



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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APPLY WORK ETHICS AND PRACTICES

TVET CDACC UNIT CODE: LOG/OS/AO/BC/03/6/MA

UNIT DESCRIPTION

This unit covers competencies required to effectively apply work ethics and practices. It involves the ability to: conduct self-management, promote ethical work practices and values, promote teamwork, manage workplace conflicts, maintain professional and personal development, apply problem-solving and promote customer care.

ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT These describe the key outcomes which make up workplace function.	PERFORMANCE CRITERIA These are assessable statements which specify the required level of performance for each of the elements. <i>Bold and italicized terms are elaborated in Range</i>
1. Apply self-management skills	1.1 Personal vision, mission and goals are formulated based on potential and concerning organization objectives and strategic plan 1.2 Self-esteem and a positive self-image are developed and maintained based on value 1.3 Emotional intelligence and stress management are demonstrated as per workplace requirements. 1.4 Assertiveness is developed and maintained based on the requirements of the job. 1.5 Accountability and responsibility for one's actions are demonstrated based on workplace instructions. 1.6 Time management, attendance and punctuality are observed as per the organization's policy. 1.7 Personal goals are managed as per the organization's objective 1.8 Self-strengths and weaknesses are identified based on personal objectives 1.9 Motivation, initiative and proactivity are utilized as per the

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<p>2. Promote ethical work practices and values</p>	<p>organization policy</p> <p>1.10 Individual performance is evaluated and monitored according to the agreed targets.</p> <p>2.1 Integrity is demonstrated as per acceptable norms</p> <p>2.2 Codes of conduct is applied as per the workplace requirements</p> <p>2.3 Policies and guidelines are observed as per the workplace requirements</p> <p>2.4 Professionalism is exercised in line with organizational policies</p>
<p>3. Promote Team work</p>	<p>3.1 <i>Teams</i> are formed to enhance productivity based on organization's objectives</p> <p>3.2 Duties are assigned to teams under the organization policy.</p> <p>3.3 Team activities are managed and coordinated as per set objectives.</p> <p>3.4 Team performance is evaluated based on set targets as per workplace policy.</p> <p>3.5 <i>Conflicts</i> are resolved between team members in line with organization policy.</p> <p>3.6 Gender and diversity-related issues are identified and mainstreamed in accordance with workplace policy.</p> <p>3.7 Healthy <i>relationships</i> are developed and maintained in line with the workplace.</p> <p>3.8 Adaptability and flexibility are applied in dealing with team members as per workplace policies</p>
<p>4. Maintain professional and personal development</p>	<p>4.1 <i>Personal growth and development</i> needs are identified and assessed in line with the requirements of the job.</p> <p>4.2 <i>Training and career opportunities</i> are identified and utilized based on job requirements.</p> <p>4.3 <i>Resources</i> for training are mobilized and allocated based on organizations and individual skills needs.</p>

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<p>5. Apply Problem solving skills</p>	<p>4.4 Licenses and certifications relevant to the job and career are obtained and renewed as per policy.</p> <p>4.5 Recognitions are sought as proof of career advancement in line with professional requirements.</p> <p>4.6 Work priorities and personal commitments are balanced and managed based on the requirements of the job and personal objectives.</p> <p>4.7 Dynamism and on-the-job learning are embraced in line with the organization's goals and objectives.</p> <p>5.1 <i>Creative, innovative</i> and practical solutions are developed based on the problem</p> <p>5.2 Independence and initiative in identifying and solving problems are demonstrated based on the requirements of the job.</p> <p>5.3 Team problems are solved as per the workplace guidelines</p> <p>5.4 Problem-solving strategies are applied as per the workplace guidelines</p> <p>5.5 Problems are analyzed and assumptions tested as per the context of data and circumstances</p>
<p>6. Promote Customer Care</p>	<p>6.1 Customers' needs are identified based on their characteristics</p> <p>6.2 Customer <i>feedback</i> is allowed and facilitated in line with organization policies.</p> <p>6.3 Customer concerns and complaints are analyzed and resolved in line with the set organizational culture.</p> <p>6.4 Proactive customer outreach programs are implemented as per organizational policies</p> <p>6.5 Customer retention strategies are developed and implemented in line with the organizational policy</p>

