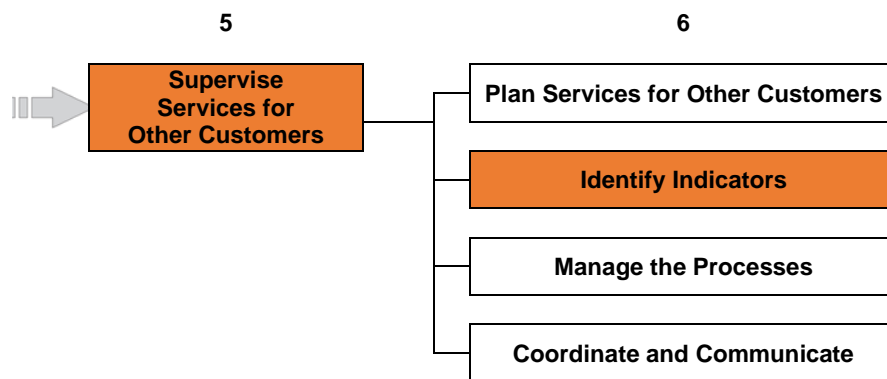
The individual is deemed competent when:

- 050/01/01 He/she is capable of organizing work shifts to fulfill the required activities, complying with the policies and goals indicated by the company, and considering the available resources and the agreed commitments, while taking into account all applicable protocols, procedures, fiscal and labor standards, and contractual agreements.

- 050/01/02 Defines priorities and timeframes for implementation, following the instructions received and the agreed commitments, estimating the resources required for effective completion, and assigning the different types of resources (time, facilities, spaces, and equipment) in order to adequately meet all objectives and commitments.
- 050/01/03 Anticipates the necessary staff (work teams, roles, hourly charges, productivity), for each operation, in order to complete the planned activities within the agreed timeframes.

Skill 050

Element 2 of 4 (Code E 050/02)



The individual will be capable of **identifying the procedures and indicators** to be applied for the control and evaluation of the planned activities, as well as anticipating the means, opportunities, and mechanism for coordination and communication with the different stakeholders (internal and external) in the process.

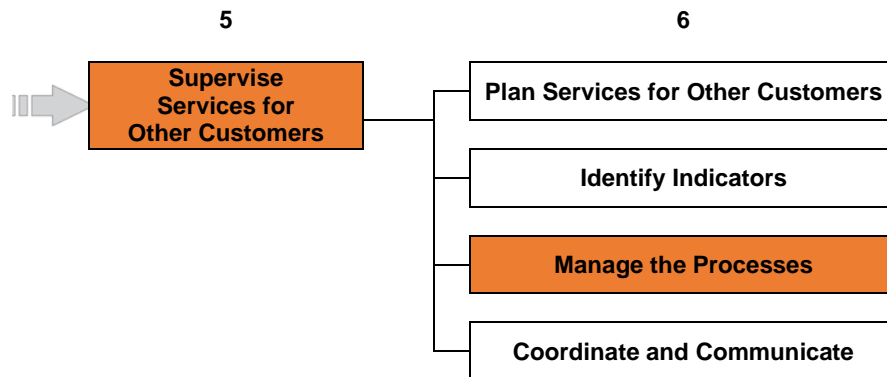
Performance criteria for the element

The individual is deemed competent when:

- 050/02/01 He/she includes in his/her planning efforts those procedures, indicators, and observable behaviors which will allow for control and evaluation of the different activities, consistent with the management procedures defined by the company.
- 050/02/02 Participates in the development of the procedures which he/she will later carry out and enforce, offering his/her collaboration and experience in the design of these.
- 050/02/03 Anticipates the mechanisms and opportunities for reporting to and informing third parties, as well as coordinating and communicating with other stakeholders in the chain of operations.
- 050/02/04 Contributes to the search for solutions to ensure effective future completion of the processes and services, based on the anticipated demand and the limitations on resources (human, physical, time/schedule).

Skill 050

Element 3 of 4 (Code E 050/03)



The individual will be capable of **managing the processes** of providing services to the airline companies (land side), general aviation, public organizations (security, health, taxation, police, immigration, tourism), concessionaires, permit holders, users of public advertising space, and other stakeholders in the airport community, assigning the technological, human, and time resources required for implementation, while complying with the protocols and procedures of the organization, and guaranteeing safe and efficient management.

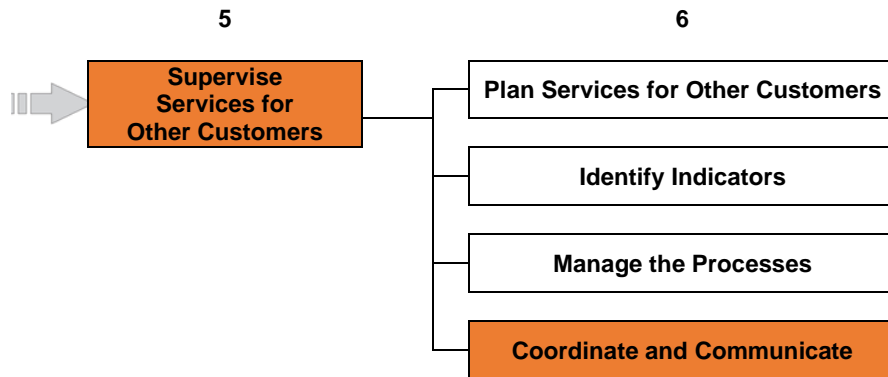
Performance criteria for the element

The individual is deemed competent when:

- 050/03/01 He/she is capable of **implementing** the services, complying with and enforcing the policies, plans, objectives, and standards defined in the instructions received and the planning which was carried out, taking into account all necessary protocols, procedures, standards and good practices
- 050/03/02 Implements the plans to the satisfaction of the teams involved, the customers for the services, and the management of the different areas involved.
- 050/03/03 Controls and cares for the assets of the company and of affected third parties in each operation, ensuring the availability and optimal utilization of these and achieving the previously established levels of efficiency and effectiveness.
- 050/03/04 Contributes to the reduction of risks in the area of service provision and/or safety for individuals who use the airport facilities, contributing to their health and welfare.
- 050/03/05 Is capable of **providing leadership to the staff team** under his/her supervision in order to achieve and assure the achievement of the objectives and agreed commitments, assigning tasks to each individual, promoting teamwork, and providing clear and complete instructions to inform, assist, and guide the passengers and the general public.
- 050/03/06 Utilizes the established procedures and indicators in planning activities for the control and evaluation of the completed work and carries out the performance evaluations of the staff under his/her supervision in order to cooperate in improving their performance and development.
- 050/03/07 Ensures that his/her work team has the motivation and training necessary for carrying out their tasks in accordance with the standards and identifies any needs for training, skills enhancement, and development.

050/03/08 Identifies opportunities for making improvements in the procedures, in the implementation of tasks, and in the utilization of resources, in order to contribute to continuous improvement in the management of information and in the assistance and guidance provided to passengers and to the general public.

Skill 050 **Element 4 of 4 (Code E 050/04)**



The individual will be capable of **coordinating and communicating** effectively with his supervisors, customers, and other stakeholders related to the service, in accordance with all established mechanisms.

Performance criteria for the element

The individual is deemed competent when:

- 050/04/01 He/she effectively uses the mechanisms and opportunities to report to and inform third parties, as well as coordinating and communicating with other stakeholders involved.
- 050/04/02 Communicates with his/her supervisors, providing timely information for decision-making, based on outcomes and performance achieved, and, especially in the event of unforeseen issues or changes or disciplinary actions requiring their intervention.
- 050/04/03 Reports to the appropriate authority regarding any failures, breakdowns, or shortages detected in the facilities or equipment for their immediate repair.
- 050/04/04 Interacts with all areas of the organization and coordinates daily activities with his/her counterparts, organizations, agents, customers, and other stakeholders, coordinating activities in such a way as to be informed and to inform and collaborate for the best possible functioning of the system.
- 050/04/05 Provides information on time and in the required formats to the human resources management department of the company regarding any changes pending settlement of payment, as well as the application of disciplinary measures in cases where it is necessary.

Description of Cross-cutting Skills

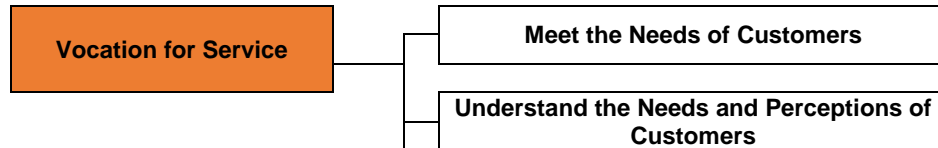
It should be kept in mind that the so-called cross-cutting skills go beyond workplace divisions and refer to the way in which technical skills are put into play. Therefore, cross-cutting skills do not follow the deductive logic of functional analysis, but are contained within all of the different functions.

