Highfield Level 3 End-Point Assessment for Aviation Ground Specialist - Passenger Services

EPA-Kit

Delivering the Standard

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Highfield Level 3 End-point Assessment for Aviation Ground Specialist - Passenger Services Apprenticeship Standard

The following pages contain the Aviation Ground Specialist - Passenger Services apprenticeship standard and the assessment criteria in a suggested format that is suitable for delivery.

Safety

Knowledge	Skills	Behaviour
Health and safety legislation in aviation and in relation to own role and organisation and how to monitor it	Monitor area of responsibility to ensure compliance with aviation legislation and organisational procedures, addressing and/or reporting hazards	Handle all tasks in a calm and organised manner. Be vigilant and proactive in promoting a safe, secure and compliant working culture

On-Demand Test

Indicative assessment criteria

SA1 - Outline your organisation's systems, procedures and practices designed to maintain health and safety including those relating to work patterns, work methods and housekeeping and how these impact on others
SA2 - Outline your organisation's procedures for dealing with staff who are not meeting health and safety procedures
SA3 - Outline your organisation's emergency procedures
SA4 - Identify the relevant aviation and health and safety legislation and European directives and the effect they have on your area of responsibility
SA5 - Describe organisational and legal health and safety requirements
SA6 - Identify hazards in the workplace

Practical Observation

To pass, the following must be evidenced	To gain a merit	To gain a distinction
SA7 - Ensure self and team correctly report hazards as identified SA8 - Act within standard operating procedures at all times SA9 - Take action to deal with hazards in line with organisational procedures	There are no merit criteria for this component	There are no distinction criteria for this component

Amplification and Guidance

Regulators and Agencies in the Aviation industry

The Civil Aviation Authority (CAA); The International Civil Aviation Organisation (ICAO); The European Aviation Safety Agency (EASA); The Department for Transport (DfT); and the Military Aviation Authority (MAA). These organisations all publish guidance and information relevant to job roles contained within this specification.

Organisational procedures

Organisational procedures may include industry, organisational and regulator specific instructions and guidance (SOPs) and are based on safe methods of working, safe systems of working and risk assessment.

Legislation covering the Aviation working environment includes:

RIDDOR - reporting procedures for safety breaches, HASWA, CAA, PPE, Air Navigation Order (ANO 2016), Aerodrome licensing, COSHH.

Hazards

Slips, trips and falls, collision, crushing, cargo, debris, noise, fumes, fuel and fire.

Work safely

Following procedures, training, monitoring, reporting unsafe working practices, PPE (gloves, high-vis, etc.).

Hazards can be avoided

Information and training, supervision, risk assessment, safety procedures, signage, reporting to ATC.

Dangers from aircraft

Propellers, engine intake, stairs, taxiing, doors, push back.

Surface markings

Painted signs on apron, taxiway, runway, roads, pedestrian walkways.

Operating areas

Include airside and landside areas such as terminal buildings, aircraft stands, ramps, apron, taxiway, baggage loading/unloading areas, runways and approach roads, warehousing, HM customs buildings, air traffic control buildings, fire stations, firefighting and rescue training facilities, security and police buildings and facilities. Fuel dumps and fuel terminals, hangars and aircraft storage and maintenance areas, cargo and freight.

Dangers from foreign object debris

Damage to runways and aircraft, injuries to staff and passengers, increase costs to airlines.

Dangers from birds and other wild animals

Engine failure due to bird strike, collision, damage to aircraft.

Airside hazards

Fumes, vehicles, noise, cargo, fuel, luggage and freight.

Security		
Knowledge	**Skills**	**Behaviour**
Requirements for maintaining aviation security in own area of authority and action to take in the event of a breach of security	Ensure aviation security is maintained in own area of operations, e.g. challenging people in restricted areas, recording and reporting of security incidents	Be vigilant and proactive in promoting a safe, secure and compliant working culture

On-Demand Test
Indicative assessment criteria
SE1 - Outline the relevant powers contained in security regulations
SE2 - Outline specified, banned, illegal and dangerous items
SE3 - Outline the relevant documents and authorities to be aware of
SE4 - Outline the different areas of the airport and what authorisation is needed to access various areas
SE5 - Describe your roles and responsibilities in relation to security
SE6 - Identify signs of suspicious behaviour or unusual incidents, using threat or risk analysis
SE7 - Describe your organisation's procedures for restricting access to people, authorized areas and vehicles
SE8 - Outline internal and statutory security testing procedures
SE9 - Identify your organisation's procedures for raising or responding to alarms
SE10 - Identify your organisation's procedures for dealing with actual or suspected security threats
SE11 - Outline DfT guidance, including threat levels: critical/severe/substantial/moderate/low

