

Ground Operations Skills Gap Analysis

Final Report - June 2026



AVIATION INDUSTRY



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Acknowledgement of Country

Industry Skills Australia acknowledges the Traditional Owners of Country throughout Australia and recognises the continuing connection to lands, waters, skies and communities. We pay our respects to Aboriginal and Torres Strait Islander cultures and to Elders past and present.

About ISA

Industry Skills Australia is the Jobs and Skills Council for the transport supply chain industries. These include Aviation, Maritime, Rail, Transport and Logistics, and the emerging sectors of Omnichannel Logistics and Distribution, and Air and Space Transport and Logistics.



Industry Skills Australia is a Jobs and Skills Council funded by the Australian Government Department of Employment and Workplace Relations.

Stakeholder Acknowledgements

We sincerely thank our stakeholders, including industry, union and government representatives, for sharing their expertise and advice to inform the development of this work.

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Use of Artificial Intelligence

Artificial intelligence (AI) tools were used in a limited, supportive capacity during the preparation of this work. The purpose of their use was to enhance clarity and usability by refining text, summarising key information, analysing themes, and supporting the collection and transformation of data. AI was used to generate specific images throughout this document but was not used to replace original authorship or editorial judgement. All AI-assisted output was reviewed and verified by Industry Skills Australia, which retains full responsibility for the accuracy and final content of this publication.

EXECUTIVE SUMMARY

This report examines workforce capability, training practices and emerging skill requirements across Australia's airport ground operations sector. It finds that the most significant gaps are not technical, but systemic, centred on training consistency and human factors such as capability, workforce awareness, and alignment between training and operational reality.

Ground operations roles are increasingly complex and safety critical. Yet training approaches remain fragmented, organisation-specific, and heavily reliant on in-house delivery. This has resulted in inconsistent standards, limited recognition of transferable skills and gaps between formal qualifications and the realities of day-to-day operations.

Critical capability gaps persist in non-technical skills, including situational awareness, communication and decision making under pressure, which underpin safety performance but are not consistently embedded in training. These challenges are compounded by high workforce turnover, increasing inexperience, fatigue and expanding role expectations driven by outsourcing and operational pressures.

At the same time, a lack of clear and visible career pathways continues to constrain attraction and retention, with many workers viewing ground operations as a short-term role rather than a long-term career.

Technological change is further reshaping the sector, increasing the need for digital literacy, adaptability and continuous upskilling. However, current training systems are not consistently keeping pace with these evolving skill requirements.

Overall, the central challenge is not the availability of training, but its effectiveness and alignment with a complex, interconnected and rapidly evolving operating environment.

To address these systemic issues, this report recommends a targeted revision of aviation training products:

- **Review and modernise core qualifications**
Update Certificate II and III Ground Operations qualifications to better reflect current operational practices, safety requirements and emerging skills.
- **Rationalise and align training across aviation sectors**
Undertake a coordinated review across Ground Operations, Cabin Crew and Aerodrome qualifications to remove duplication, improve consistency and strengthen pathway alignment.
- **Streamline units of competency**
Reduce complexity by removing outdated units and consolidating overlapping content to ensure qualifications are coherent, relevant and fit for purpose.
- **Close training content gaps**
Update existing units to incorporate missing practices, terminology and emerging operational requirements.
- **Improve career awareness and pathway visibility**
Strengthen awareness and understanding of career pathways to improve attraction and retention across the sector.

These revisions are intended to improve training consistency, strengthen workforce capability and support a more integrated, safety-focused and future-ready ground operations workforce.

Purpose of the Report

The purpose of this report is to examine workforce capability, training practices and emerging skill requirements within Australia's airport ground operations sector. Drawing on insights from industry stakeholders, Registered Training Organisations (RTOs) and sector forums, the report identifies key capability gaps and systemic challenges affecting workforce performance, safety outcomes and training effectiveness.

The report aims to provide an evidence-based foundation to support the continuing development and refinement of aviation training products. It seeks to inform decisions about qualification design, training delivery and workforce development by identifying where current approaches are not fully aligned with the realities of contemporary ground operations.

The report is intended to support a more cohesive, consistent and future-ready training system that enhances workforce capability, strengthens safety outcomes and enables clearer career pathways across the ground operations sector.

Scope and Methodology

Scope

This report focuses on workforce capability and training within the airport ground operations segment of Australia's aviation industry. It examines entry-level positions through to supervisory and management roles across ramp and customer service functions, with particular attention to the skills required to operate safely and effectively in complex, time-critical environments.

The analysis considers:

- Current training models, including in-house, airline-specific and VET delivery
- The development of non-technical skills, such as situational awareness, communication and human factors
- Workforce challenges, including turnover, inexperience and evolving role expectations
- The impact of emerging technologies on skill requirements and training needs
- The alignment between existing qualifications, units of competency and operational practice

Although the report references related aviation sectors (e.g., cabin crew and aerodrome operations) where relevant, its primary focus is ground operations training products and workforce capability.

Methodology

The findings of this report are based on a qualitative, industry-informed research approach, combining stakeholder consultation with broader sector insights.

Key data sources include:

- **Stakeholder interviews**

Interviews were conducted with representatives from airlines, airports, ground service providers, RTOs and industry bodies. These interviews explored current training practices, workforce challenges and emerging skill requirements across ground operations roles.

- **Industry forum insights**

Findings were supplemented by insights from the 2026 Ground Operations “GO Safe” Forum, which brought together industry participants to discuss safety-critical challenges, training consistency and system-level risks across aviation operations.

- **Document and contextual analysis**

The report also draws on existing training products, qualification structures and relevant industry research to contextualise stakeholder insights and identify areas of alignment and misalignment.

The analysis adopts a thematic approach, identifying recurring patterns and common issues across data sources. These themes are then synthesised to inform a structured assessment of workforce capability gaps and to support the development of targeted recommendations.

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KEY THEMES IN AIRPORT GROUND OPERATIONS TRAINING AND WORKFORCE DEVELOPMENT

Qualitative analysis of interviews with aviation stakeholders including airlines, airports, ground handling organisations and RTOs, identifies key themes shaping workforce capability, training practices and future skill requirements in airport ground operations. The findings reveal consistent, sector-wide challenges, alongside emerging trends and opportunities to strengthen workforce capability and training effectiveness.

1. Strengthening Career Awareness and Clear Pathways

The dominant theme across organisations is the need for greater awareness and visibility of career pathways in ground operations. Although some organisations provide structured internal progression, many entrants do not perceive ground operations as a long-term career.

Several employers emphasised that pathways exist but are not always well understood by new staff:

“We step that out when we do our induction training. We always let them know that they can advance if they want.”¹

Others noted that the absence of visible pathways affects attraction and retention:

“Some of the staff coming in ... I don't think they see that pathway.”²

Across airports and airlines, there was strong support for early exposure through schools, traineeships and graduate programs:

“If this could be built into like a year 11, year 12 pathway ... people would be more likely to come on board with some more foundational knowledge.”³

Key insight: This is not a skills gap per se, but an *awareness gap*. Ground operations offers diverse progression opportunities, yet these are poorly communicated to potential entrants.

2. Non-Technical Skills: Situational Awareness, Safety and Human Factors

Non-technical skills emerged as one of the most critical capability gaps, particularly situational awareness, safety consciousness and human factors.