For that reason, they are very closely linked to the attitudes which the company would like to see, and their identification outcomes from analysis, deliberation, and adoption of the core values supported by the organization. As a result, they may change from one organization to another, based on the context, the options, or the emphasis on a specific type or set of values or attitudes.

The following are the cross-cutting skills which have been considered necessary for the supervision positions and for some positions which do not include supervisory responsibilities.

Skill 051 - Vocation for service

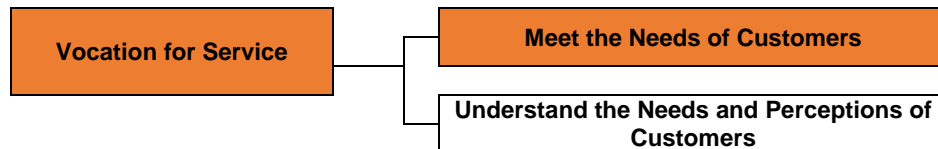
DESCRIPTION



Demonstrate sensitivity, empathy, and an on-going interest in the needs or demands of external or internal customers, either current or potential, being genuinely motivated to serve them and go beyond their expectations for satisfaction or for their experience.

Skill 051

Element 1 of 2 (Code E 051/01)



The individual will be capable of **satisfying the needs** of customers in an efficient way and surprise them by going beyond their expectations (the best result, the least time, seeking always to achieve excellence in the service provided).

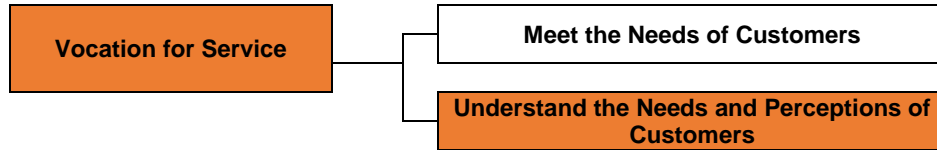
Performance criteria for the element

The individual is deemed competent when:

- 051/01/01 He/she demonstrates true commitment to external and internal customers, striving to respond to their requests, providing orientation and guidance, and following up to ensure satisfaction in meeting their needs and expectations.
- 051/01/02 Resolves any situations of interaction with customers in a friendly, respectful, and efficient manner by providing high quality solutions and optimizing resources, especially in terms of their own time and that of third parties.
- 051/01/03 Anticipates the needs of the customer to satisfy them ahead of time and identifies innovative solutions and ideas when the situation requires it.
- 051/01/04 Maintains a positive attitude at all times seeking to surprise and surpass the customers' expectations for service.

Skill 051

Element 2 of 2 (Code E 051/02)



The individual will be **capable of understanding** the needs and perceptions of the customer to incorporate this knowledge in planning activities, going beyond the basic expectations in the case of an actual customer or situation.

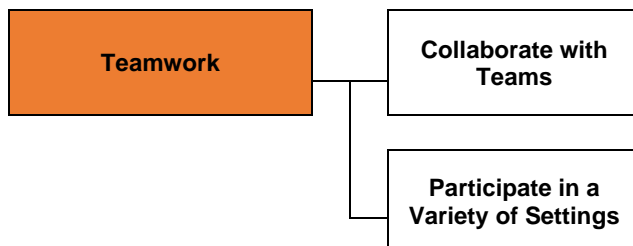
Performance criteria for the element

The individual is deemed competent when:

- 051/02/01 He/she listens actively in the dialogue with customers demonstrating the greatest possible empathy to maximize satisfaction at the moment of truth in their interaction.
- 051/02/02 Correctly analyzes the perceptions, demands, and needs of customers in order to generate a knowledge base for developing services, proposing improvements which can increase the indicators of satisfaction on the part of customers.
- 051/02/03 Refers any demands and feedback which he/she cannot immediately resolve to other departments and/or management levels in order to achieve assertive solutions.
- 051/02/04 Adequately administers the criticisms, complaints, and requests received, demonstrating a collaborative and positive working attitude towards resolving the concerns of customers in general.

Skill 052 - Teamwork

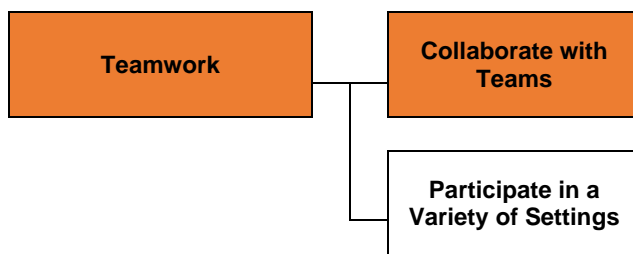
DESCRIPTION



Cooperate with others and provide support based on one's knowledge, experience, and attitude towards achieving the objectives of the team, providing personal resources to contribute to building a superior joint effort.

Skill 052

Element 1 of 2 (Code E 052/01)



The individual will be capable of **collaborating** with working teams through participation with respect, empathy, the ability to listen, and consideration for a diversity of opinions, in such a way as to enrich the positions and inputs of individuals through synergy.

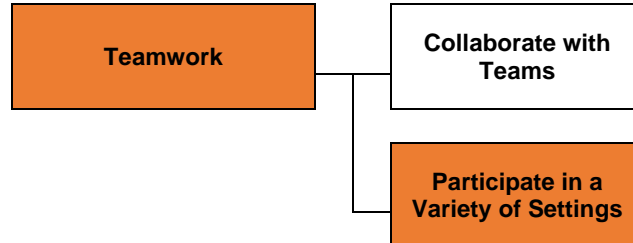
Performance criteria for the element

The individual is deemed competent when:

- 052/01/01 He/she demonstrates interest in understanding the positions of others in all work environments when interacting with team members, showing evidence of his/her ability to empathize with others.
- 052/01/02 Respects the participation of his/her colleagues, in terms of the time which each one is given to present his/her opinions, as well as respecting the contents of their inputs.
- 052/01/03 Constantly seeks commonalities and agreement among different points of view, resolving any exchanges with new solutions which supersede the Initial personal and individual positions in the outcomes of the team effort (synergy).

Skill 052

Element 2 of 2 (Code E 052/02)



The individual will be capable of **participating in a variety of settings**, generating a collaborative and constructive working environment; through an attitude which is genuine, positive, and committed, capable of inspiring others to be the same.

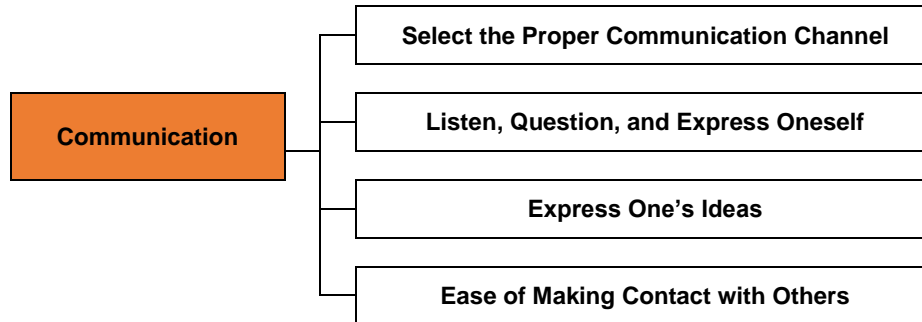
Performance criteria for the element

The individual is deemed competent when:

- 052/02/01 He/she demonstrates transparency in his/her feedback and sincerely shares all of his/her knowledge and experience with the other team members.
- 052/02/02 Shares the credit for achievements of the team and celebrates the collective outcomes over and above individual contributions in the effort to achieve shared objectives.
- 052/02/03 Carries out his/her activities with an emphasis on collaboration in order to support the creation of a constructive/positive work environment.
- 052/02/04 Motivates the participation of all members of the team and makes his/her enthusiasm contagious through commitment to and confidence in the team.

Skill 053 - Communication

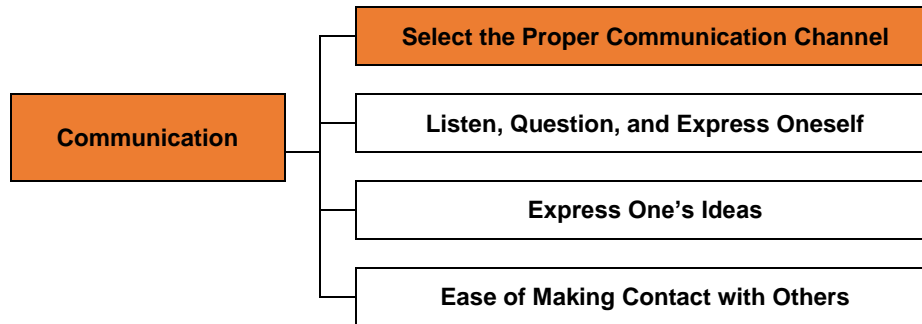
DESCRIPTION



Directs clear, simple, and understandable ideas and opinions towards others through spoken, written, and body language. This results in efficient communication, in terms of the selected channel, quality of the message, and quantity of the message, timing, and recipients.