Professional Discussion
Indicative assessment criteria
SE12 - Describe how to fulfil your responsibilities for securing particular areas or items
SE13 - Describe how to keep access points secure according to your organisation's procedures and your own job responsibilities
SE14 - Outline how to report problems in the security of actual or possible access points
SE15 - Outline security procedures relating to visitors to the site or a specified area
SE16 - Outline the importance of completing the relevant documents accurately and clearly
SE17 - Outline the procedures to report actual or suspected breaches of security at an appropriate level

SE18 - Describe the importance of communicating information about actual or suspected security threats calmly, clearly and using appropriate discretion

SE19 - Identify the appropriate actions to take in the event of unusual incidents which may present a security risk

SE20 - Identify the appropriate remedial action to take when you become aware of faults, damage to security equipment or problems with security

SE21 - Describe how to be vigilant and proactive in promoting a safe, secure and compliant working culture

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Amplification and Guidance

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Suspicious behaviour

Body language: appearing nervous, agitated, excessive fidgeting, clock-watching, head-turning, shuffling feet, leg shaking, excessive perspiration inconsistent with environment, people carrying suspicious items, people trying to gain entry to unauthorised areas or incidents involving vehicles.

Threat or risk

Improvised explosive devices (IED), knife, gun, improvised weapons such as scissors, cutlery, hijack of aircraft (ground or in air), bags in airport, bags left unattended, airline reputation, loss to airline such as financial.

A security threat could include suspected theft, suspected damage, actual damage, suspected terrorist activities, possible harm to people or actual harm to people.

Relevant documents

Passports, e-tickets, boarding cards, staff ID, visitor ID, plainclothes police officer's ID, uniformed police officer's ID, security staff ID, building contractor's ID, catering delivery staff ID, ground handling agency staff ID, airline personnel ID, retail store staff ID, airport supplier services staff ID.

Relevant authorities

Civil aviation authority (CAA), Military aviation authority (MAA), Department for Transport (DfT).

Irregularities in security

Forged ID, unauthorised access to restricted zones by persons known and unknown, stolen identity passes, inappropriate responses to security questions, restricted items identified at screening.

Your responsibility

Adhere to the company's procedures (check-in, security, boarding, cabin crew procedures). Identify unattended baggage/items, be aware of and report restricted items, report and be aware of security breaches by staff and passengers, attend training sessions and refresher training.

Organisations

Staff training, International Civil Aviation Organization (ICAO), European Aviation Safety Agency (EASA), Department for Transport (DfT), Civil Aviation Authority (CAA), safety management systems (SMS), compliance with regulation.

Appropriate remedial action

Follow company's procedures and awareness of risks (check-in, security, boarding, cabin crew); passengers' compliance with rules, e.g. unattended baggage, restricted items; awareness of security breaches by staff and passengers' role.

Discrepancies in the security of actual or potential access points

Gate change, unacceptable passenger, missing passenger, missing passenger document, hand baggage not acceptable.

Compliance & legislation

Knowledge	Skills	Behaviour
Aviation and other applicable legislation, procedures and regulations relating to an aviation environment, and monitoring procedures within own area of responsibility	Monitor compliance with legislation, procedures and regulations in an aviation environment within own area of responsibility	Be vigilant and proactive in promoting a safe, secure and compliant working culture

On-Demand Test

Indicative assessment criteria

CL1 - Outline the requirements for compliance in the aviation environment
CL2 - Outline which procedures must be followed to ensure compliance
CL3 - Describe the impact of not following procedures and ensuring compliance
CL4 - Describe the impact of the aviation operation on the environment
CL5 - Identify environmental controls in the aviation operation
CL6 - Describe your responsibilities to monitor compliance in the aviation operation

Practical Observation

To pass, the following must be evidenced	To gain a merit	To gain a distinction
CL7 - Ensure area of responsibility complies with procedures and legislative requirements	CL8 - Ensure compliance of team members within area of responsibility CL9 - Correct non-compliance in area of responsibility	CL10 - Proactively promote compliance with procedures and legislation, e.g. challenge suspicious persons

