AIRPORT SERVICES MANAGER (LHR)

REPORTS TO: General Manager Europe (based in UK)
INDIRECTLY REPORTS TO: General Manager Airports (based in HKG)
DIRECT REPORTS: 5 x Managers on Duty, 1 x Premium Lounge Supervisor
HEADCOUNT: 75 FTEs/87 Heads
EMPLOYED BY: Cathay Pacific Airways (UK Branch) Ltd
HOURS: 37.5 hours/week. Expected to work outside of normal office working hours as department works to a 7 day rotating roster
REWARD: Salary and Benefits Competitive

1. MAIN PURPOSE OF THE JOB:

Ensure the LHR airport experience makes a difference for our customers, our people and the business. Through people and team, deliver the best possible operation and airport service experience for our customers, all the time, regardless of circumstance. Cathay Pacific operates 4 x daily arrivals from and departures to HKG from Terminal 3, LHR.

Strategically lead and manage LHR airport operations to run smoothly and efficiently in line with company policies, safety and security requirements; and ensure our customers always feel special, valued and recognised.

2. KEY RELATIONSHIPS

General Manager Europe, General Manager Airports and Airport HQ team, Managers on Duty LHR, Premium Lounge Supervisor LHR, Engineering Manager LHR, Cargo Manager UK/Ireland, HR Manager UK/Ireland, Finance Manager UK/Ireland, Customer Sales Manager UK/Ireland, Assistant Manager Ground Safety, Regional IT Coordinator (Europe), Cabin Crew Base Manager LHR, Airport Services Managers throughout network, the BAA, CAA, a wide range of 3rd party suppliers and industry-related bodies/associations.

3. CORE ACCOUNTABILITIES:

Safety & Security, without fail

- Apply corporate safety and security policy
- Absolute operational integrity – zero safety defects & security infringements
- Minimise personal risk in the airport for customers and in the workplace for staff
- 100% legal and regulatory compliance of LHR station, staff and suppliers
- Identify and mitigate safety and security risks, including the use of suppliers

Excellence in operations

- Highest standards of process quality – on time and error free
- Minimise baggage mishandling – passenger and baggage arrive together
- Rigorous and effective QC and QA processes
- Continuously improve operational performance
Differentiating service and products

- Highest possible quality of experience for our customers across all points of contact, including self-service touch points.
- Foster internal ‘Service Straight From The Heart’ culture with team.
- Ensure service and product changes are communicated, understood and easily recalled by all team members.
- Maintain and continuously improve customer satisfaction / reflex ratings.
- Maintain and continuously improve 5-star lounge standards.
- Confer recognition on, and earn the loyalty and emotional attachment of, our highest-value customers (front-end and elite MPO).

The best contingency handling preparedness and capability

- 100% preparedness. Highly developed and practised organisational, supplier and individual capabilities for effectively handling Emergency and Accident (E&A), Irregular Operations (IROPs), and other foreseeable airport contingencies. Plan for and manage exercises, reviews, and update all contingency plans and manual fallback procedures at least once per annum.
- During significant disruptions, implement station IROPs plans and lead team to mitigate further disruption to the operational plan, minimize inconvenience to our passengers and maximize service recovery on-the-spot.

Great people, team and organization

- Work with HR to manage the recruitment and selection of, induction/on-boarding process and probation of new hires.
- Ensure all people management issues and challenges are managed in line with local employment policies with the support of the HR department.
- Promote the Performance Development and Management Process (PDMP) ensuring that KRAs and competencies are agreed and reviewed with direct reports on an annual basis, development plans are in place, career aspirations are recorded and performance improvement plans (PIPs) are in place for any under-performing employees. This process applies for every member of the Airport Operations team and is key to the European Year End Salary Review Process.
- Work with HR to plan for and manage development initiatives for team through experience, exposure, coaching and mentoring.
- Ensure all training programmes designed have learning outcomes aligned with business aims, learning results are measurable and training is evaluated post delivery.
- Build internal team engagement via effective leadership example and recognition.
- Action-planning to address areas for improvement identified in Cathay Pacific’s Organisational Alignment Survey (OAS)
- Ensure succession plans are in place. Succession plans must be reviewed and updated on an annual basis to reflect business/operational requirements.

Cost efficiency and productivity

- Actively manage station budget and airport-related costs.
- Drive down unit costs and make them controllable and variable.
- Maximise both productivity and flexibility in resource deployment – both manpower and physical resources.
- Seek revenue opportunities.
- Optimize station administration process and procedures.
Represent CX interests in the airport community

- Actively engage and manage all external airport relationships in the best interests of CX – authorities, suppliers and service providers, oneworld Partners, and other airlines.
- Ensure consistent delivery of oneworld benefits provided to both CX and oneworld customers.
- Ensure competition compliant involvement in airport-related industry affairs (e.g. AOC – Airport Operations Committee).
- Protect and advance the company’s reputation.
- Provide exposure and development opportunities for MODs by inviting them to participate on various airport working groups and sub committees.

4. CORE COMPETENCY PROFILE:

Chart the course
- Set the direction for the team; connect that direction to individuals’ roles and objectives.
- Frame the challenges and engage people in addressing those challenges.
- Foster a sense of energy, ownership and commitment to the corporate vision, mission and strategic priorities.

Build a winning team
- Lead by example and act as a role model. Be visible during regular and irregular operations.
- Build trust, cohesion and collective focus within the team.
- Appraise / coach / mentor the growth and development of team members. Foster an informal learning environment; promoting knowledge sharing and skill development.
- Work effectively through GHA management, and engage constructively across functions and levels – avoid silo thinking.