Concern was consistently raised about younger or inexperienced workers entering high-risk environments:

¹ Stakeholder interview held 04 February 2026

² Stakeholder interview held 25 February 2026

³ Stakeholder interview held 24 February 2026

“The main problem that we see is the safety aspect or situational awareness ... the young ones don’t have.”⁴

“They do have a habit of walking in ingestion and jet blast areas, completely oblivious to the outside world.”⁵

Human factors such as fatigue, stress, extreme weather and shift work significantly impact performance:

“Fatigue is always a factor ... it can really impact your ability to make decisions when people are tired.”⁶

Communication was also identified as a foundational safety skill:

“How important communication is ... hand signals, body language, your eyes, your voice. It is very critical to what we do.”⁷

Key insight: Technical competency alone is insufficient. Safety outcomes depend heavily on situational awareness, fatigue management, communication and broader “human factors” training.

Image credit: Launceston Airport with copyright Aaron Francis



⁴ Stakeholder interview held 04 February 2026

⁵ Stakeholder interview held 24 February 2026

⁶ Stakeholder interview held 25 February 2026

⁷ Stakeholder interview held 24 February 2026

3. Technology and Automation Transforming Ground Operations

Technology-enabled transformation is reshaping roles, workflows and training requirements across the sector. Automation is most evident in check-in, baggage handling, simulation, Artificial Intelligence (AI) and Augmented Reality (AR) and or Virtual Reality (VR) training tools.

Participants highlighted the rapid move toward self-service and automated systems:

“Check-in kiosks ... passengers can virtually check in themselves, go to the bag drop and drop their bag off.”⁸

Airlines and airports are increasingly exploring immersive technologies for training:

“We are looking at VR/AR training. That's going to be a focus for the next 12 months.”⁹

“We're actually into trying to explore an aerobridge simulator ... to bring that gamified experience in.”¹⁰

AI is also seen as a major future capability:

In the next coming 5 to 10 years... AI is going to be a huge factor in ground operations.”¹¹

Key insight: Technological change is not eliminating roles but reshaping them, requiring stronger digital literacy, adaptability and continuous upskilling.

4. Current Training Models: In-House, Airline-Specific and On-the-Job

Most organisations rely heavily on in-house and airline-specific training, supplemented by external RTOs where regulatory compliance is required.

“All our training ... is airline-approved training.”¹²

On-the-job, site-based delivery was widely viewed as most effective:

“The bulk of our training is on the job, out on the tarmac or at check-in.”¹³

There were mixed views on the value of formal qualifications at entry level:

“Right at this very moment, I don't see that there is (an advantage).”¹⁴

⁸ Stakeholder interview held 04 February 2026

⁹ Stakeholder interview held 10 February 2026

¹⁰ Stakeholder interview held 24 February 2026

¹¹ Stakeholder interview held 25 February 2026

¹² Stakeholder interview held 04 February 2026

¹³ Stakeholder interview held 11 February 2026

¹⁴ Stakeholder interview held 10 February 2026

However, qualifications were often supported as professional development rather than mandatory entry requirements.

Key insight: The issue is not lack of training provision, but inconsistency in expectations, recognition and alignment between vocational qualifications and operational practice.

5. Emerging and Evolving Roles in Ground Operations

New roles are emerging in response to safety risks, wellbeing needs, automation and operational complexity.

Examples include:

- Ramp Safety Officers
- Middle management and organiser roles
- Specialist equipment and assurance roles
- Wellbeing and mental health support roles.

“We don’t just have a manager and a supervisor anymore. We have someone in the middle now.”¹⁵

“We’ve raised another capability solely dedicated to the efficiency, operations and safety of those on the ramp.”¹⁶

Key insight: Ground operations work is becoming more specialised and layered, increasing the need for leadership, coordination and specialist oversight skills.

6. Workforce Challenges: Turnover, Inexperience and Consistency

High turnover remains a persistent industry challenge, driven by:

- Unrealistic job expectations
- Shift work and lifestyle impacts
- Lack of career understanding at entry level.

“They realise they’ve got to work Christmas Day ... a lot of them do leave.”¹⁷

Post-COVID workforce inexperience has heightened operational and safety risks:

“We have got inexperienced people ... and a lot of issues arise ... around safety events.”¹⁸

¹⁵ Stakeholder interview held 10 February 2026

¹⁶ Stakeholder interview held 05 March 2026

¹⁷ Stakeholder interview held 11 February 2026

¹⁸ Stakeholder interview held 25 February 2026

Inconsistent procedures across airports, airlines and handlers further compound risk:

“They’ve got multiple procedures they need to try and remember; the consistency is extremely challenging.”¹⁹

Key insight: Retention and safety are interlinked. Better preparation, consistent standards and realistic job previews are critical.

Summary

The data highlights that the greatest gaps in ground operations are not purely technical, but lie in awareness, non-technical skills, consistency and adaptability to change. Strengthening early career education, embedding human factors training, improving alignment between qualifications and practice, and leveraging technology thoughtfully are key to building a safer, more sustainable ground operations workforce.

While these findings reflect stakeholder interviews, they are further reinforced and expanded by broader industry dialogue. The following section explores insights from the 2026 GO Safe Forum, which highlight systemic safety and training challenges across the sector.

The link to the complete list of stakeholders is provided in [Appendix A | Stakeholder Interviewees](#).

Image credit: Launceston Airport with copyright Aaron Francis



¹⁹ Stakeholder interview held 05 March 2026

SUPPLEMENTARY INDUSTRY INSIGHTS: GROUND OPERATIONS GO SAFE FORUM (FEBRUARY 2026)

Insights from the 2026 GO Safe Forum provide system-level evidence that reinforces and extends the themes identified through stakeholder interviews, particularly in relation to safety-critical decision making, role clarity and systemic training gaps across the ground operations workforce.

Managing Non-Normal and Emergency Operations in Complex Environments

A dominant theme from the forum was the operational complexity associated with rapid disembarkation and emergency response, particularly in congested terminal environments. Participants emphasised that rapid disembarkation sits in a grey zone between normal operations and full evacuation, characterised by time pressure, uncertainty and incomplete information.

Ground and cabin crew are frequently required to make critical decisions without clear visibility of escalation thresholds, particularly when determining when a situation transitions from non-normal to emergency. Once an evacuation decision is made, it was consistently noted that there is no opportunity to reverse that decision, significantly increasing the importance of early judgement and coordination.

Operational risk was seen to vary by airport context, with larger and more complex airports presenting heightened hazards due to congestion, infrastructure density and multiple agency interfaces.

Key insight: Managing non-normal operations is less about procedural compliance alone and more about decision quality under uncertainty, requiring shared situational awareness across cabin, flight and ground roles.

The Critical but Undervalued Role of Ground Staff in Safety Outcomes

The forum strongly reinforced the safety-critical role of ground staff during abnormal and emergency events. Participants highlighted responsibilities such as passenger flow control, equipment positioning, obstacle clearance, aircraft access control and emergency services coordination as central to successful outcomes.

Despite this, during emergencies ground staff are often excluded from a deep understanding of cabin crew procedures, flight crew decision logic and overall command structures. Limited exposure to these processes reduces their ability to anticipate requirements and act proactively.

This disconnect was viewed as a systemic issue rather than an individual failing, reflecting training design that occurs in functional silos.

Key insight: Ground staff play a decisive role in emergency and abnormal operations, yet training models do not consistently reflect the interconnected nature of aviation safety roles.

Fragmentation and Inconsistency in Training Standards

A recurring concern was the lack of nationally consistent training frameworks for Ground Service Providers (GSPs). While international guidance materials such as the IATA Ground Operations Manual (IGOM) and Airport Handling Manual (AHM) are widely recognised, they are not uniformly applied across operators, particularly at smaller or remote airports.

Outcome-based regulation under Civil Aviation Safety Regulations (CASR) Parts 119 and 121 was identified as contributing to this variability. The requirement for trainers to be deemed “competent” without a defined benchmark has resulted in inconsistent interpretations of trainer capability and training quality across the sector.

By contrast, participants pointed to Dangerous Goods training under CASR Part 92 as an example of a more structured and standardised framework that could inform future approaches to GSP training approval and oversight.