Amplification and Guidance
Requirements for compliance Passenger safety, safety of yourself and colleagues, rules to deal with unattended baggage, restricted item, awareness of security breaches by staff and passengers. **Procedures must be followed** Authorisation for firearms on passenger flights. **Impact of not following procedures** Security, aviation and legislation breaches, missed opportunities to detect and prevent, health and safety, CAA, MAA. **Environmental controls** Environmental control in the aviation industry is far-reaching and includes noise on and around airports, carbon emissions, international spread of disease. That water used on board is safe to drink from the filling points on the airport, water transporters and on the aircraft. Importation and exportation of live animals and food safety both at the terminal and on board the aircraft. The key message is that your skills and knowledge relate to the environmental controls that are within the scope of your job role. **Organisational and legal requirements for compliance** Including aviation legislation, environmental legislation, health and safety legislation, airport authority regulations, Civil Aviation Authority (CAA)/Military Aviation Authority (MAA) requirements, local authority regulations.

Communication

Knowledge	Skills	Behaviour
Methods of communication to ensure effective and timely transfer of information to different audiences using relevant language and format	Communicate effectively within the aviation environment adapting methods and language to meet the situation	Treat team, customers and other stakeholders with courtesy and respect

On-Demand Test

Indicative assessment criteria

CO1 - Outline available lines and methods of communication, including oral, written, electronic, carried out by self and carried out by others

CO2 - Identify relevant communications equipment including telephone, electronic, radiotelephone and megaphone

CO3 - Outline organisational procedures relating to use of communications equipment

CO4 - Outline organisational procedures regarding malfunctioning equipment

CO5 - Identify relevant aviation guidelines, procedures, standard phrases and the phonetic alphabet

CO6 - Identify commonly used aviation codes relevant to your job role, and sources of information for less commonly used codes

CO7 - Describe your organisation's systems for processing and storing information

CO8 - Outline what is confidential and commercially sensitive information

CO9 - Describe organisational procedures for communicating messages and reporting to seniors, colleagues or external sources

Practical Observation

To pass, the following must be evidenced	To gain a merit	To gain a distinction
CO10 - Ensure accurate and timely communication with the right people at the right time using the correct method CO11 - Ensure communication is received and understood CO12 - Adapt language and tone to match audience and situation	CO13 - Ensure all communications are effective and understood, anticipating additional appropriate information requirements and liaising with key people to facilitate ongoing information flow	CO14 - Ensure excellent communication with all internal and external stakeholders

Amplification and Guidance
Communications equipment   Handheld radio, mobile phone, fixed-line telephone, public address system, air-to-ground radio, lights, alarms, noticeboard, flight information display systems.   **Guidelines, procedures and standard phrases**   These include aviation industry, organisational and regulator specific instructions and guidance such as CAP 413 and MAA Regulation ATM.   **Alternative communication routes**   Public address system, landline, mobile phone, handheld radio, hand signals, signs, alarms, email, Flight Information Display System (FIDS), noticeboard.

Interpersonal skills

Knowledge	Skills	Behaviour
Roles within the team and how these work together to achieve the organisation's objectives, and how to embrace equality and inclusivity in the workplace	Maximise team performance and meet the objectives of the team while embracing equality and inclusivity	Treat team, customers and other stakeholders with courtesy and respect. Handle all tasks in a calm and organised manner. Take ownership and responsibility of role and working area, including team members where responsible

Professional Discussion

Indicative assessment criteria

IP1 - Describe organisational systems and procedures for developing your own and others' personal performance in customer service

IP2 - Outline how your behaviour impacts on others

IP3 - Outline how to effectively review your personal strengths and development needs

IP4 - Outline how to compile a personal development plan for yourself or a colleague that will build on strengths and overcome weaknesses in areas that are important to customer service

IP5 - Outline how to obtain useful and constructive personal feedback from others and respond positively

IP6 - Outline how to compile a coaching plan that will build on the strengths of the learner and overcome their weaknesses in areas that are important to customer service and their job role

IP7 - Outline how to give useful and constructive personal feedback to others and encourage them to respond positively

Practical Observation

To pass, the following must be evidenced	To gain a merit	To gain a distinction
IP8 - Work as part of a team to ensure adequate performance in the role IP9 - Provide appropriate guidance for team members	IP10 - Take initiative as a senior team member or supervisor to improve performance in the role, within limits of operation	There are no distinction criteria for this component

Amplification and Guidance

Stakeholder

Person, organisation, social group; internal or external to the business that has a vital interest in the business or its activities.