Create a Can-Do Spirit
- Take initiative - make tough decisions and see them through.
- Mobilize team resources and ‘business creativity’ around intractable problems.
- Navigate a path between ‘analysis paralysis’ and ‘knee-jerk reactions’ to make reasoned, timely decisions.

Strive for excellence
- Set high standards; take personal ownership of problems and opportunities.
- Embrace and promote change, innovation and continuous improvement.

Live the corporate values (Fairness, Compassion, Integrity and Respect)
- Embody these values in decision-making, action and feedback.
- Treat staff the way they should treat CX customers.
- Address behaviour inconsistent with CX values – in self and team.

Deliver results
- Think and act critically; ask what’s right for the business.
- Make success happen in the right way - achieve the desired outcomes efficiently and effectively.

Innovation
- Demonstrates willingness to challenge status quo and look for continuous improvement opportunities in own area of work.
- Engages effectively and appropriately with stakeholder groups in shaping change strategies.
- Actively and appropriately engages insight and perspective from outside (own area, own department and beyond CX), bringing and adapting new perspective into CX to create value.
- Takes ownership of and accountability for implementation.

**Airline Operational Skills & Knowledge**
- Thorough understanding of the airport operating environment, and the processes, systems and procedures both of CX, as well as of our suppliers, partners and other airport agencies with whom we interact.
- Thorough understanding of how CX airport processes relate to other departments within the airline and the associated inter-dependencies.
- Up-to-date knowledge of all regulatory and legal requirements relating to airport operations and passenger processing.
- Command of the different management processes and imperative as they vary from normal operations, to disruption or emergency scenario.

**5. PERSONAL RESPONSIBILITIES:**

**Health and Safety:** It is the responsibility of employees to be aware of their duties under the Health and Safety at Work Act and under Cathay Pacific’s global and local Health and Safety policies, and to be aware of and observe any part of the policy related specifically to the duties and responsibilities of this position.

**Confidentiality and Data Protection:** All employees must be aware of their responsibilities in respect of confidentiality of all Company information.

**Trade Associations:** All staff must be aware of their responsibilities in respect of Trade Association participation and staff should avoid those associations or bodies with anti-competitive objectives or practices.

**Equal Opportunities:** The Company supports a working environment which promotes mutual respect and trust. It is important for employees to understand and appreciate the global nature of our business and for employees to treat others with dignity irrespective of background, culture or preference.

*This job description is not a definitive or absolute list of responsibilities. It identifies the main responsibilities of the job-holder. The specific key result areas (KRAs) and competencies will be agreed between the direct manager and job-holder and will be subject to mid-year and annual reviews as part of the Performance Development & Management Process (PDMP). This job description should be read in conjunction with the Person Specification overleaf.*
## PERSON SPECIFICATION

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<th>Qualifications/Experience</th>
<th>Essential</th>
<th>Desirable</th>
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<tbody>
<tr>
<td>1 Eligibility to live and work in the UK.</td>
<td>✓</td>
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<td>2 Bachelors and/or Masters degree in operations management, business administration or airport planning and management, airport operations or business administration.</td>
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<td>✓</td>
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<td>3 Excellent command of written and spoken English.</td>
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<td>4 Fluent in written and spoken Cantonese.</td>
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<td>✓</td>
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<td>5 Successful track record in airport operations and working with a diverse range of internal &amp; external customers and suppliers.</td>
<td>✓</td>
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<td>6 Must be a team-player with experience in leading, managing and developing a diverse workforce in line with UK employment legislation and company policy.</td>
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<td>✓</td>
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<td>7 Must be flexible given the 24/7 nature of airport operations and the fact that UK departures and arrivals are at the extreme ends of the day.</td>
<td>✓</td>
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<tr>
<td>8 IT literate - fully conversant in Microsoft Office applications: WORD, Excel, Powerpoint &amp; Outlook.</td>
<td>✓</td>
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### Skills/Abilities/Attributes

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<tr>
<td>1 A high level of self-awareness. Understanding impact of own behaviour on driving operational success through people.</td>
<td>✓</td>
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<td>2 A commitment to owning full spectrum of airport operational issues and resolving them in a pragmatic, commercial and legally compliant manner.</td>
<td>✓</td>
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<td>3 A commitment to continuous learning and improvement to drive operational success and build a culture of high performance at LHR.</td>
<td>✓</td>
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<td>4 Commitment to building positive working relationships with senior management team, your own team, the BAA, broad range of 3rd party providers and industry related</td>
<td>✓</td>
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<td></td>
<td>Ability to communicate ‘face to face’ and in writing with passengers, peers and Airport Operations team in an honest, diplomatic and professional manner when under pressure.</td>
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<td>6</td>
<td>Ability to interpret &amp; implement global policy to ensure local compliance.</td>
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<td>7</td>
<td>Ability to anticipate operational needs by delivering first-class customer service to passengers/customers and demonstrating role model and motivational behaviour to Airport Operations team at all times.</td>
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<td>8</td>
<td>Ability to think logically and commercially in order to present and justify ideas/findings to a wide variety of audiences that are often culturally diverse. Must be presentable as the job-holder is expected to represent the Company at external/internal meetings, in the UK and overseas.</td>
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<td>9</td>
<td>Proven track record of supplier management in line with Company policy to involve contract renewal, negotiation, agreeing terms of business and senior management endorsement.</td>
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<td>10</td>
<td>Good analytical/numerical skills and experience of planning, reviewing and managing budgets cost effectively without compromising legislation, levels of service or operational performance.</td>
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