Key insight: A lack of shared benchmarks for training design, delivery and trainer competence across ground operations represent the main challenge, rather than an absence of guidance.

Human Factors, Role Clarity and the Breakdown of Responsibility

Human factors were repeatedly identified as a central contributor to ground operations incidents and near misses. Discussions highlighted gaps between work as documented, work as imagined, and work as actually performed – particularly during handovers and task allocation.

Examples included assumptions that tasks had been completed by others, unclear boundaries between engineering and ground roles and reliance on informal verbal handovers without confirmation of task completion. Physical and cognitive factors – including fatigue, anthropometric limitations that fail to accommodate the full range of human body sizes, shapes and capabilities, reliance on memory and checklist design – further compounded these risks.

Participants stressed that many incidents reflected systemic role ambiguity rather than individual error, particularly in environments that have increasing outsourcing and workforce turnover.

Key insight: Safety risks are amplified where accountability is diffused and human factors are not explicitly addressed through recurrent, role-specific training.

Increasing Outsourcing and Expanding Role Expectations

An emerging risk identified at the forum is the growing outsourcing of ground support functions, with GSPs increasingly expected to assume responsibilities previously managed directly by airline staff. This shift was not always accompanied by commensurate increases in training depth, recurrent assessment, or exposure to safety-critical decision contexts.

Participants expressed concern that expanding role expectations, combined with high turnover and limited industry-wide standards, may be outpacing current training and assurance mechanisms.

People first, for a future-fit
supply chain workforce

Key insight: As ground operations roles expand and diversify, capability assurance has not kept pace with operational expectations, increasing systemic risk.

The Need for Shared Learning and Cross-Role Awareness

There was strong consensus on the value of establishing formal mechanisms for shared learning across operators and service providers, including the exchange of safety occurrence information and lessons learned. Participants noted that incidents are often reviewed in isolation, limiting the industry's ability to identify crosscutting risks and systemic trends.

Improving cross-role awareness, particularly between flight crew, cabin crew, engineers and ground staff, was seen as critical to strengthening emergency response, clarifying command structures and improving overall safety performance.

Key insight: Meaningful safety improvement depends on collective learning and cross-functional understanding, not isolated organisational responses.

Summary

The findings of the Ground Operations GO Safe Forum reinforce that the most significant gaps in ground operations are not technical in nature, but are rooted in how training is designed, delivered and assured across the workforce. Both the interview data and forum discussions consistently indicate that current training approaches do not fully reflect the realities of modern ground operations, particularly in non-normal and emergency contexts.

The forum highlighted that ground operations training remains fragmented, role specific, and inconsistently applied, despite the increasingly interconnected nature of safety-critical tasks. Although ground staff are expected to make time-critical decisions, coordinate across multiple roles and manage complex operational interfaces, training models often prioritise procedural knowledge over decision making under uncertainty, cross-role awareness and human factors capability. This disconnect contributes to gaps between work as documented, work as trained, and work as performed.

Variability in training standards, driven by outcome-based regulation, differing organisational interpretations of competence, and limited shared benchmarks, further compounds these challenges. The absence of nationally consistent expectations for Ground Service Provider training, trainer capability and recurrent assessment was identified as a systemic weakness, particularly as outsourcing expands and role expectations continue to evolve.

Taken together, the forum insights confirm that strengthening safety outcomes in ground operations will depend on greater alignment between training and operational reality. This includes embedding non-technical skills, clarifying role boundaries and accountabilities, supporting cross-role learning and improving consistency in training and assurance frameworks. Addressing these training-related gaps is central to building a capable, adaptable and resilient ground operations workforce that can meet the demands of an increasingly complex aviation environment.

GROUND CREW ROLES AND CAREER PATHWAYS

To contextualise these findings, this section outlines how capability is developed across ground operations roles and career pathways. It provides a descriptive reference model to support later analysis of skill gaps and transition risk points.

The structure of roles and the pathways between them form the foundation of the training and capability challenges identified in this report, representing the workforce framework through which skills are developed, safety is delivered and career progression occurs.

Analysis of interview and forum findings indicates many of the sector's workforce challenges – particularly those relating to safety-critical decision making, non-technical skills and workforce retention – are most pronounced at transition points *between* roles, rather than *within* individual positions. Entry-level roles often provide early exposure to regulated aviation environments, while more senior operational, supervisory, training and management roles carry increasing responsibility for coordination, judgement under uncertainty, and system level oversight. However, training and qualification structures do not always reflect these escalating capability requirements.

The following role descriptions and indicative pathways illustrate a typical progression across ramp and customer service streams, highlighting how capability is currently built through experience rather than through consistently articulated, nationally recognised training pathways. Presenting the role structure in this way provides a foundation for the subsequent gap analysis, enabling clearer identification of where training provision, skill standards and workforce development mechanisms may not be aligned with the realities of modern ground operations.

Fleet Presentation

Role overview:

Fleet Presentation staff are responsible for preparing aircraft interiors to operational and brand standards between flights. This role is typically an entry point into ground operations, and provides initial exposure to airside safety, aircraft environments and regulated aviation procedures.

Key tasks:

- Cleaning aircraft cabins between services
- Replacing magazines, seat materials and in-flight collateral
- Loading blankets and pillows for international services
- Conducting visual checks to ensure cabin readiness and compliance.

Skills and capabilities developed:

- Introduction to aircraft layout and safety zones
- Procedural compliance and time-critical task execution
- Understanding aviation hygiene, presentation and quality standards

Pathways to and from the role:

Fleet Presentation commonly serves as a starting point, with progression to Baggage Handler roles common as staff gain airside exposure and safety competencies.

Baggage Handler

Role overview:

Baggage Handlers manage the movement and processing of passenger baggage within baggage rooms and on the airside, supporting both barrow based and containerised aircraft operations across multiple aircraft types.

Key tasks:

- Sorting, loading and unloading baggage
- Operating baggage-handling equipment
- Managing baggage flows across different aircraft configurations
- Ensuring safe manual handling and adherence to airside safety rules.

Skills and capabilities developed:

- Situational awareness in operationally busy environments
- Equipment operation and hazard identification
- Coordination with ramp and load teams.

Pathways to and from the role:

Progression typically occurs from Baggage Handler to Ramp Duty, where staff broaden their exposure to aircraft side operations.

Image credit: Virgin Australia



Ramp Duty

Role overview:

Ramp Duty staff operate in close proximity to aircraft and are responsible for supporting aircraft arrival and departure processes under varying operational contexts, including aerobridge and remote stand operations.

Key tasks:

- Positioning stairs and ground equipment
- Assisting with aircraft access and securing zones
- Operating vehicles around aircraft
- Observing and supporting loading and unloading activities.