Aviation systems

Knowledge	Skills	Behaviour
The aviation systems used within own role and how to operate them, identify faults or errors and what remedial action to take	Use aviation systems effectively in own role. Take remedial action upon identification of faults or errors in a timely manner if they occur	Use equipment and technology responsibly and effectively. Commit to continuous development of self and team, including improvements to systems and processes

Practical Observation

To pass, the following must be evidenced	To gain a merit	To gain a distinction
AS1 - Ensure prescribed systems are used correctly AS2 - Report faults or errors as they occur AS3 - Take action to maintain systems to prevent faults or errors	There are no merit criteria for this component	There are no distinction criteria for this component

Amplification and Guidance

Aviation systems hardware

Aviation management systems in this section could include handheld devices such as tablets, networked laptop and desktop computer systems that contribute to the overall management of ground operations.

The key message is that the aviation systems are at your normal place of work and are those that you would be expected to be able to use in a competent manner as part of your normal job role. You should be competent in the actions that you should take in the event of a system failure.

Security and legal regulations

Including data protection legislation, copyright and display screen equipment (DSE) legislation

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Disruption incidents & emergencies

Knowledge	Skills	Behaviour
Implement and monitor emergency procedures in own area of responsibility, the range of potential incidents and disruption that may occur and the appropriate action to take	Monitor area of responsibility and take appropriate action to reduce the impact of emergencies, incidents or disruption	Handle all tasks in a calm and organised manner

On-Demand Test

Indicative assessment criteria

DI1 - Outline how to identify, analyse and accurately describe the incident/emergency

DI2 - Outline how to recognise when an incident/emergency exists

DI3 - Outline how to agree with others how you will know the incident/emergency has been solved

DI4 - Outline how to use a variety of methods to come up with different ways of tackling the incident/emergency

DI5 - Outline how to compare the main features of each approach and use this information to justify the method you decide to use

DI6 - Outline how to plan your chosen way of solving the incident/emergency to include resources, methods, the sequence of steps to be taken and timeline, including points for checking progress

DI7 - Outline the necessary actions to meet health and safety procedures and other regulations and ways to overcome difficulties

DI8 - Identify and gain the relevant authority to carry out a plan, and review this regularly to check progress

Professional Discussion

Indicative assessment criteria

DI9 - Describe the procedures to collect, interpret and share information about current and potential incidents/emergencies

DI10 - Identify any connected problems and the range of factors affecting them

DI11 - Identify a number of available methods for resolving complex aviation incidents/emergencies

DI12 - Describe how to consult with others to identify and confirm the options available

DI13 - Outline how to consider the main features, advantages, disadvantages and risks of each option in order to find the most appropriate solution

DI14 - Suggest other ways that incidents/emergencies may be resolved if you are not able to help

DI15 - Outline the appropriate actions, working with others if required, to ensure that any commitments related to solving the incident/emergency are kept

DI16 - Describe how to keep others fully informed about what is happening to resolve the incident/emergency

DI17 - Describe how to handle all tasks in a calm and organised manner

Amplification and Guidance

The key message is that you should be clear on the actions that you should take in the event of an incident or an emergency.

This includes incidents both landside (terminal buildings) and airside (airfield).

Use different methods to analyse the problem, including breaking it down into manageable sub-problems (simplifying), investigating its effects on other people (broadening its focus), looking at the problem from different viewpoints, checking if the problem changes from place to place or over time (reframing) and comparing it with similar problems.

Variety of methods

Such as written, visual, numerical and physical techniques, your imagination and creative ideas from working with others.

Main features

Including the value (pay-off), and risks (likelihood and consequences of failure).

Relevant authority to carry out a plan, and review this regularly

Gain the approval for your plan from a person who has authority and expertise, such as your line manager or specialist. Put your plan into action, make judgements about when support and feedback would be helpful from others, such as those affected by the problem and specialists, and use this effectively to help tackle the problem. Review your plan regularly to check progress and to decide on any necessary revisions to your approach.