Skill 053

Element 1 of 4 (Code E 053/01)



The individual will be capable of **selecting the communication channel** and adapting it to each opportunity based on the type of message, applicable regulations (if this is relevant), motivation, and the audience, in such a way as to not overload the message, directing it only to the target audience, and using the proper manners.

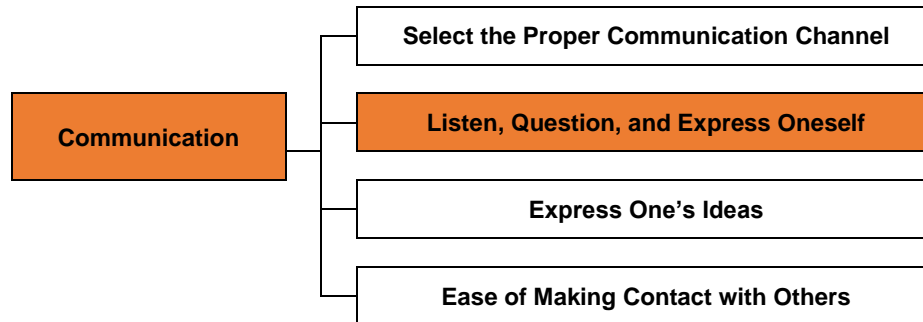
Performance criteria for the element

The individual is deemed competent when:

- 053/01/01 He/she utilizes the proper communication channel based on the audience, the message, the degree of formality required, the culture, and the environment; with the possibility of utilizing or reaching among others, the following media: in person verbal communication, work meetings, verbal communication by telephone, video-conference, mobile/web applications, written communications through a formal note, electronic mail, messaging or other web applications available through the Internet.
- 053/01/02 Ensures that his/her communications are directed precisely to the proper recipients, achieving on the one hand the inclusion of all of the recipients who should receive the message, while on the other hand not including individuals whose inclusion would not add value or might cause problems or inefficiencies in the administration of their own time or that of third parties.

053/01/03 Expresses his/her thoughts, ideas, opinions, and contents in an orderly format, based on respect and in such a way as to be understandable by the reader/listener, taking care at all times in the manner in which he/she communicates with others.

Skill 053 **Element 2 of 4 (Code E 053/02)**



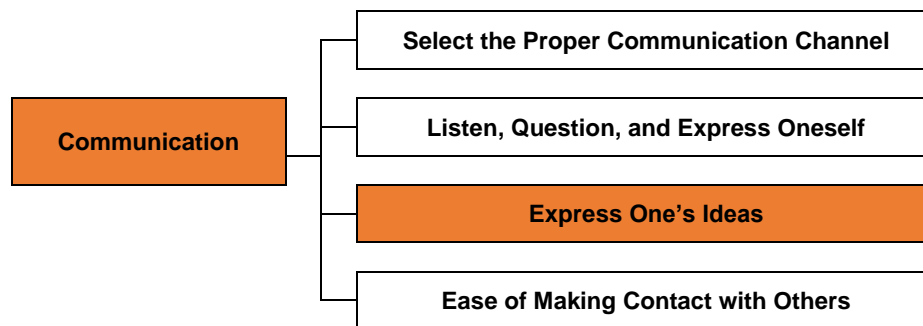
The individual will be capable of **listening, asking questions, and expressing himself/herself** at the proper time and with the proper individuals. This includes a concern for confirming that others have heard and understood the message, and an ability to search for alternative methods to achieve this.

Performance criteria for the element

The individual is deemed competent when:

- 053/02/01 He/she listens actively accompanied by the appropriate body language when communicating in person with others.
- 053/02/02 Asks questions to ensure that he/she has understood completely what others wish to communicate, in his/her role as listener, and as the messenger, ensures that the message is being delivered correctly to the target audience.
- 053/02/03 Respects the time of others in personal communications, not interrupting or jumping ahead when the narrator has not yet completed his/her presentation of an idea or point of view.

Skill 053 **Element 3 of 4 (Code E 053/03)**



The individual will be **capable of expressing his/her ideas** utilizing language and vocabulary which are correct, professional, respectful, culturally appropriate, and appropriate to the environment and the recipient; for both verbal and written communications.

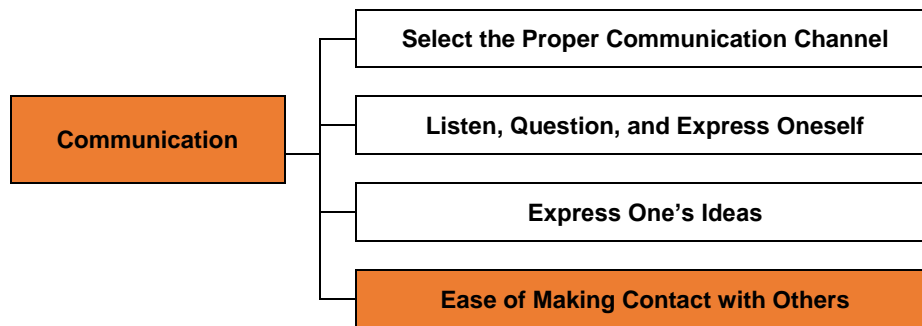
Performance criteria for the element

The individual is deemed competent when:

- 053/03/01 He/she expresses ideas and thoughts in a respectful way in keeping with a professional work culture and expects from others the same level of treatment and communication.
- 053/03/02 Directs his/her verbal or written messages in an effective manner. This implies communicating with fluidity, clarity, conciseness, precision, and opportunity in terms of the appropriate timing, as well as the time consumed or the volume of the communication (in the case of written communication) and the recipients.
- 053/03/03 Adapts the modality of communications to the contents, utilizing a vocabulary which is suitable for the culture, the environment, and the recipient, with a goal of being well-received by the recipients of the message.

Skill 053

Element 4 of 4 (Code E 053/04)



The individual will be **capable of easily making contact with others** and developing cordial, warm, and reciprocal relations; with passengers, customers, and providers, representatives of control organizations, colleagues, supervised staff, and supervisors.

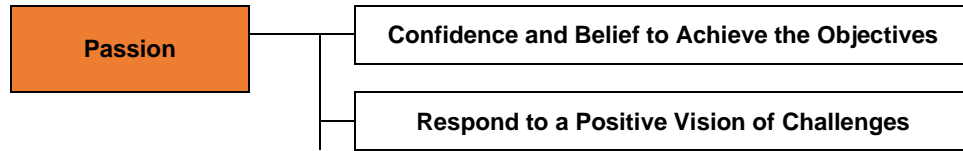
Performance criteria for the element

The individual is deemed competent when:

- 053/04/01 He/she is comfortable building cordial and reciprocal relationships with others, with very little effort, and with no need of large amounts of external support nor of formal and structured situations.
- 053/04/02 Adapts his/her relationship style to different individuals with whom he/she interacts in the development of his/her professional activities.
- 053/04/03 Facilitates linkages among others, developing contacts and relationships between third parties.
- 053/04/04 Projects an air of confidence in the relationships he/she has with others.

Skill 054 - Passion

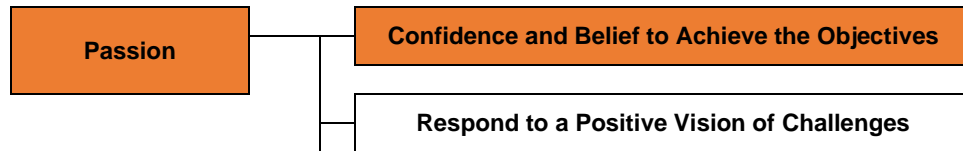
DESCRIPTION



Adds emotional value to one's daily work, demonstrating a force which stands out in enthusiasm converted into action and implies putting all of oneself into each opportunity and having the confidence to be able to achieve and exceed all challenges.

Skill 054

Element 1 of 2 (Code E 054/01)



The individual will be capable of **having confidence and believing that he/she can achieve all objectives**, through force of conviction and being absolutely dedicated to achieving it. This passion is based on confidence, and is aligned with the proposition and conviction of supporting a higher goal which transcends day to day tasks.