RANGE

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

Variable	Range
1. Feedback may include but not limited to:	<ul style="list-style-type: none"> ● Verbal ● Written ● Informal ● Formal
2. Conflicts include but are not limited to:	<ul style="list-style-type: none"> ● Interpersonal Conflict. ● Intrapersonal Conflict. ● Intergroup Conflict. ● Intragroup Conflict.
3. Relationships may include but not limited to:	<ul style="list-style-type: none"> ● Man/Woman ● Trainer/trainee ● Employee/employer ● Client/service provider ● Husband/wife ● Boy/girl ● Parent/child ● Sibling relationships
4. Team may include but not limited to:	<ul style="list-style-type: none"> ● Small work group ● Staff in a section/department ● Inter-agency group ● Virtual teams
5. Personal growth may include but not limited to:	<ul style="list-style-type: none"> ● Growth in the job ● Career mobility ● Gains and exposure the job gives ● Net workings ● Benefits that accrue to the individual as a result of noteworthy performance
6. Personal objectives may include but not limited to:	<ul style="list-style-type: none"> ● Long term ● Short term ● Broad ● Specific
7. Trainings and career opportunities may include but not limited to	<ul style="list-style-type: none"> ● Participation in training programs ● Serving as Resource Persons in conferences and workshops ● Capacity building

Variable	Range
8. Resource may include may but not limited to:	<ul style="list-style-type: none"> ● Human ● Financial ● Technology
9. Creative and innovative may include but not limited to:	<ul style="list-style-type: none"> ● New ideas ● Original ideas ● Different ideas ● Methods/procedures ● Processes ● New tools
10. Emerging issues may include but not limited to:	<ul style="list-style-type: none"> ● Artificial Intelligence ● Data confidentiality ● National cohesion ● Open offices

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
- Critical thinking
- Organizational
- Negotiation
- Monitoring
- Evaluation
- Problem solving
- Decision Making
- Leadership
- Creative/innovative thinking
- Adaptability
- Conflict management
- Emotional intelligence
- Teamwork

Required Knowledge

The individual needs to demonstrate knowledge of:

- Work values and ethics
- Company policies and procedures
- Company operations, procedures and standards
- Flexibility and adaptability
- Concept of time and leisure time
- Decision making
- Work planning
- Organizing work
- Monitoring and evaluation
- Record keeping
- Gender and diversity mainstreaming
- Drug and substance abuse
- Professional growth and development
- creativity
- Innovation
- problem solving
- customer care
- mentoring and coaching.
- Emerging issues

EVIDENCE GUIDE

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

1. Critical aspects of Competency	Assessment require evidence that the candidate: 1.1 Applied self-management skills as per organizational procedures. 1.2 Promoted ethical practices and values as per organizational procedures. 1.3 Promoted Teamwork as per workplace assignments. 1.4 Maintained professional and personal development as per organizational procedures. 1.5 Applied Problem-solving skills based on work requirements. 1.6 Identified customer needs based on their characteristics. 1.7 Gave back Customer feedback in line with organization policies.
2. Resource	The following resources should be provided:

Implications	<p>2.1 Access to relevant workplace where assessment can take place</p> <p>2.2 Appropriately simulated environment where assessment can take place.</p> <p>2.3 Resources relevant to the proposed activity or tasks.</p>
3. Methods of Assessment	<p>Competency in this unit may be assessed through:</p> <p>3.1 Observation</p> <p>3.2 Oral questioning</p> <p>3.3 Written test</p> <p>3.4 Portfolio of Evidence</p> <p>3.5 Interview</p> <p>3.6 Third party report</p>
4. Context of Assessment	<p>Competency may be assessed:</p> <p>4.1 On-the-job</p> <p>4.2 In a simulated work environment</p>
5. Guidance information for assessment	<p>Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.</p>