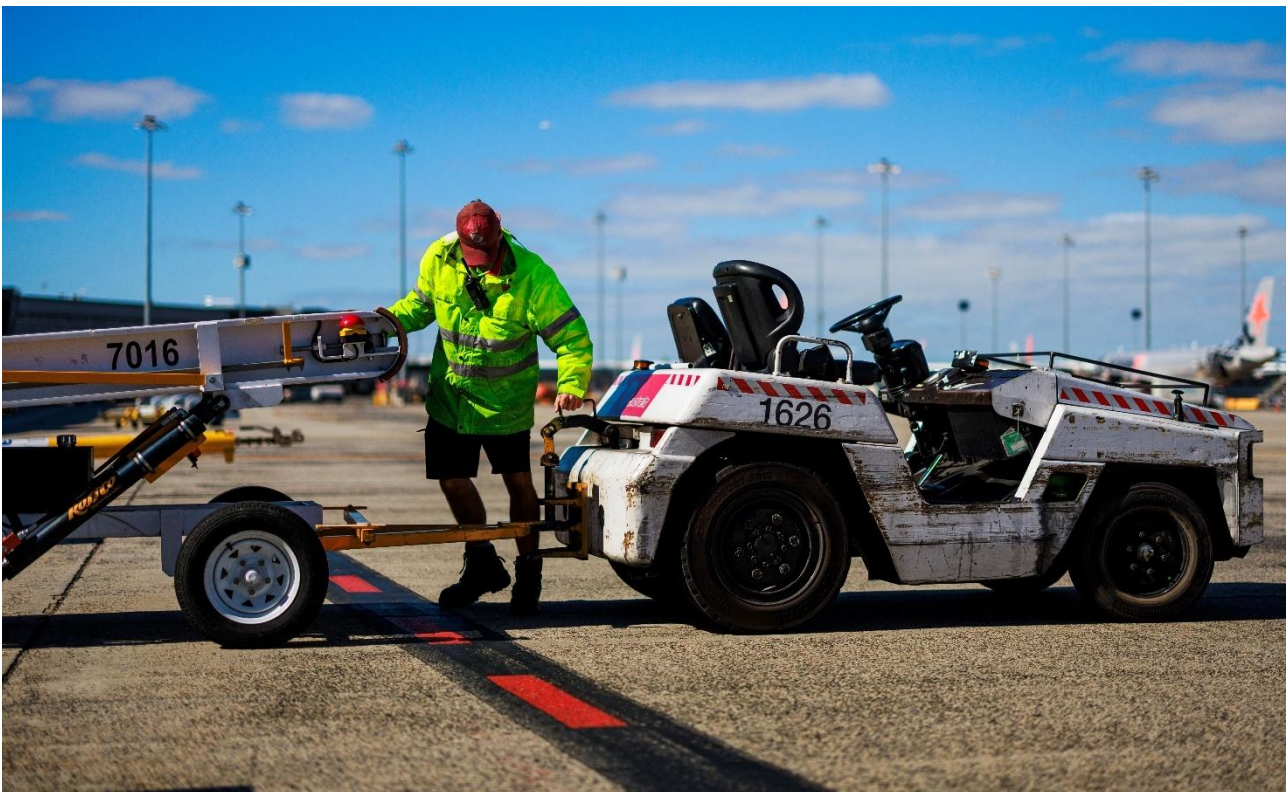
Skills and capabilities developed:

- Aircraft-specific knowledge and hazard management
- Understanding ramp layouts and sequencing
- Exposure to multirole coordination during turnarounds.

Pathways to and from the role:

Ramp Duty roles commonly lead to Load Operator positions as technical and aircraft-specific competence increases.

Image credit: Melbourne Airport



Load Operator

Role overview:

Load Operators are responsible for the correct loading, positioning and securing of cargo and baggage within aircraft holds, ensuring balance, safety and compliance with aircraft load requirements.

Key tasks:

- Operating aircraft loaders
- Positioning containers and baggage
- Securing loads using locks and restraints
- Following aircraft-specific loading procedures.

Skills and capabilities developed:

- Technical understanding of aircraft loading systems
- Procedural accuracy and safety-critical task execution
- Increased accountability for operational outcomes.

Pathways to and from the role:

Experienced Load Operators often progress to Leading Hand roles where coordination and leadership skills become central.

Leading Hand

Role overview:

Leading Hands coordinate ramp activity and take responsibility for guiding aircraft and directing teams during arrivals and departures.

Key tasks:

- Marshalling aircraft into bay positions
- Guiding aircraft movements and signalling stops
- Coordinating ground crew activities during turnarounds
- Acting as a point of control on the ramp.

Skills and capabilities developed:

- Leadership and supervision in safety-critical environments
- Communication through standardised hand signals
- Operational decision making under time pressure.

Pathways to and from the role:

Leading Hands typically progress into Ramp Duty Manager roles.

Image credit: Melbourne Airport



Ramp Duty Manager

Role overview:

Ramp Duty Managers oversee ramp operations, combining hands-on aircraft movement responsibilities with coordination, communication and oversight functions.

Key tasks:

- Towing and pushing back aircraft
- Monitoring radios, phones and operational communications
- Coordinating responses to bay changes, weather and operational disruptions
- Acting as liaison with flight crew and operational control.

Skills and capabilities developed:

- Multi-tasking and prioritisation
- Communication across multiple stakeholders
- Supervisory accountability and operational oversight.

Pathways to and from the role:

Ramp Duty Managers often move into Ramp Trainer roles or broader management positions.

Ramp Trainer

Role overview:

Ramp Trainers are responsible for delivering airline-specific training and ensuring operational staff are competent against required procedures and safety standards.

Key tasks:

- Delivering practical and classroom-based training
- Assessing staff competency against airline materials
- Supporting recurrent and upgrade training
- Reinforcing safety and procedural compliance

Skills and capabilities developed:

- Instructional and assessment capability
- Deep operational and procedural knowledge
- Mentoring and coaching skills

Pathways to and from the role:

Ramp Trainers commonly progress to Ground Service Manager roles.

Ground Service Manager

Role overview:

Ground Service Managers hold responsibility for workforce performance, safety outcomes, and service delivery, requiring both people leadership capability and deep operational understanding.

Key tasks:

- Managing teams across ramp or customer service environments
- Overseeing training, compliance and performance
- Coordinating operational resourcing and safety outcomes
- Bridging operational reality with organisational requirements

Skills and capabilities developed:

- People management and leadership
- Strategic decision making
- System-level understanding of ground operations.

Ground Operations Career Pathway 1



Customer Service Agent

Role overview:

Customer Service Agents support passengers through check-in, boarding and assistance services, representing the front-of-house function of ground operations.

Key tasks:

- Passenger check-in and boarding processes
- Managing passenger flow and documentation
- Providing assistance to passengers requiring support
- Ensuring service quality and compliance.

Skills and capabilities developed:

- Communication and customer interaction
- Managing passenger needs in operational environments
- Understanding frontline aviation compliance requirements.

Pathways to and from the role:

Customer Service Agents may progress to Customer Service Manager, Trainer, or Ground Service Manager roles.

Image credit: Virgin Australia with copyright Lachlan Fletcher



Customer Service Manager

Role overview:

Customer Service Managers oversee front-of-house teams and service delivery at the airport interface.

Key tasks:

- Supervising customer service staff
- Managing rostering and performance
- Ensuring service standards and compliance
- Coordinating with ramp and operational managers.

Pathways to and from the role:

Customer Service Managers commonly transition into Ground Service Manager or training roles, supporting integrated ground operations leadership.