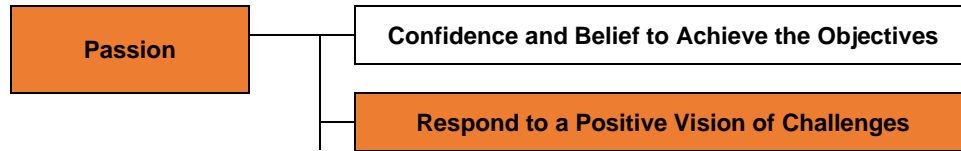
Performance criteria for the element

The individual is deemed competent when:

- 054/01/01 He/she demonstrates a positive, constructive, and collaborative attitude, making his/her best efforts and going the extra mile in carrying out his/her activities in everything that he/she does.
- 054/01/02 Maintains a positive attitude and reliable performance at all times, in spite of any complexities which may arise.
- 054/01/03 Understands what his/her work is and what his/her contribution is to the final outcomes of the services being offered. Is aligned with and shares the purpose of the company.
- 054/01/04 Is convinced at all times that he/she is providing support to an outcome greater than his/her day to day tasks associated with the connectivity to persons, assets, cultures, and dreams to contribute to a better world.

Skill 054

Element 2 of 2 (Code E 054/02)



The individual will be capable of **responding to a positive vision of the challenges** not only as problems to be taken on, but also as completely achievable. There is no passion without self-confidence, confidence in the team, confidence in the company, and confidence in the environment. Passion in the workplace and in one's personal life gives a sense of quality to the activities, and passion sustains excellence, while excellence produces satisfaction.

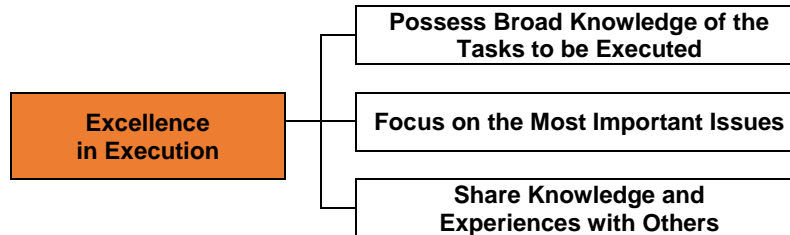
Performance criteria for the element

The individual is deemed competent when:

- 054/02/01 He/she demonstrates and maintains the effort to overcome obstacles and difficulties to achieve the objectives, and believes that these are achievable and can even be surpassed, demonstrating resilient behavior.
- 054/02/02 Searches for alternatives, changes, and possible improvements in his/her professional working environment suggesting and proposing applicable, specific, and realistic ideas benefiting his/her work and the work of the organization.
- 054/02/03 Believes in his/her ability to overcome difficulties, in the ability of the team to which he/she belongs and in the overall organization.
- 054/02/04 Finds motivation and satisfaction in this attitude to always try to achieve excellence, to surprise external and internal customers, and in exceeding the proposed objectives and outcomes.

Skill 055 – Excellence in execution

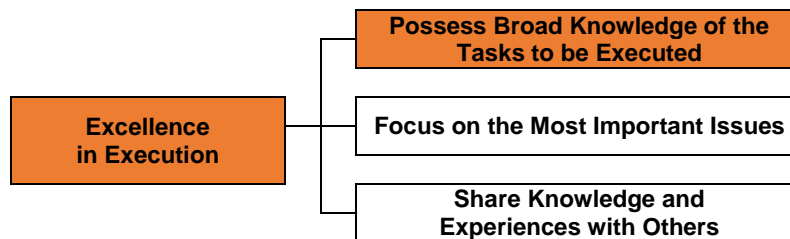
DESCRIPTION



Carry out work with obvious quality. Complete your work and complete it well at all times, seeking to constantly improve and achieve perfection.

Skill 055

Element 1 of 3 (Code E 055/01)



The individual shall be capable of **possessing broad knowledge of the tasks to be executed**, as well as the area where he/she works, and put into practice or action the same attitude in the concrete and successful development of all work activities.

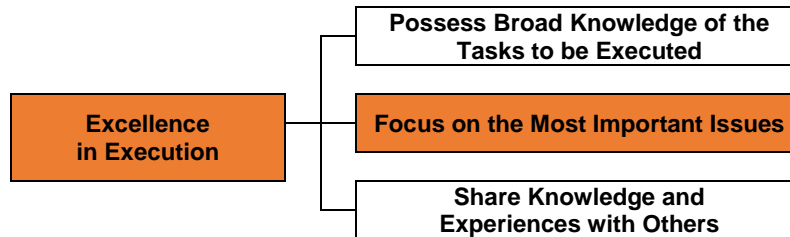
Performance criteria for the element

The individual is deemed competent when:

- 055/01/01 He/she demonstrates the complete knowledge necessary for carrying out his/her defined activities for his/her position or role in the organization.
- 055/01/02 Puts into action this pool of information in the development of his/her activities thereby ensuring the excellent quality of the outcomes achieved.
- 055/01/03 Has a comprehensive understanding and knowledge of the processes and procedures of his/her work area and his/her contribution to the global or general services of his/her department and the organization overall.
- 055/01/04 Proposes and puts into place adjustments and improvements which contribute to optimizing the processes and of the outcomes, seeking continuous improvement at all times.

Skill 055

Element 2 of 3 (Code E 055/02)



The individual will be capable of **focusing on the most important issues** and will have sound judgment in making decisions at his/her level of action and within the corresponding scope of independence of his/her position.

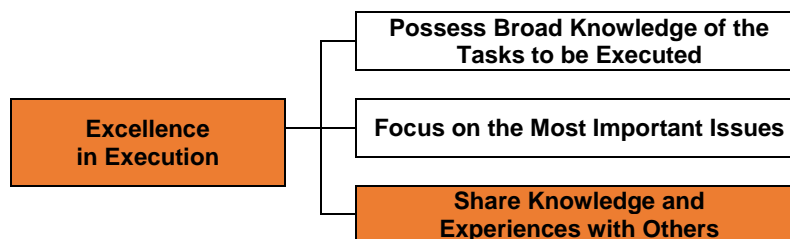
Performance criteria for the element

The individual is deemed competent when:

- 055/02/01 He/she aims or focuses his/her actions on achieving the expected outcomes, prioritizing and organizing the work with the proper focus and correct criteria.
- 055/02/02 Carries out exhaustive and detailed reviews to avoid errors and achieve improvements in the short, medium, and long range.
- 055/02/03 Administers the available resources (time, inputs, equipment, staff, suppliers) complying with agreed commitments of the work area, and achieving deliverables of high quality for external and internal customers.
- 055/02/04 Efficiently makes definitive decisions at his/her level of autonomy, empowerment, and responsibility which correspond to his/her role. Only forwards to higher levels topics for resolution in those cases where it is deemed that the complexity exceeds his/her level of authority and function.

Skill 055

Element 3 of 3 (Code E 055/03)



The individual will be capable of **sharing knowledge and experiences with others**; and permanently increasing the flow of knowledge.

Performance criteria for the element

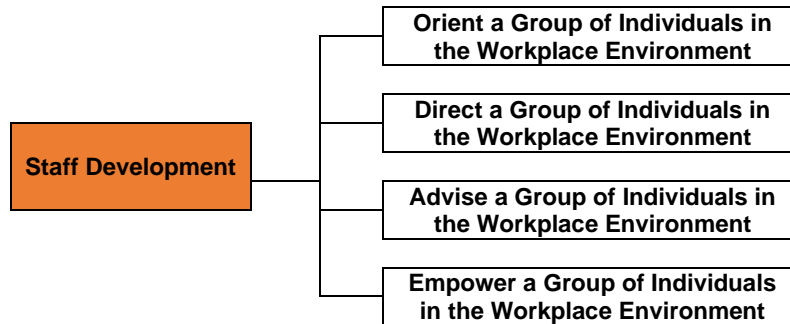
The individual is deemed competent when:

- 055/03/01 He/she transmits openly, honestly, and completely his/her knowledge regarding the best way to do things.
- 055/03/02 Is a reference point among his/her counterparts and in the work community, becoming a source for consultation for those who have contacts and maintain relationships with him/her.
- 055/03/03 Demonstrates an on-going interest in learning new things.

In the case of positions who are responsible for other staff members, three cross-cutting skills are added, related to leadership.

