



**REPUBLIC OF KENYA**

**NATIONAL OCCUPATIONAL STANDARDS**

**FOR**

**AIRPORT OPERATIONS MANAGER**

**KNQF LEVEL 6**

**ISCED PROGRAMME CODE: 1015 554 A**



TVET CDACC  
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NAIROBI

## APPLY COMMUNICATION SKILLS

TVET CDACC UNIT CODE: LOG/OS/AO/BC/02/6/MA

### UNIT DESCRIPTION

This unit covers the competencies required to demonstrate communication skills. It involves applying communication channels, written, non-verbal, oral, and group communication skills.

### ELEMENTS AND PERFORMANCE CRITERIA

<b>ELEMENT</b> These describe the key outcomes that make up workplace function	<b>PERFORMANCE CRITERIA</b> These are assessable statements that specify the required level of performance for each of the elements. <i><b>Bold and italicized terms are elaborated in the Range</b></i>
1. Apply communication channels	1.1 Specific communication channels are identified and applied based on workplace requirements. 1.2 Challenges are identified and addressed as per the operational standards of the organization. 1.3 Communication channels are evaluated to meet workplace needs.
2. Apply written communication skills	2.1 Types of written communication are identified and applied according to the workplace requirements. 2.2 Written communication needs are identified and implemented according to workplace procedures. 2.3 Written communication guidelines are analyzed, evaluated, and revised based on workplace needs.
3. Apply non-verbal communication skills	3.1 Existing non-verbal communication techniques are identified and applied based on organization policy. 3.2 Non-verbal communication techniques are articulated to enhance inclusivity according to workplace requirements. 3.3 Non-verbal communication techniques are modeled to enhance inclusivity according to workplace requirements.
4. Apply oral communication skills	4.1 Types of oral communication are identified and established as per organization policy. 4.2 Pathways of oral communication are identified and

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	established as per organization policy. 4.3 Pathways of oral communication are reviewed according to organization procedures. 4.4 Pathways of oral communication are maintained according to the organization standards.
5. Apply group communication skills	5.1 Group <i><b>communication strategies</b></i> are applied based on the workplace needs. 5.2 Groups are organized in accordance with workplace procedures. 5.3 Effective questioning, listening and non-verbal communication techniques are used as per needs. 5.4 Group communication challenges are identified and addressed according to the workplace needs.

### **RANGE**

This section provides the work environment and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

<b>Variable</b>	<b>Range</b>
1. Communication strategies may include but are not limited to:	<ul style="list-style-type: none"> <li>• Language switch</li> <li>• Comprehension check</li> <li>• Repetition</li> <li>• Asking confirmation</li> <li>• Paraphrasing</li> <li>• Clarification request</li> <li>• Translation</li> <li>• Restructuring</li> <li>• Generalization</li> </ul>

### **REQUIRED SKILLS AND KNOWLEDGE**

This section describes the skills and knowledge required for this unit of competency.

### **Required Skills**

The individual needs to demonstrate the following skills:

- Active listening
- Interpretation
- Negotiation
- Writing
- Oral skills
- Creative thinking
- Critical thinking
  
- Decision making
- Analytical
- Innovation
- Conflict skills
- Leadership
- Problem solving skills
- Management
- Organizational
- Teamwork

### **Required Knowledge**

The individual needs to demonstrate knowledge of:

- Communication process
- Dynamics of groups
- Styles of group leadership
- Key elements of communications strategy
- Principles of effective communication
- Turn-taking techniques
- Conflict resolution techniques
- Work planning
- Work organization
- Company policies
- Company operations and procedure standards
- Fundamental rights at the workplace
- Personal hygiene
- Accountability

- Workplace problems and how to deal with them

## EVIDENCE GUIDE

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills, knowledge, and range.

<p>1. Critical aspects of Competency.</p>	<p>Assessment requires evidence that the candidate:</p> <ul style="list-style-type: none"> <li>1.1 Identified and applied specific communication channels based on workplace requirements.</li> <li>1.2 Identified and applied specific written communication correspondence according to the workplace requirements.</li> <li>1.3 Applied and developed non-verbal strategies to communicate in all areas of the workplace requirements.</li> <li>1.4 Established pathways of oral communication as per workplace policy.</li> <li>1.5 Applied group communication strategies based on workplace needs.</li> </ul>
<p>2. Resource Implications</p>	<p>The following resources should be provided:</p> <ul style="list-style-type: none"> <li>2.1 Access to relevant workplace where assessment can take place.</li> <li>2.2 Appropriately simulated environment where assessment can take place.</li> <li>2.3 Resources relevant to the proposed activity or tasks.</li> </ul>
<p>3. Methods of Assessment</p>	<p>Competency in this unit may be assessed through:</p> <ul style="list-style-type: none"> <li>3.1 Observation</li> <li>3.2 Oral assessment</li> <li>3.3 Portfolio of evidence</li> <li>3.4 Interviews</li> <li>3.5 Third party report</li> <li>3.6 Written assessment</li> <li>3.7 Practical assessment</li> <li>3.8 Projects</li> </ul>
<p>4. Context of Assessment</p>	<p>Competency may be assessed:</p> <ul style="list-style-type: none"> <li>4.1 On-the-job</li> <li>4.2 In a simulated work environment</li> </ul>

5. Guidance information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.
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