Ground Operations Career Pathway 2

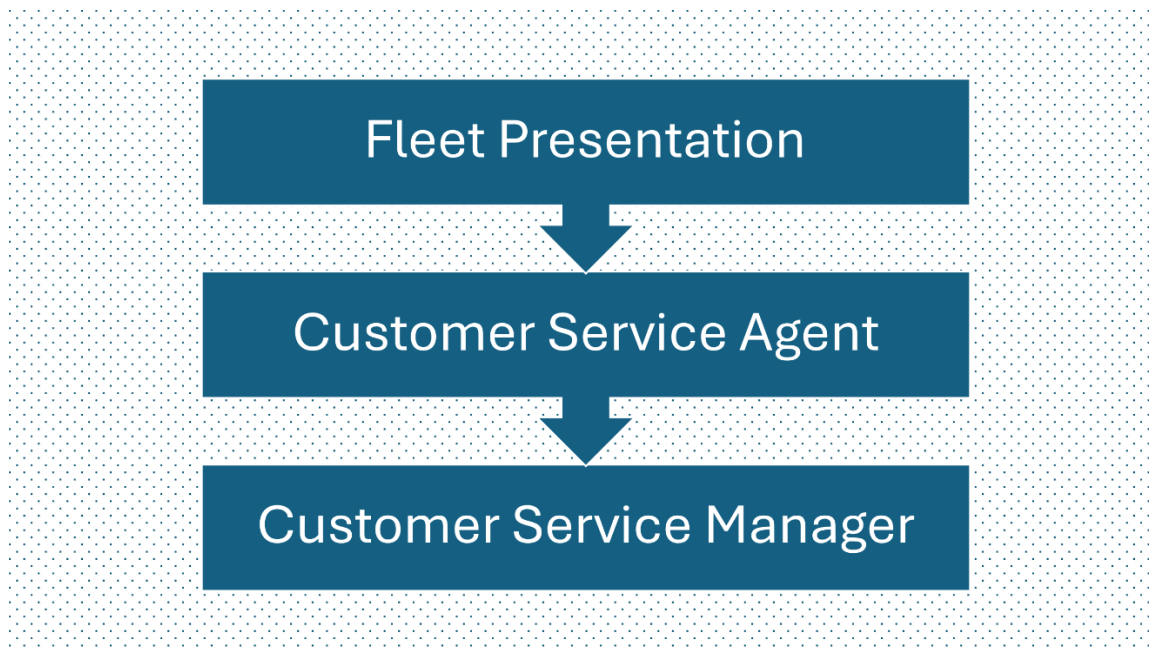
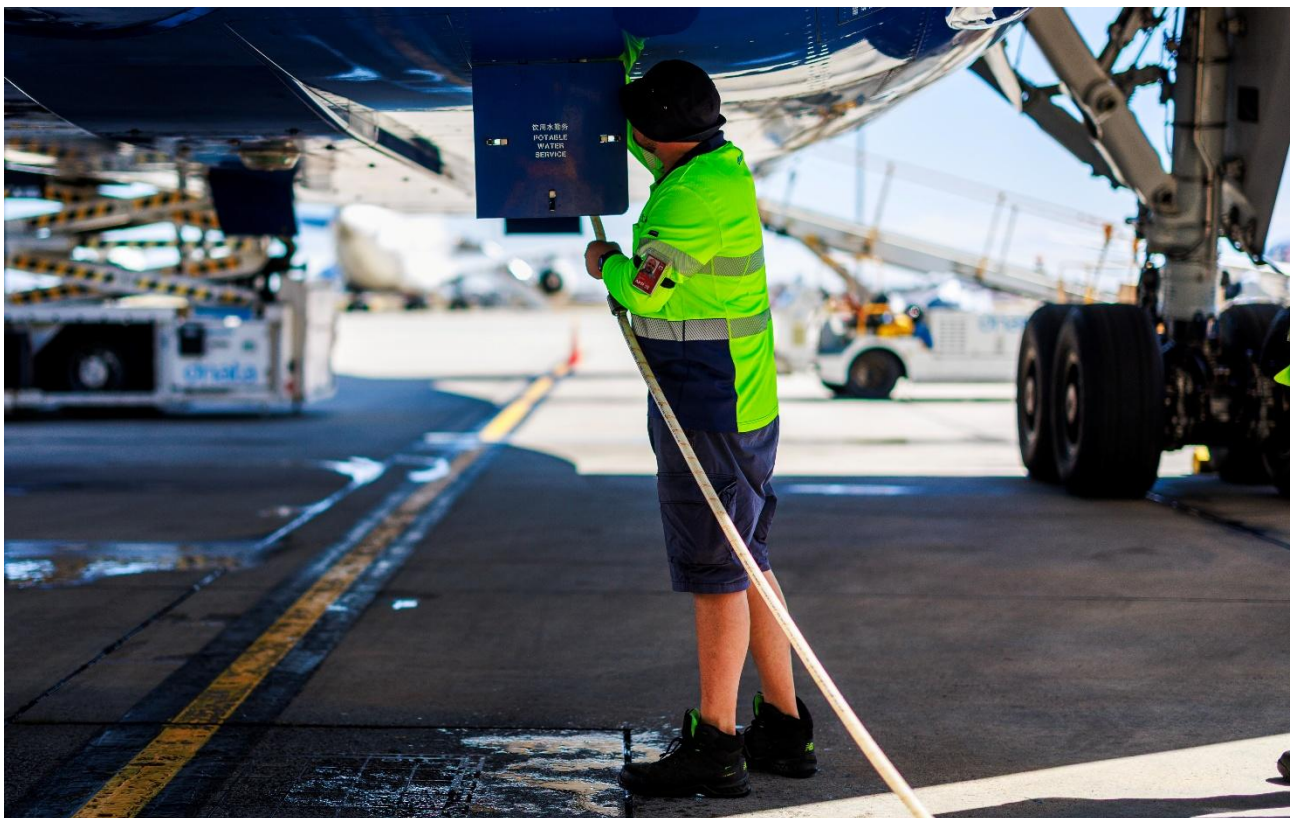


Image credit: Melbourne Airport



FUTURE TECHNOLOGY DEVELOPMENTS AND SKILLS IMPLICATIONS

The *Occupational Report: Future Technology Developments Affecting Aircraft Baggage Handlers and Airline Ground Crew in Australia* (CSIRO, 2025, commissioned by ISA as part of a separate project) examines how emerging technologies are likely to reshape ground operations roles, tasks and skill requirements over the next 5–10 years. The report combines generative AI analysis with expert industry input to identify key trends and workforce implications.

Key Technology Trends

Ground operations are experiencing gradual but important technological change rather than rapid disruption. Major developments include:

- **Automation and robotics in baggage handling:** While global adoption is increasing, large-scale automation in Australian airports is expected to be at least a decade away due to high infrastructure costs and operational complexity.
- **Enhanced baggage tracking systems:** Continued improvements in scanning, radio frequency identification (RFID) and passenger notification systems are increasing efficiency and customer visibility, though adoption remains uneven.
- **Incremental automated enhancements of ground equipment:** Technologies such as self-levelling stairs, remote-controlled pushback tugs and assisted positioning systems are being implemented to reduce operator burden.
- **Autonomous Ground Vehicles and Automated Vehicles:** While large-scale deployment remains some years away, airports (e.g., Western Sydney) are being designed to support future autonomous vehicle operations.
- **Electrification of ground support equipment (GSE):** A sector-wide transition from diesel to electric vehicles is beginning to occur, driven by sustainability goals, although infrastructure constraints (e.g., charging capacity) are slowing uptake.
- **Predictive maintenance and digital systems:** Increasing use of QR codes, telematics and maintenance alerts is improving asset management, with future potential for AI-driven predictive maintenance.

Impact on Roles and Tasks

Technology is not eliminating ground crew roles, but it is reshaping how work is performed:

- Manual handling tasks remain core but are increasingly supported by automation and assistive devices.
- Passenger-facing processes (e.g., check-in and bag drop) are becoming more automated, potentially reducing some frontline roles.
- Equipment operation is becoming more technologically mediated, requiring interaction with digital systems and automated controls.
- Ground crews are expected to support a wider range of passenger needs, including the use of assistive technologies for people living with disability.

Emerging Skills Requirements

The report highlights that as new and emerging technologies, and automation become more common, workers will need new skills to support their operational knowledge. These include:

- **Digital and technology literacy:** Ability to use scanners, tablets, software systems and automated equipment is now essential.
- **Troubleshooting and problem solving:** As automation increases, frontline staff are increasingly required to identify and resolve system issues.
- **Situational awareness in technology-enabled environments:** Workers must maintain vigilance when interacting with quieter electric vehicles and semi-automated equipment.
- **Understanding of automated systems:** Workers need a working knowledge of how equipment functions, including when to intervene or escalate.
- **Cybersecurity and data management:** Workers will need the skills and awareness to protect digital systems, recognise cybersecurity risks and handle data securely and responsibly.