Skill 056 - Staff Development

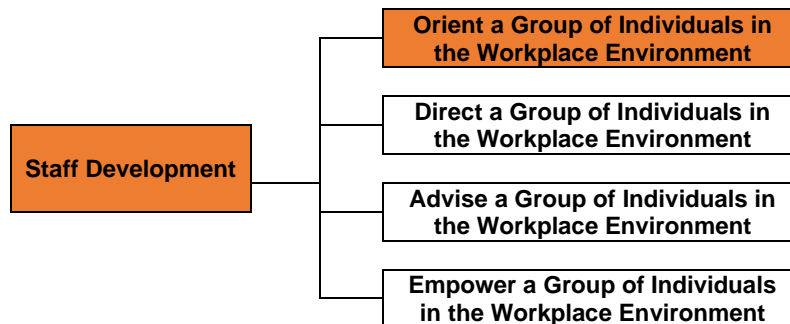
DESCRIPTION



Orient, direct, advise, and empower a group of individuals in a given direction seeking to achieve their continual development along with personal and professional growth.

Skill 056

Element 1 of 4 (Code E 056/01)



The individual will be capable of **orienting a group of individuals in the workplace environment**. This implies sharing knowledge, motivating, and generating an environment of trust in order to process the changes and improvements required, while achieving cohesion and commitment within the group.

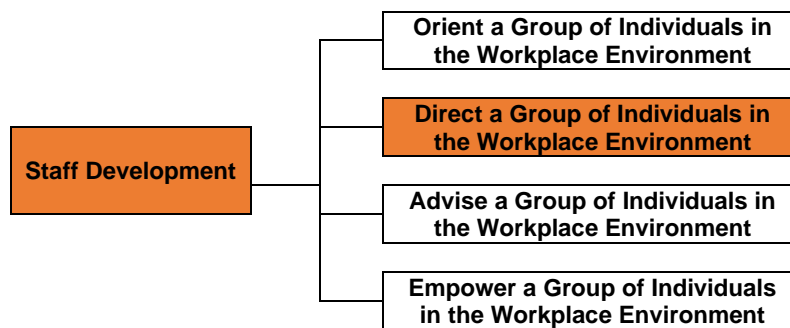
Performance criteria for the element

The individual is deemed competent when:

- 056/01/01 He/she teaches what he/she knows and encourages others to learn.
- 056/01/02 Is a model of good behavior for others and by demonstrating credibility helps create an environment of trust.
- 056/01/03 Facilitates and orients the activities of others keeping them focused on the proper direction for the objectives of the work area and of the organization overall.

- 056/01/04 Maintains high energy levels and motivation within the work team.
- 056/01/05 Achieves coherence and commitment within the work group to process the necessary changes and improvements.

Skill 056	Element 2 of 4 (Code E 056/02)
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The individual will be capable of **directing a group of individuals in the workplace environment**. This implies the ability to set objectives, priorities, and provide permanent follow-up and feedback.

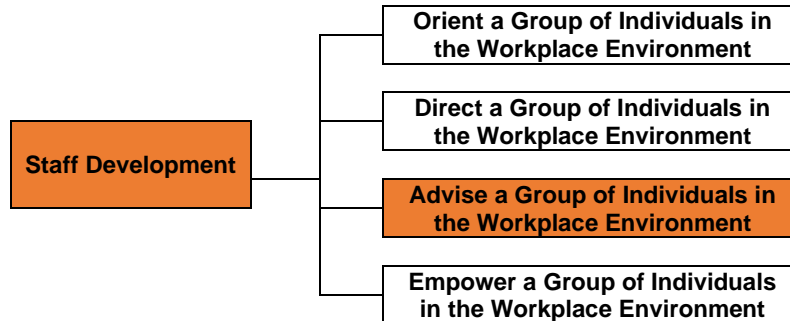
Performance criteria for the element

The individual is deemed competent when:

- 056/02/01 He/she sets Specific, Measurable, Achievable, and Realistic objectives for a specific Time (SMART), which at the same time represent a challenge and encourage the individual development of the staff members.
- 056/02/02 Assigns resources, priorities, and focus for individual members of the team.
- 056/02/03 Follows up on the projects, tasks, and objectives assigned, and in general on the performance of his/her staff members, making any adjustments or re-definitions which are deemed to be necessary or convenient.
- 056/02/04 Provides permanent and constructive feedback, with a strong commitment to the growth and development of members of the work team, and of their area of impact.

Skill 056

Element 3 of 4 (Code E 056/03)



The individual will be capable of **advising a group of individuals in the workplace environment**. This implies showing alternative options for promotion or professional careers within the organization and a concern for the development of the staff members under his/her supervision.

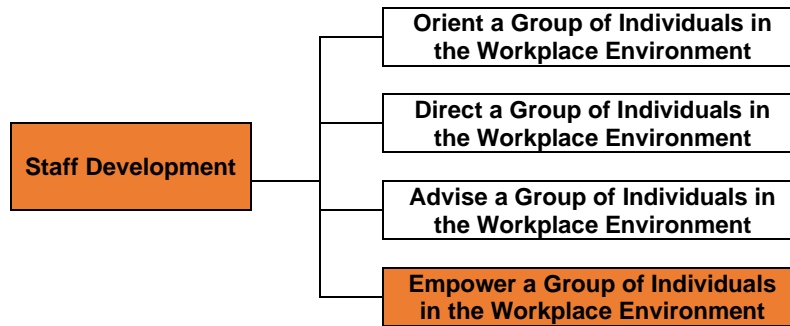
Performance criteria for the element

The individual is deemed competent when:

- 056/03/01 He/she communicates clearly and rationally the different alternatives and possible career paths within the organization.
- 056/03/02 Establishes clearly, for the members of his/her team, the needs and requirements in order to have access to growth opportunities and to specific professional career paths.
- 056/03/03 Promotes and encourages individuals to be the architects of their own professional development and assume their own responsibility and commitment along this path, especially for their independent, personal growth.
- 056/03/04 Helps the team members to have the courage and initiative to take advantage of training opportunities when they arise and to capitalize on opportunities for promotions or for joining other project teams.

Skill 056

Element 4 of 4 (Code E 056/04)



The individual will be capable of **empowering a group of individuals in the workplace environment**. This implies sharing knowledge, experiences, and information with the goal of making staff members more autonomous in order to make their own decisions and satisfactorily resolve incidents which may occur at the appropriate lower level of the organization.

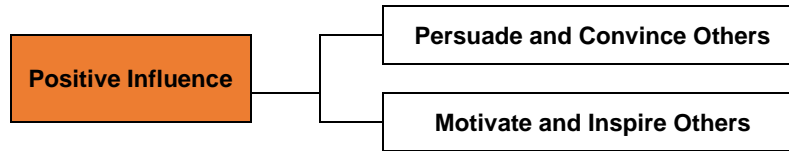
Performance criteria for the element

The individual is deemed competent when:

- 056/04/01 He/she shares all information and learning acquired as a part of his/her own education and experience so that his/her collaborators and others can take on responsibility independently for making decisions and resolving situations of varying levels of complexity which may arise.
- 056/04/02 Establishes clearly the level of autonomy for decision-making for each member of his/her team, avoiding the introduction of confusion or mistakes in this area.
- 056/04/03 Pursues a maximum efficiency in decision-making, encouraging decision-making by staff members at the appropriate lower level of the organization and supporting the individuals involved in this process.
- 056/04/04 Avoids at all times having issues unnecessarily raised to a higher level for decisions.

Skill 057 - Positive Influence

DESCRIPTION



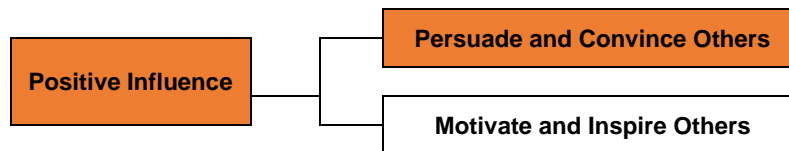
Achieve a positive change for the shared interests of the individuals and the organization in the behaviors, ideas, decisions, new projects, challenges, or other workplace situations.

Implies the ability to surprise and persuade colleagues and supervisors in order to achieve the objectives.

In terms of the staff under his supervision, this implies converting them into followers and partners in overcoming challenges through the power of positive leadership.

Skill 057

Element 1 of 2 (Code E 057/01)



The individual will be capable of **persuading and convincing others** through ideas, reasoning, or through example (modeling).

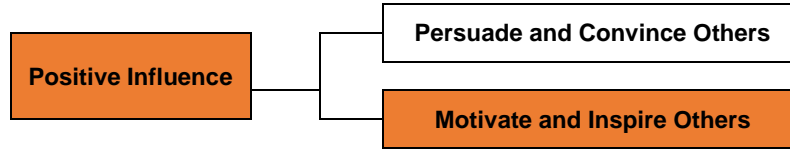
Performance criteria for the element

The individual is deemed competent when:

- 057/01/01 He/she is able to persuade and convince others in a constructive manner to achieve the established objectives, making use of data, studies, surveys, and valuable arguments which help to organize the issues and finally to arrive at a set of reasons which are difficult to refute.
- 057/01/02 Demonstrates the message in his/her own behavior in a natural, systematic, and constant form.
- 057/01/03 Obtains the support of individuals through reasoning, proposals, and challenges, not based on the formal authority of his/her position
- 057/01/04 Demonstrates a constant attitude of positive leadership.