Dangerous goods

Knowledge	Skills
Dangerous goods relevant to a range of aviation operations and how to deal with them effectively in own area of responsibility	Deal effectively with dangerous goods in own area of responsibility

On-Demand Test

Indicative assessment criteria

DG1 - Acknowledge and understand the general philosophy and handling requirements of dangerous goods
DG2 - Identify how to recognise classification of dangerous goods
DG3 - Identify potential hidden hazards in cargo and baggage
DG4 - Understand general storage and/or loading procedures of dangerous goods
DG5 - Acknowledge and understand the emergency procedures in the event of a dangerous goods incident

Professional Discussion

Indicative assessment criteria

DG6 - Describe how to operate safely when exposed to dangerous goods
DG7 - Explain how to deal with dangerous goods effectively in accordance with organisational procedures and responsibilities

Amplification and Guidance

Principles of storage, carriage and handling of dangerous goods

Passengers, staff and flight crews; safety data sheets (SDS), Department for Transport (DfT) regulations, Health and Safety Executive (HSE), Driver and Vehicle Standards Agency (DVSA), manual handling, authorisation notices, Office of Rail and Road (ORR), Maritime and Coastguard Agency (MCA), Civil Aviation Authority (CAA). European agreement concerning the international carriage of dangerous goods by road (ADR).

The key message is to be aware of the dangerous goods in own area of responsibility and the actions to take in the event of an incident or emergency.

Aviation timescales

Knowledge	Skills	Behaviour
Key timelines for aviation operations performance and consequences of not meeting them	Operate each stage of the aviation operations performance to ensure timely aircraft movements	Embrace and promote the values of the organisation. Display loyalty, integrity and accountability to the organisation

Professional Discussion

Indicative assessment criteria

AT1 - Describe how to effectively collect, maintain and process operational information relating to aircraft movements and operating conditions from all available sources
AT2 - Describe the role and function of government and international agencies including ICAO, IATA and CAA
AT3 - Outline reference sources for compliance with national and international rules and regulations, and aeronautical facilities
AT4 - Outline your organisation's operations manual
AT5 - Outline your organisation's communications and recording systems and procedures

Practical Observation

To pass, the following must be evidenced	To gain a merit	To gain a distinction
AT6 - Ensure minimum performance expectations are met in own area of responsibilities	AT7 - Ensure team within area of responsibility work efficiently to meet and exceed timescales to complete tasks	AT8 - Organise and prioritise work to make the most efficient use of time, and complete core and relevant additional tasks within timescales

Travel documentation	
Knowledge	**Skills**
How to deal with issues relating to passports, visas and other statutory or organisational travel documentation required for travel, including procedures for and implications of making decisions on acceptance or refusal for travel	Monitor passports, visas and other travel documentation in area of responsibility; dealing with issues as they arise by liaising with other organisations and agencies appropriate to the travel destination; making recommendations for action and validation

On-Demand Test
Indicative assessment criteria
TD1 - Customs and immigration information in relation to airline destinations and necessary documents TD2 - Your organisation's procedures for dealing with document discrepancies including invalid tickets, lost tickets, incorrect tickets, visa discrepancies and passport discrepancies, and your responsibilities for making informed operational decisions TD3 - Your organisation's procedures for domestic and international flights TD4 - Documents - for example, tickets, visas, passports and boarding documents

Practical Observation		
To pass, the following must be evidenced	**To gain a merit**	**To gain a distinction**
TD5 - Displays a good knowledge of travel documentation (e.g. passports, diplomatic documentation, visas, etc.)	TD6 - Displays excellent knowledge of travel documentation TD7 - Can resolve documentation discrepancies	There are no distinction criteria for this component

Check in

Knowledge	Skills
Operational systems and procedures for check in and how to deal with check-in issues, including the impact of decisions made and how to maintain operational standards of performance and customer satisfaction	Work with check-in team, senior management and other stakeholders as required to maintain operational standards, commercial performance and customer satisfaction; address check-in issues, e.g. late check-ins, overbooking, complaints, excess baggage and special requests and requirements

On-Demand Test

Indicative assessment criteria

CI1 - Your organisation's security procedures and the necessary actions that must be taken in the event of a security breach
CI2 - Identify special status passengers and their requirements
CI3 - Your organisation's procedures for identifying and dealing with passengers who are unfit or incapable of air travel and the necessary actions that must be taken
CI4 - Your organisation's procedures for dealing with passengers who do not speak English
CI5 - Your organisation's procedures for dealing with abusive or aggressive passengers and the necessary actions that must be taken
CI6 - Your organisation's procedures in relation to dangerous goods and provide guidance to check-in agents on request
CI7 - Your organisation's standards for acceptable luggage
CI8 - Excess baggage charges, applying allowable discretion where appropriate