Key Workforce Insights

- Technology adoption in Australia is incremental and constrained by cost, infrastructure and safety requirements, particularly in complex, multi-operator airport environments.
- The near-term workforce will remain labour-intensive but increasingly technology enabled, rather than fully automated.
- Future workforce capability will depend less on advanced technical specialisation and more on adaptability, digital confidence and integration of technology into operational tasks.
- There is a growing need for training systems to anticipate emerging technologies and respond more quickly to evolving skill requirements.

Implications for Skills Gap Analysis

The report findings reinforce that the primary capability gaps in ground operations are not purely technical but relate to:

- Readiness for technology adoption and digital environments
- Ability to adapt to incremental changes in tools and processes
- Strengthening baseline digital literacy across the workforce
- Aligning training packages with future operational realities rather than current practices.

The report highlights the importance of proactively evolving training and workforce development approaches. This ensures ground crew can work effectively alongside emerging technologies while maintaining safety, efficiency and service outcomes.

These technology trends reinforce earlier findings that the primary challenge is not technical substitution. Rather, it is workforce adaptability, digital literacy and training system responsiveness.

GAP ANALYSIS

Ongoing Relevance of Current Qualifications

The analysis confirms that the majority of existing Aviation (AVI) units remain relevant, with core job tasks still required across ground operations. However, while the content is largely applicable, the way in which these qualifications are structured does not optimally support effective skills recognition, training efficiency, or workforce capability visibility.

A key gap identified is not in *what* is being trained, but in *how* it is organised, delivered and recognised. The current structure results in an unnecessarily high volume of learning for Certificate II and III qualifications, which limits accessibility and creates inefficiencies in training delivery.

Structural and Content Gaps

Several structural gaps were identified within the qualification framework:

- **Excessive duplication of content:** Multiple units cover similar or identical topics (e.g., seven separate units related to Dangerous Goods), increasing training duration without adding distinct value.
- **Inefficient unit classification:** Inconsistencies in how units are currently categorised either in core, elective or specialist groups reduce clarity and limit flexibility in tailoring qualifications to role-specific requirements.
- **Complex and unclear language:** Units are often written in the passive voice, reducing usability and making requirements more difficult to interpret for both learners and assessors.
- **Overloaded evidence requirements:** Some units contain excessive or misaligned performance and knowledge evidence, including elements that do not directly map to competency outcomes. This creates unnecessary assessment burden and reduces consistency in evaluation.

These issues collectively contribute to a gap between training design and practical application, limiting the effectiveness of skills development and recognition.

Skills Recognition and Alignment Gaps

Consistent with the findings from the skills recognition analysis, there is a disconnect between the formal qualification structure and actual workforce capability:

- The large number of units (105 in total across three qualifications) reduces transparency and makes it difficult to clearly identify critical skills.
- Imported units (67) are not always aligned with aviation-specific requirements and may duplicate existing AVI units, further limiting clarity.
- In some cases, there is insufficient evidence to confirm whether certain units are still required, highlighting a lack of clear alignment between training content and current operational needs this would require Technical Committee determination.

These gaps reduce an organisation's ability to accurately recognise, assess, and deploy workforce skills.

Unit Relevance and Rationalisation

The unit review process categorised content into three key groups:

- **Required topics (31 units):** These remain relevant but require review to ensure currency and alignment with current operations.
- **Imported units (44 units):** These require detailed assessment to identify duplication and confirm relevance to aviation-specific roles.
- **Units requiring further validation (30 units):** Insufficient evidence exists to confirm their ongoing need, requiring technical committee review.

This categorisation highlights a significant opportunity to rationalise and streamline the qualification structure, improving both efficiency and clarity.

Emerging and Missing Capability Areas

The analysis also identified gaps in content coverage. Certain critical operational topics are not reflected in the training products. For example, “rapid disembarkation” is identified as a key risk area though the GO Safe Forum is not explicitly included in existing units.

This indicates a broader gap in the responsiveness of training products to emerging operational risks and priorities.

Summary

Though the existing qualifications remain broadly relevant, there are significant gaps in structure, clarity, and alignment with both operational requirements and effective skills recognition. The current framework does not fully support accurate identification, assessment, or utilisation of workforce capability.

Addressing these gaps will require a streamlined and standardised approach to unit design, improved alignment between training and operational needs and stronger integration with skills-recognition practices to ensure workforce capability is both visible and effectively utilised.

The link to the complete gap analysis is provided in [**Appendix B | Unit Analysis**](#)

RECOMMENDATIONS

The recommendations outlined respond to a set of systemic challenges identified across the ground operations workforce, particularly the misalignment between existing training products and the realities of contemporary aviation operations. As the sector continues to evolve, driven by increasing operational complexity, workforce pressures and technological change, there is a critical need to ensure qualification frameworks are cohesive, relevant and capable of supporting a safe, adaptable and future-ready workforce.

Rather than focusing solely on incremental improvements, these recommendations advocate for a more coordinated and strategic approach to training design and governance. This includes strengthening alignment across related aviation qualifications, reducing fragmentation and duplication and embedding greater responsiveness to emerging skill requirements. Collectively, these actions are intended to improve training consistency, enhance workforce capability and support a more integrated and resilient aviation industry.

1. **Review and update Ground Operations qualifications**

Undertake a comprehensive review of the following qualifications to ensure they better align with current industry practices, operational realities and emerging skill requirements:

- a. AVI20119 Certificate II in Aviation (Flight Operations – Cargo Services)
- b. AVI20219 Certificate II in Aviation (Ground Operations and Service)
- c. AVI30319 Certificate III in Aviation (Ground Operations and Service)

2. **Rationalise training products across related aviation qualifications**

Conduct a coordinated review of Cabin Crew and Aerodrome qualifications alongside Ground Operations training products. This review should aim to:

- a. Eliminate duplication across qualifications and skill sets
- b. Remove units of competency that are no longer relevant to industry needs
- c. Improve consistency and alignment across aviation training pathways
- d. Allow for the qualifications to be updated, at the same time removing the need for multiple releases of the AVI Aviation Training Package.

3. **Streamline units within Ground Operations qualifications**

Reduce the overall volume and complexity of units within Ground Operations qualifications by:

- a. Removing outdated units of competency
- b. Consolidating overlapping content
- c. Ensuring remaining units reflect current operational requirements and future skill needs.

4. **Address training content gaps**

Update existing units to ensure comprehensive coverage of current practices, terminology and emerging operational requirements including:

- a. Cleaning
- b. Rapid disembarkation
- c. Water/lavatory/waste
- d. Anti-discrimination.

5. Improve career awareness and pathway visibility in Ground Operations

Strengthen awareness and understanding of career pathways to improve attraction and retention across the sector. This should include:

- a. Promoting clear, accessible career pathways to prospective and entry-level workers
- b. Embedding pathway awareness earlier, including through school-based programs, traineeships and entry-level pathways
- c. Ensuring consistent communication of progression opportunities across employers and training providers
- d. Positioning Ground Operations as a viable long-term career with diverse progression opportunities.

Image credit: Melbourne Airport



APPENDIX A | STAKEHOLDER INTERVIEWEES

Stakeholder Organisation	Type
Dnata	Ground Service Provider
Industry Delivered Training	Registered Training Organisation
Melbourne Airport	Airport
Oceania Ground Force	Ground Service Provider
Qantas	Airline
Sydney Airport	Airport
Transport Workers Union	Union
Virgin Australia	Airline
Western Sydney International Airport	Airport

APPENDIX B | UNIT ANALYSIS

Colour Coding Key:

Unit is required – review for currency	
Evidence insufficient to determine requirement. Technical Committee (TC) to assess	
Imported Unit – Check for duplication against AVI specialised units.	