Skill 057

Element 2 of 2 (Code E 057/02)



The individual will be capable of **motivating and inspiring others** through ideas, reasoning, or through example (modeling).

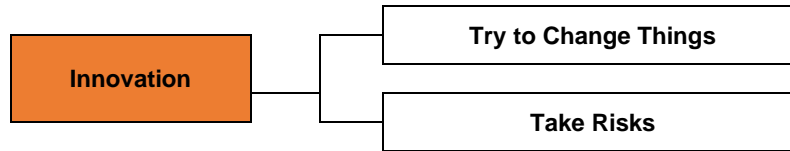
Performance criteria for the element

The individual is deemed competent when:

- 057/02/01 He/she shares information and relates openly with others, motivating, inspiring, and creating enthusiasm in his/her work teams for achieving the indicated objectives.
- 057/02/02 Carries out public recognition events for his/her team members, while discussing adjustments and opportunities for improvement in private, and always celebrates achievements.
- 057/02/03 Manages and assumes leadership for the resolution of difficult problems, always seeking improvements for the benefit of the organization above benefits for himself/herself or for the team members.
- 057/02/04 Enables others to take on challenges, acknowledges and accepts reasonable errors without punishment, as long as these then become an opportunity for learning.

Skill 058 - Innovation

DESCRIPTION

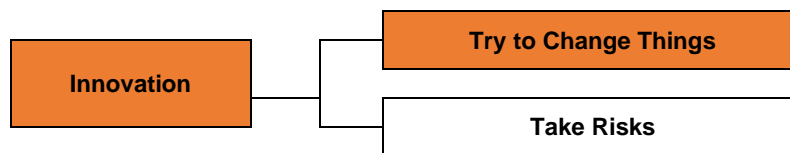


Possess the attitude or curiosity to dare to question the status quo with the goal of finding new developments, opportunities, and improved businesses, and/or improve the way in which we do things.

This implies taking risks, looking at things from other points of view and perspectives, thinking big, and constantly looking for improvements.

Skill 058

Element 1 of 2 (Code E 058/01)



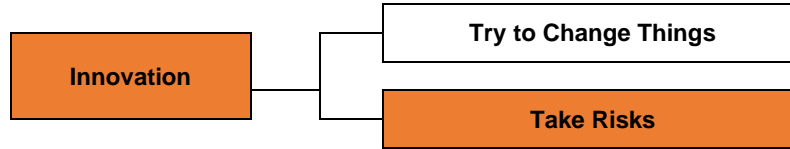
The individual will be capable of **trying to change things**, introducing changes which produce new outcomes, trying to improve continuously the way that services, processes, systems, infrastructure, and everything related to work is done; or in the development of new business areas.

Performance criteria for the element

The individual is deemed competent when:

- 058/01/01 He/she/searches for, analyzes, and proposes solutions to current needs or the creation of new needs that may lead to the development of new areas of business for the organization.
- 058/01/02 Applies his/her experiences and knowledge to question what is being done, the way things are done, why things are done, and when they are done; contributing to the creation of improved practices (or new practices).
- 058/01/03 Proposes novel and original solutions, through the application of new methodologies, new technologies, or applying available technologies to the opportunities and needs which arise from our activities or from the organization.

Skill 058**Element 2 of 2 (Code E 058/02)**



The individual will be capable of **taking risks**, seeing things from other points of view and perspectives, thinking big, and constantly looking for improvements.

Performance criteria for the element

The individual is deemed competent when:

- 058/02/01 He/she maintains an inquisitive attitude and defies the status quo and the way things are usually done.
- 058/02/02 Demonstrates an attitude of non-conformity with the approaches to and resolutions of current problems, challenging his/her team's to generate new alternatives.
- 058/02/03 Constantly considers and seeks ways for personal improvement, and for the improvement of the team and of the overall organization.

8. Roster of selected positions and their skills

Once the work skills (technical and cross-cutting) have been identified through the functional analysis of the selected area of the organization, these skills have then been assigned to each selected work position within the organization (**Figure 01**).

The overall scope of these profiles should be clarified:

- Each matrix includes a group of skills required for carrying out the necessary functions to meet the needs of the organization.
- These different work positions make up a policy based version of how the skills are distributed within a given organization and, therefore, may change from one company to another.
- The tables which follow do not include other aspects of the profile for a given work position, such as the hierarchical relationships or associated responsibilities, and are limited only to describing the skills which the individual should have.
- The distribution of skills for each work position allows for expansion, modification, and adaptation in different businesses, since the study which was carried out does not include all possible skills which may be required in the context of a given country or region.
- For example, in the distribution of skills that follows, there is no distinction among the different levels of hierarchy (Director, Sub-Director, Supervisor, Shift Captain, Coordinator, etc.), taking into account all of the different positions with their supervisors. Each organization will distribute, in accordance with its own characteristics, the supervisory functions in accordance with the different levels identified in its own organizational chart.

Therefore, the matrices which are provided below should be considered as inputs or proposals, and not as standards for universal application.

Code Number	Skill	Description
Skill 001	Prepare the airport manual	Compile, oversee, and process all of the necessary documentation for the development of the airport manual in order to comply with the requirements of Airport Certification paying attention to what is required in the applicable regulations (current national regulation or LAR – Latin American Aeronautical Regulations – numbers 139 and 153, or the equivalent document of the ICAO – International Civil Aviation Organization).
Skill 002	Prepare the procedure for communicating airport conditions	Prepare the preliminary draft project for the procedure for communicating airport conditions to the aviation community, in order to assure safe operations, while meeting all of the applicable regulations (current national regulation or LAR – Latin American Aeronautical Regulations – numbers 139 and 153, or the equivalent document of the ICAO – International Civil Aviation Organization).
Skill 003	Prepare the procedure for access to the movement area	Prepare the preliminary draft project for the Procedure for Access to the Movement Area with the goal of preventing intrusions (entry of unauthorized persons or vehicles) taking into account what is required in the current national regulations or in the LAR (Latin American aeronautical Regulations) number 139 and appendix 17 of the Agreement on International Civil Aviation.
Skill 004	Prepare the Emergency Plan	Prepare the preliminary Emergency Plan for the airport with the goal of coordinating the activities of airport services with the activities of other organizations from surrounding communities that may help respond to an emergency which occurs at the airport or in nearby areas, taking into account the requirements of the applicable current national regulations or the LAR (Latin American Aeronautical Regulations) numbers 139 and 153, or the equivalent document of the ICAO (International Civil Aviation Organization).
Skill 005	Prepare the procedure for Fire and Rescue Services	Prepare the preliminary draft procedure for Fire and Rescue Services , taking into account the requirements of the applicable regulations (current national regulation or LAR – Latin American Aeronautical Regulations – numbers 139 and 153, or the equivalent document of the ICAO – International Civil Aviation Organization).
Skill 006	Prepare the procedure for the inspection of the movement area and obstacle limitation surfaces	Prepare the preliminary draft document for the Procedure for the inspection of the movement area and obstacle limitation surfaces taking into account the requirements of the applicable regulations (current national regulation or LAR – Latin American Aeronautical Regulations – numbers 139 and 153, or the equivalent document of the ICAO – International Civil Aviation Organization).
Skill 007	Prepare the procedure for the maintenance of visual aids and the electrical system of the airport	Prepare the preliminary draft project for the procedure for the maintenance of the visual aids and the electrical system of the airport, taking into account the requirements of the applicable regulations (current national regulation or LAR – Latin American Aeronautical Regulations – numbers 139 and 153, or the equivalent document of the ICAO – International Civil Aviation Organization).