Practical Observation

To pass, the following must be evidenced	To gain a merit	To gain a distinction
CI9 - Meets standards in given time frame	CI10 - Delivers standard within reduced time frame or exceeds standards within time frame	CI11 - Exceeds standards within reduced timeframe

Gate processes

Knowledge	Skills
Systems, procedures and monitoring requirements for boarding, departure and arrival of passengers. Know how to maintain equipment and address failures of equipment and processes to minimise disruption and delay	Liaise with the customer, airline and colleagues to ensure efficient boarding, departure and arrival procedures, meeting service standards and aviation regulations. Proactively address issues that arise at the gate, making effective decisions to ensure a satisfactory outcome and on time departure

Professional Discussion

Indicative assessment criteria

GP1 - Types of special status passengers and the help that people with special needs may require

GP2 - Your organisation's procedures for boarding aircraft

GP3 - How to deal with passengers who are unfit or incapable of air travel

GP4 - How to react to safety and security concerns

GP5 - Type of passengers, e.g. adults, children, unaccompanied children, passengers who have special needs, communication difficulties, language barriers

GP6 - Ensure the provision and maintenance of relevant equipment (for example, buses/bollards/cones/tape) to ensure passengers and staff are safe

GP7 - Ensuring staff are aware of the dangers operating in hazardous areas and are following local procedures for escorting passengers across ramp areas

Practical Observation

To pass, the following must be evidenced	To gain a merit	To gain a distinction
GP8 - Use DCS adequately GP9 - Adequately oversee disruptions, e.g. fire evacuation, flight delay, security alert, DCS outage ensuring all involved follow procedure	GP10 - Displays good knowledge of DCS	GP11 - Displays excellent knowledge of DCS

Amplification and Guidance
Hazardous areas Including aircraft engines, wings, sharp/protruding edges (e.g. pitot tube), rotor wings

Customer service and communication

Knowledge	Skills
How to deal with customers' complex needs that may affect the aviation operation. How to communicate to customers in challenging situations in individual and group situations. Understand the procedures for service recovery	Monitor area of responsibility to ensure customer satisfaction and adherence to operational standards. Communicate effectively with passengers, crew and other parties in the event of disruption, keeping them informed of progress, actions and results. Address customers' complex needs to ensure service standards and individual requirements are maintained

On-Demand Test

Indicative assessment criteria

CS1 - Monitor and control your organisation's standards for appearance and behaviour and provide feedback

CS2 - Your organisation's guidelines for how to recognise what your customers want, and responding and acting appropriately

CS3 - Your organisation's rules and procedures regarding the methods of communication you use

CS4 - How to recognise when a customer is angry or confused and intervene as appropriate

CS5 - Your organisation's standards for timeliness in responding to customers' questions and requests for information, and ensuring that they are met

CS6 - Your organisation's procedures and systems for delivering customer service and how to resolve issues in a timely manner

CS7 - Methods or systems for measuring an organisation's effectiveness in delivering customer service and its analysis and presentation

CS8 - Your organisation's procedures and systems for checking service delivery and that it is correctly monitored and reported on

CS9 - Your organisation's requirements for health and safety in your area of work and that it is correctly monitored and reported on

Practical Observation

To pass, the following must be evidenced	To gain a merit	To gain a distinction
CS10 - Presents a positive corporate image CS11 - Wears uniform to corporate standard CS12 - Acts in a manner that protects corporate values CS13 - Adequately practises the required skills for interacting with passengers and employees	CS17 - Fully understands the importance of brand awareness and the necessity of corporate image to display effective communication of corporation	CS23 - Always presents a positive corporate image CS24 - Acts in a manner that promotes corporate values

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CS14 - Gives adequate information/direction to assist employees with passenger interactions CS15 - Communicate directly with passengers as required CS16 - Ensure effective teamwork, e.g. cooperation, involvement, assistance	CS18 - Utilises the required skills for interacting with passengers and employees CS19 - Communicating appropriately with employees to promote confidence CS20 - Assess/evaluate passengers' and employees' needs based on information gained throughout the interaction CS21 - Give clear and concise information/direction CS22 - Invest in team, promotion of empowerment, offering development opportunities	CS25 - Personality reflects positive corporate image CS26 - Fully engages with employees to develop customer experience CS27 - Communicate with the employees to improve awareness and delivery of customer service, adapting to meet individual needs CS28 - Fully assess/evaluate employees' ongoing needs and offer appropriate advice/assistance

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