Unit of Competency	UoC Elements	Airline Training Manual	Comment	Recommendations
AVIC0001 Drive on the airside	- Drive on the airside - Drive safely on the airside	Airline – Airside	Covers driving on airside extensively	Required unit – review unit for currency
		Ground Operator– Airside	Covers driving on airside extensively	
AVID0004 Conduct baggage handling operations	- Handle baggage - Deal with abnormal baggage handling situations	Airline G-ES Weight & Balance	KE – hazards with overweight baggage	Required unit – review unit for currency
		Airline G-ES Baggage	PC 1.5, 1.6, Luggage tags PC 2.2 non-standard baggage	
		Airlines G-ES Manual Handling	PC 1.4 (manual handling)	
		Ground Operator Training Planner – Baggage Room Operations	Extensively covered in this unit.	
AVID0005 Accept dangerous goods for air transport	- Interpret freight documentation - Recognise dangerous goods - Accept appropriate dangerous goods	Airline – Dangerous Goods	Review for duplication and relevancy: AVID0005, TLID0014, TLID0021, TLID2003, TLID3015, TLIF2012 and TLIF3091	Required topic – review unit for currency

Unit of Competency	UoC Elements	Airline Training Manual	Comment	Recommendations
AVID0006 Prepare freight for flight	- Identify freight - Package freight - Label freight - Assemble freight ready for loading onto aircraft	Airline G-ES – Security	4.6 Screening Authorities – KE x 1	Required unit – review unit for currency
		Ground Operator – load/unload		
AVID0007 Conduct aviation freight weighing operations	- Interpret freight documentation - Weigh freight - Measure freight dimensions - Confirm measurement against freight documentation - Complete air waybill documentation	Airline G-ES Weight & Balance		Required unit – review unit for currency
AVID0009 Load and secure aviation freight and baggage	- Operate in-hold aircraft loading systems - Stow and secure aviation freight and baggage - Respond to problems in loading aviation freight and baggage	Airline G-ES Manual Handling	PC 2.1, PE x 1, KE x 1	Required unit – review unit for currency
		Ground Operator Training Planner – Aircraft Loading	Covered extensively in this unit	
AVIE0003 Operate aeronautical radio	- Operate radio equipment - Manage radiotelephone equipment malfunctions	Airline G-ES Radio Communications	Covered extensively in this unit Look at merging AVIE0003 with AVIE0004	Required unit – review unit for currency
		Ground Operator – Radio Communications	Covered extensively in this unit	

Unit of Competency	UoC Elements	Airline Training Manual	Comment	Recommendations
AVIE0004 Conduct radio procedures in an aviation operational environment	- Identify aviation communications system features - Communicate using aviation communications technology - Maintain aviation communications equipment systems and records	Airline G-ES Radio Communications	Covered extensively in this unit	Required unit – review unit for currency Look at merging AVIE0003 with AVIE0004
		Ground Operator – Radio Communications	Covered extensively in this unit	
AVIF0020 Manage human factors and situation awareness in an aviation operational environment	- Manage human performance - Communicate effectively - Maintain situational awareness - Assess situations and make decisions - Set priorities and manage tasks - Work with others in managing situational awareness	Airline G-ES Security	PC 4.1 Identify and analyse operational threats	Required unit – review unit for currency Can AVIF0020 and AVIZ0003 be merged?
		Airline – Human factors	Unit covers Human Factors and situational awareness in detail	
AVIF0023 Apply aircraft safety procedures	- Prepare for airside operations - Operate around aircraft - Implement aviation safety emergency procedures	Airline G-ES Security Aircraft Type Specific: - Aircraft Familiarisation - Standard Operating Procedures - Non-Normal Operating Procedures - Emergency Procedures	Extensively covers airside safety	Required unit – review unit for currency
		Ground Operator – Safety Regulations	Extensively cover safety regulations	

Unit of Competency	UoC Elements	Airline Training Manual	Comment	Recommendations
AVIF0034 Apply aviation work health and safety procedures	- Identify and report hazards and risks - Contribute to managing aviation WHS/OHS - Complete WHS/OHS records			Required unit – review unit for currency
AVIF0036 Implement regulations and policies during aviation safety and service operations	- Comply with relevant regulations and legal obligations - Comply with established industrial relations practices and requirements - Comply with relevant local laws and regulations	Ground Operator – Safety Regulations	Extensively cover safety regulations	Required unit – review unit for currency
AVIF0037 Monitor the transfer of hazardous materials	- Monitor the transfer of hazardous materials on an aerodrome - Respond to a hazardous materials incident	Nil	Evidence insufficient to determine requirement	TC to assess
AVIF0040 Employ fatigue-risk management practices in an aviation workplace	- Recognise signs of personal fatigue - Employ fatigue risk management practices to minimise fatigue - Identify fatigue in others			Required unit – review unit for currency
AVIF0044 Marshal aircraft	- Prepare for marshalling - Establish/disestablish aircraft parking position - Conduct aircraft marshalling	Airline – aircraft hand marshalling	Covered extensively in unit	Required unit - review unit for currency

Unit of Competency	UoC Elements	Airline Training Manual	Comment	Recommendations
AVIF2007 Implement regulations and policies during check-in procedures	- Comply with national and international legal obligations - Comply with local laws and regulations - Comply with established industrial relations practices and requirements	Airline G-ES Check-in	Element 1, PC 2.4, KE x 4	Required unit – review unit for currency
AVIF2019 Work in aircraft confined spaces	- Plan and prepare for work in an aircraft confined space - Enter and work in an aircraft confined space - Exit aircraft confined space - Complete confined space activities	Nil	Evidence insufficient to determine requirement	TC to assess
AVIG0003 Work effectively in the aviation industry	- Determine appropriate work roles within an aviation workplace - Contribute to planning the successful, safe and efficient outcome of a work activity - Work with others in the aviation industry - Follow WHS procedures within an aviation workplace	Airline G-ES Disruption Handling (searched on delays)		Required unit – review unit for currency
		Ground Ops Forum	Need to understand requirements of different job roles and how they interact	
AVII0003 Advise on major services and attractions at aviation destinations	- Research information about airline destinations - Respond to requests for information about airline destinations	Nil	Evidence insufficient to determine requirement	TC to assess
AVII0004		Airline G-ES Special Service Requests	KE “disabilities”	Required unit – review unit for currency

Unit of Competency	UoC Elements	Airline Training Manual	Comment	Recommendations
Provide quality customer service	- Identify and assess customer needs and expectations - Deliver high-quality service - Deal with difficult customer situations	Ground Operator – cultural differences Airline G-EX – The Ten Percent Ground Operator – customer service	PC 1.1, 2.4, 3.1 PE and KE x 1 Element 3 – Deal with difficult customer situations Covered extensively in this unit	
AVII0009 Check in aircraft passengers	- Greet passenger - Check in passenger using manual process - Check in passenger using computerised process - Check in baggage - Respond to problems during check in - Issue boarding pass - Direct passenger to security gate	Airline G-ES Security Airline G-ES - Baggage Airline G-ES Check-in Airline G-EX - Check-in Essentials Airline G-EX – Manual Check-in Airline – G-BF Boarding Gate Ground Operator Training Planner – Belt Loader Ground Operator Training Planner – Baggage	PC 1.4 Passenger advice re prohibited items and 1 x KE Loyalty program (Airline refer frequent flyers) PC 3.4, 4.9 Element 4 detailed “Check in baggage Cabin baggage PC 4.3 and KE x 1 Suggest Elements be simplified PC Whole unit is applicable for Check-in Covers problems during check-in Element 2 Element 7 PC 4.10 Element 4 detailed “Check in baggage Cabin baggage PC 4.3 and KE x 1	Required unit – review unit for currency Suggest AVII0009 and AVII0010 be merged lots of duplication