Code Number	Skill	Description
Skill 008	Prepare the procedure for maintenance in the movement area	Prepare the preliminary draft procedure for maintenance in the movement area, taking into account the requirements of the applicable regulations (current national regulation or LAR – Latin American Aeronautical Regulations – numbers 139 and 153, or the equivalent document of the ICAO – International Civil Aviation Organization).
Skill 009	Prepare the procedure for Operational Security of airport facilities	Prepare the preliminary draft procedure for operational security of airport facilities, taking into account the requirements of the applicable regulations (current national regulation or LAR – Latin American Aeronautical Regulations – numbers 139 and 153, or the equivalent document of the ICAO – International Civil Aviation Organization).
Skill 010	Prepare the procedure for the management of Operational Security of the apron	Prepare the preliminary draft procedure for management of the apron and management of operational security of the apron, taking into account the requirements of the applicable regulations (current national regulation or LAR – Latin American Aeronautical Regulations – numbers 139 and 153, or the equivalent document of the ICAO – International Civil Aviation Organization).
Skill 011	Prepare the procedure for the control of vehicles on the air side	Prepare the preliminary draft procedure for the control of vehicles on the air side, taking into account the requirements of the applicable regulations (current national regulation or LAR – Latin American Aeronautical Regulations – numbers 139 and 153, or the equivalent document of the ICAO – International Civil Aviation Organization).
Skill 012	Prepare the procedure for the management of threats from wildlife	Prepare the preliminary draft procedure for the management of threats from wildlife, taking into account the requirements of the applicable regulations (current national regulation or LAR – Latin American Aeronautical Regulations – numbers 139 and 153, or the equivalent document of the ICAO – International Civil Aviation Organization).
Skill 013	Prepare the procedure for the control of obstacles	Prepare the preliminary draft procedure for the control of obstacles, processing changes, exemptions, amendments, and revisions to the procedure, in order to maintain it up to date and current, taking into account the requirements of the applicable regulations (current national regulation or LAR – Latin American Aeronautical Regulations – numbers 139 and 153, or the equivalent document of the ICAO – International Civil Aviation Organization).
Skill 014	Prepare the procedure for the transfer of idle aircraft	Prepare the preliminary draft procedure for the transfer of idle aircraft, taking into account the requirements of the applicable regulations (current national regulation or LAR – Latin American Aeronautical Regulations – numbers 139 and 153, or the equivalent document of the ICAO – International Civil Aviation Organization).
Skill 015	Prepare the procedure for handling hazardous materials	Prepare the preliminary draft procedure for handling hazardous materials, taking into account the requirements of the applicable regulations (current national regulation or LAR – Latin American Aeronautical Regulations – numbers 139 and 153, or the equivalent document of the ICAO – International Civil Aviation Organization).

Code Number	Skill	Description
Skill 016	Prepare the procedure for operations in reduced visibility conditions	Prepare the preliminary draft procedure for operations in reduced visibility conditions, taking into account the requirements of the applicable regulations (current national regulation or LAR – Latin American Aeronautical Regulations – numbers 139 and 153, or the equivalent document of the ICAO – International Civil Aviation Organization).
Skill 017	Prepare the procedure for the protection of radio assistance guidance installations	Prepare the preliminary draft procedure for the protection of radio assistance guidance installations, taking into account the requirements of the applicable regulations (current national regulation or LAR – Latin American Aeronautical Regulations – numbers 139 and 153, or the equivalent document of the ICAO – International Civil Aviation Organization).
Skill 018	Prepare the procedure for refueling	Prepare the preliminary administrative draft procedure for refueling vehicles related to operations in order to standardize refueling for the Department, complying with the policies and goals indicated by the company, taking into account the available resources and commitments and following all required protocols.
Skill 019	Prepare the procedure for spill containment	Prepare the preliminary administrative draft procedure for the management of spills in order to standardize the responses to spills and the corresponding record-keeping, complying with the policies and goals indicated by the company, taking into account the available resources and commitments and following all required protocols.
Skill 020	Manage the processes to fulfill the service obligations for operation and design of the airport	Plan and organize all necessary processes for the management of the operation and design services for the airport, with the goal of assisting and guiding the personnel in optimizing the service, complying with all standards, policies, strategies, objectives, procedures, and protocols of the company.
Skill 021	Carry out all airport notifications	Identify and communicate all changes in conditions at the airport, taking into account the requirements of the applicable regulations (current national regulation or LAR – Latin American Aeronautical Regulations – numbers 139 and 153, or the equivalent document of the ICAO – International Civil Aviation Organization).
Skill 022	Carry out inspection of the movement area of the airport	Carry out the inspection of the movement area of the airport and the Obstacle Limitation Surfaces (OLS), taking into account the requirements of the applicable regulations (current national regulation or LAR – Latin American Aeronautical Regulations – numbers 139 and 153, or the equivalent document of the ICAO – International Civil Aviation Organization).
Skill 023	Manage the apron	Carry out the management of the apron , taking into account the requirements of the applicable regulations (current national regulation or LAR – Latin American Aeronautical Regulations – numbers 139 and 153, or the equivalent document of the ICAO – International Civil Aviation Organization).

Code Number	Skill	Description
Skill 024	Manage operational security on the apron	Carry out the management of operational security on the apron , taking into account the requirements of the applicable regulations (current national regulation or LAR – Latin American Aeronautical Regulations – numbers 139 and 153, or the equivalent document of the ICAO – International Civil Aviation Organization).
Skill 025	Carry out the planning for operation services	Plan the work for operation services, assigning the necessary technical, human, and time resources to achieve the goals, while complying with the protocols and procedures of the organization, guaranteeing safe and effective management.
Skill 026	Manage operation services	Manage all processes of operation services , while complying with and enforcing goals and agreements, within the framework of all current policies, plans, guidelines, standards, protocols, and procedures.
Skill 027	Develop and maintain the implementation plan for the MSOS	Develop and maintain the implementation plan for the Management System for Operational Security (MSOS), taking into account the requirements of the applicable regulations (current national regulation or LAR – Latin American Aeronautical Regulations – numbers 139 and 153, or the equivalent document of the ICAO – International Civil Aviation Organization).
Skill 028	Manage the Operational Security System (SMS)	Monitor activities of the airline operators and users of the airport to guarantee regularity, effectiveness, and efficiency of their operations, taking into account the complexity of factors which may create potential risks in airports.
Skill 029	Prepare and maintain the Operational Security Manual	Prepare and maintain the Operational Security Systems Management Manual (OSSMM) , taking into account the requirements of the applicable regulations (current national regulation or LAR – Latin American Aeronautical Regulations – numbers 139 and 153, or the equivalent document of the ICAO – International Civil Aviation Organization).
Skill 030	Design and update security procedures	Prepare the procedures, protocols, and management forms for security services (security), ensuring safe and efficient management, following the applicable regulatory guidelines, policies, and quality standards, while providing all services as defined by the organization.
Skill 031	Carry out monitoring activities	Implement monitoring of the Closed Circuit Television System (CCTV), intrusion alarm systems, smoke or fire alarm systems, and coded access to non-public areas, based on the applicable regulatory framework, in order to implement the corresponding controls and apply the policies and quality standards as defined by the organization.
Skill 032	Maintain communications	Maintain communications when dealing with situations of incidents, emergencies, or crimes which may occur in the area of security (security), in accordance with the applicable regulatory framework, and in order to maintain the corresponding controls and apply the policies and quality standards as defined by the organization.

Code Number	Skill	Description
Skill 033	Process passes and authorizations	Carry out the necessary processes to manage, for the airport authority or any other responsible agency, the access of persons and vehicles, in order to apply the policies and quality standards as defined by the organization and by national legislation.
Skill 034	Plan security services (security)	Plan the efforts for security services (security), assigning the necessary technological, human, and time resources for their implementation, complying with the protocols and procedures of the organization and guaranteeing a safe and efficient management of the same.
Skill 035	Manage security services (security)	Manage the processes of security services (security) , complying with and enforcing the objectives and agreed commitments, within the framework of all current policies, plans, practices, standards, protocols, and procedures.
Skill 036	Prepare the procedures for the management of air cargo services	Prepare the procedures, protocols, and management forms for air cargo services, achieving safe and efficient management, with the goal of satisfying the needs of producers, exporters, importers, and the logistics community in general.
Skill 037	Receive and control cargo	Receive and control the cargo according to predetermined procedures, ensuring the effective execution of the processes and plans defined by the organization, in compliance with all applicable regulations for quality and security and the regulatory framework, guaranteeing safe and efficient management.
Skill 038	Mobilize cargo	Carry out the corresponding tasks of handling, physical location, processing, and delivery of the cargo , within the Terminal, in accordance with the regime/status (import, transit, or export) and the mode of transport in compliance with all applicable procedures, protocols, quality standards, and security measures, while guaranteeing safe and efficient management.
Skill 039	Plan cargo services	Plan the work for cargo services by assigning the necessary technological, human, and time resources for implementation, complying with the protocols and procedures of the organization, thereby guaranteeing safe and efficient management.
Skill 040	Manage the processes for cargo services	Manage the processes for cargo services , complying with and enforcing the goals and commitments agreed, in the framework of all current policies, plans, practices, standards, protocols, and procedures.
Skill 041	Prepare procedures for the management of services to passengers and the general public	Prepare the processes, protocols, and management forms for services to passengers and the general public in such a way as to assist and guide them in meeting their needs, while complying with all of the standards, policies, strategies, objectives, procedures, and protocols of the company.

Code Number	Skill	Description
Skill 042	Manage the processes for fulfilling the service needs of passengers and the general public	Plan and organize the necessary processes for the management of services for passengers and the general public, with the goal of assisting them and guiding them in meeting their needs, complying with the standards, policies, strategies, objectives, procedures, and protocols of the company.
Skill 043	Manage information directed at passengers and the general public	Assist passengers and the general public through the management of information required to guide the necessary procedures, ensuring the highest quality level of experience for the individual, the satisfaction of his/her needs, and the optimization of the flow of transit through the airport facilities.
Skill 044	Manage feedback from passengers and the general public	Assist passengers and the general public by receiving their different forms of feedback, aiming to maximize the quality of the experience for the individual, and meeting his/her needs while optimizing the flow of traffic in the airport facilities.
Skill 045	Assist passengers in their transit through the airport facilities	Assist passengers and the general public in their transit through the airport facilities ("land side"), achieving the greatest possible quality in the experience for the individual, the satisfaction of his/her needs, and the optimization of the flow of traffic within the airport facilities.
Skill 046	Plan the information services	Plan all activities related to providing information, assistance, and guidance to passengers and the general public , assigning the technological, human, and time/schedule resources required for implementation, complying with the protocols and procedures of the organization and guaranteeing safe and efficient management.
Skill 047	Manage the processes for services to passengers and the general public	Manage the processes for services to passengers and the general public , complying with and enforcing the goals and agreed commitments, in the framework of the current policies, plans, guidelines, standards, protocols, and procedures.
Skill 048	Develop the processes and manage the resources	Develop the processes and manage the resources to provide services to airline companies, general aviation, public organizations (security, health, taxation, police, immigration, tourism), concessionaires, permit holders, buyers of advertising spaces, and other stakeholders in the airport community, in order to meet the needs of each one, keep them informed, and facilitate and coordinate the development of their activities, while working towards the sustainable development of the airport business and contributing to strengthening the corporate image of the company.

Code Number	Skill	Description
Skill 049	Implement services for other customers	Implement services of information, coordination, and facilitation for the development of their activities for airline companies, general aviation, public organizations (security, health, taxation, police, immigration, tourism), concessionaires, permit holders, users of public advertising space, and other stakeholders in the airport community, in order to help accomplish the goals of each of these, while pursuing the sustainable development of the airport business and contributing to the strengthening of the company's corporate image.
Skill 050	Supervise activities to deliver services to other customers	Supervise the activities of service provision for airline companies (land side), general aviation, public organizations (security, health, taxation, police, immigration, tourism), concessionaires, permit holders, users of public advertising space, and other stakeholders in the airport community, in order to help them carry out their work, maintain them informed, and facilitate and coordinate the development of their activities, while pursuing the sustainable development of the airport business and contributing to the strengthening of the company's corporate image.
Skill 051	Vocation for service	Demonstrate sensitivity, empathy, and an on-going interest in the needs or demands of external or internal customers, either current or potential, being genuinely motivated to serve them and go beyond their expectations for satisfaction or for their experience.
Skill 052	Teamwork	Cooperate with others and provide support based on one's knowledge, experience, and attitude towards achieving the objectives of the team, providing personal resources to contribute to building a superior joint effort.
Skill 053	Communication	Directs clear, simple, and understandable ideas and opinions towards others through spoken, written, and body language. This outcomes in efficient communication, in terms of the selected channel, quality of the message, quantity of the message, timing, and recipients.
Skill 054	Passion	Adds emotional value to one's daily work, demonstrating a force which stands out in enthusiasm converted into action and implies putting all of oneself into each opportunity and having the confidence to be able to achieve and exceed all challenges.
Skill 055	Excellence in execution	Carry out work with obvious quality. Complete your work and complete it well at all times, seeking to constantly improve and achieve perfection.
Skill 056	Staff Development	Orient, direct, advise, and empower a group of individuals in a given direction seeking to achieve their continual development along with personal and professional growth.
Skill 057	Positive Influence	Achieve a positive change for the shared interests of the individuals and the organization in the behaviors, ideas, decisions, new projects, challenges, or other workplace situations. Implies the ability to surprise and persuade colleagues and supervisors in order to achieve the objectives. In terms of supervisors, this implies converting them into followers and partners in overcoming challenges through the power of positive leadership.

Code Number	Skill	Description
Skill 058	Innovation	Possess the attitude or curiosity to dare to question the status quo with the goal of finding new developments, opportunities, and improved businesses, and/or improve the way in which we do things. This implies taking risks, looking at things from other points of view and perspectives, thinking big, and constantly looking for improvements.

Skill \ Position	Chief of Operations	Air Side Operations Manager	Air Side Operations Assistant	Passenger Services Manager	Passenger Services Assistant	Land Side Operations Manager	Land Side Operations Assistant	Security Manager	Security Assistant	Cargo Manager	Cargo Assistant	Director of Operational Security
Skill 001	X											
Skill 002	X	X										
Skill 003	X											
Skill 004		X										
Skill 005												
Skill 006		X										
Skill 007												
Skill 008												
Skill 009		X										X
Skill 010		X										X
Skill 011	X	X										X
Skill 012		X										
Skill 013		X										
Skill 014		X										
Skill 015		X	X									
Skill 016		X										
Skill 017		X										
Skill 018			X									

Skill	Position											
	Chief of Operations	Air Side Operations Manager	Air Side Operations Assistant	Passenger Services Manager	Passenger Services Assistant	Land Side Operations Manager	Land Side Operations Assistant	Security Manager	Security Assistant	Cargo Manager	Cargo Assistant	Director of Operational Security
Skill 019			X									
Skill 020	X											
Skill 021		X	X									
Skill 022		X	X									
Skill 023			X									
Skill 024			X									
Skill 025	X	X										
Skill 026	X	X										
Skill 027												X
Skill 028												X
Skill 029												X
Skill 030								X				
Skill 031									X			
Skill 032									X			
Skill 033									X			
Skill 034								X				
Skill 035								X				
Skill 036										X		
Skill 037											X	

Skill \ Position	Chief of Operations	Air Side Operations Manager	Air Side Operations Assistant	Passenger Services Manager	Passenger Services Assistant	Land Side Operations Manager	Land Side Operations Assistant	Security Manager	Security Assistant	Cargo Manager	Cargo Assistant	Director of Operational Security
Skill 038											X	
Skill 039										X		
Skill 040										X		
Skill 041				X								
Skill 042				X								
Skill 043					X							
Skill 044				X								
Skill 045					X							
Skill 046				X								
Skill 047	X			X								
Skill 048						X						
Skill 049							X					
Skill 050						X						
Skill 051	X	X	X	X	X	X	X	X	X	X	X	X
Skill 052	X	X	X	X	X	X	X	X	X	X	X	X
Skill 053	X	X	X	X	X	X	X	X	X	X	X	X
Skill 054	X	X	X	X	X	X	X	X	X	X	X	X
Skill 055	X	X	X	X	X	X	X	X	X	X	X	X
Skill 056	X	X		X		X		X		X		X

Skill	Position											
	Chief of Operations	Air Side Operations Manager	Air Side Operations Assistant	Passenger Services Manager	Passenger Services Assistant	Land Side Operations Manager	Land Side Operations Assistant	Security Manager	Security Assistant	Cargo Manager	Cargo Assistant	Director of Operational Security
Skill 057	X	X		X		X		X		X		X
Skill 058	X	X		X		X		X		X		X

Total Skills	16	24	12	13	7	10	6	11	8	11	7	14
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10. Appendix: List of Workshop Participants

Algorta, Marcos	(Universidad Católica del Uruguay)
Bentos, Jorge	(Advisor - Corporación América Uruguay)
Fassi, Oscar	(Chief of Operations, Punta de Este Airport)
Hernández, Florencia	(Chief of Passenger Services, Carrasco Airport)
Martins, Natalia	(Human Resources, Carrasco Airport)
Sansone, Fernando	(Corporate Manager for Human Resources, Carrasco Airport)
Saurina, Daniela	(Human Resources, Carrasco Airport)
Servetti, Sebastián	(Operations Supervisor, Carrasco Airport)
Szolno, Verónica	(Chief of Human Resources, Carrasco Airport)
Trujillo, Pablo	(Supervisor, Uruguay Cargo Terminal)
Vasallo, Mauricio	(Human Resources, Carrasco Airport)
Zeballos, Fernando	(Universidad Católica del Uruguay)