Unit of Competency	UoC Elements	Airline Training Manual	Comment	Recommendations
		Ground Operator – load/unload	PC 2.4, 6.2 & 7.1 KE x 1	
AVII0010 Provide assistance to transit and arriving passengers	- Greet transit passenger - Greet arriving passenger - Check in passenger for next leg using manual process - Check in transit passenger for next leg using computerised process - Respond to passenger problems - Issue boarding pass for next leg of flight - Direct transit passenger to transit lounge	Airline G-ES Security	PC 3.5 & 4.5 – prohibited items and 1 x KE PC 3.4, 4.4“Loyalty program” & PE x1	Required unit — review unit for currency Suggest AVII0009 and AVII0010 be merged lots of duplication
		Airline G-EX – Manual check in	Manual check-in for next leg using manual process – E3	
		Airline – G-BF Boarding Gate	PC 6.2 KE x 1	
AVIJ0001 Contribute to the achievement of on-time performance standards	- Contribute to on-time performance - Identify and minimise potential causes of flight delays - Take action in unavoidable flight delays	Airline G-ES – Safe on Time Performance		Required unit – review unit for currency
AVIL0003 Manage a check-in queue	- Organise queue - Comb queue for passengers requiring urgent or express service - Provide information and assistance to passengers in queue - Respond to queries from queue members	Airline G-ES Queue Management	Roles and responsibilities Queue presentation Creating memorable moments Queue types and eligibility Offering appropriate assistance Assisting international/special needs guests	Required unit — review unit for currency

Unit of Competency	UoC Elements	Airline Training Manual	Comment	Recommendations
		Airline G-ES Leisure and Duty	Element 2 (priority)	
		Airline – G-BF Boarding	Broadly covered in Element 2	
AVIL0004 Complete aircraft dispatch duties	- Board passengers - Communicate with flight crew - Dispatch aircraft	Airline G-ES Baggage	Cabin baggage PCs 1.7 and 1.8 Special Service Requests PC 2.2 (meals)	Required unit— review unit for currency
		Airline – G-BF Boarding	Broadly covered.	
		Airline – G-BG Aerobridge	PC 1.9 and 3.1	
		Ground Operator Training Planner – Towable Stairs	PC 1.9 and 3.1 KE x 2	
		Ground Operator Training Planner – Aircraft doors	PC 3.1	
		Ground Operator Ramp Officer – Dispatch	Unit covers this extensively	
		Airline Ground Operations- cabin door operations	PC 3.1	
AVIL0005 Plan an aircraft load	- Gather data on aircraft load - Review and analyse data - Prepare load plan - Complete and process required documentation	Ground Operator – load/unload	Unit covers this extensively	Required unit – review unit for currency
AVIO0017 Manage disruptive behaviour and unlawful interference with aviation	- Monitor passenger behaviour - Identify and resolve disruptive or unlawful interference	Airline G-ES Disruption Handling	PC 2.1, 2.2, KE x 6	Required unit – review unit for currency

Unit of Competency	UoC Elements	Airline Training Manual	Comment	Recommendations
	- Take action to manage unlawful interference - Report and document unlawful interference			
AVIO0019 Apply and monitor aviation workplace security procedures	- Check and monitor personnel and goods entering a workplace - Carry out surveillance of work areas - Deal with and write reports on security incidents/emergencies - Complete required documentation			Required unit – review unit for currency Review for duplication with AVIZ0004 and TLIO0001
AVIP2001 Capture records into a records-keeping system	- Identify records to be captured - Register record		Extensively covered in multiple units – is a dedicated unit required?	Required unit – review unit for currency
AVIW0011 Operate baggage tug	- Conduct pre-operational checks on baggage tug - Operate baggage tug - Shut down, park and store baggage tug	Airline – Ramp	PC 2.2 & 2.5 KE x 1	Required unit – review unit for currency
AVIW0012 Operate aircraft refuelling nozzle	- Prepare for refuelling operations - Carry out refuelling operations - Complete post-refuelling operations	Nil	Evidence insufficient to determine requirement.	TC to assess
AVIW0017 Operate aircraft embarkation and disembarkation equipment	- Conduct pre-operational checks - Operate embarkation and disembarkation equipment - Retract and store embarkation and disembarkation equipment	Airline – G-BG Aerobridge – searched on embarkation and disembarkation	This whole unit is about embarkation and disembarkation.	Required unit – review unit for currency

Unit of Competency	UoC Elements	Airline Training Manual	Comment	Recommendations
AVIW0018 Operate ramp equipment	- Conduct pre-operational checks - Operate ramp equipment as part of baggage loading/unloading operations - Retract and store ramp equipment	Airline G-ES Manual Handling	PC 2.5 KE x2	Required unit – review unit for currency
		Airline G-BG stairs	KE x 2	
		Airline - Ramp	Unit covers this in detail	
		Ground Operator Training Planner – Ramp Operations	Unit covers this in detail	
AVIW0020 Refuel aircraft	- Conduct pre-operational checks on fueller/dispenser vehicle and equipment - Load fueller - Position fueller/dispenser vehicle - Carry out refuelling operations - Complete post-refuelling operations - Complete documentation	Nil	Evidence insufficient to determine requirement.	TC to assess
AVIW0022 Coordinate aircraft movements and storage	- Regulate aircraft engine ground running - Control aircraft parking - Provide escort services to aircraft - Provide ground security to aircraft - Monitor aircraft refuelling	Nil	Evidence insufficient to determine requirement	TC to assess
AVIY0028 Operate remotely piloted aircraft in excluded category sub-2 kg operations	- Plan flight - Perform pre-flight inspection - Take off and climb RPAS	Nil	Evidence insufficient to determine requirement	TC to assess

Unit of Competency	UoC Elements	Airline Training Manual	Comment	Recommendations
	- Control RPAS in flight - Manage RPAS during abnormal or emergency situations - Descend and land RPAS - Complete post-flight requirements			
AVIZ0003 Maintain basic situational awareness in an aviation workplace	- Maintain basic situational awareness - Assess situations and take appropriate action - Set priorities and manage work tasks - Work with others in managing situational awareness	Airline G-ES Security	KE x 1 (threats)	Required unit – review unit for currency Can AVIF0020 and AVIZ0003 be merged?
AVIZ0004 Maintain security awareness and vigilance in an aviation workplace	- Maintain awareness of security measures and security risks - Maintain security vigilance - Recognise and assess potential security risks - Respond to potential security risks - Report potential security risks	Airline G-ES Security	Prohibited item – KE only	Required unit – review unit for currency Review for duplication with AVIZ0004 and TLIO0001
BSBLDR301 Support effective workplace relationships	- Gather information and ideas - Develop team relationships and networks - Contribute to positive team outcomes			Imported Unit – Check for duplication against AVI specialised units.
BSBOPS301 Maintain business resources	- Advise on resource requirements - Acquire resources	Nil	Evidence insufficient to determine requirement	TC to assess

Unit of Competency	UoC Elements	Airline Training Manual	Comment	Recommendations
	Monitor resource usage and maintenance			
BSBOPS304 Deliver and monitor a service to customers	- Identify customer needs - Deliver a service to customers - Evaluate customer service delivery			Imported Unit – Check for duplication against AVI specialised units
BSBOPS305 Process customer complaints	- Receive complaints - Process complaints - Resolve complaints			Imported Unit – Check for duplication against AVI specialised units
BSBOPS402 Coordinate business operational plans	- Prepare to implement operational plan - Implement operational plan - Monitor operational performance - Review operations based on performance	Nil	Evidence insufficient to determine requirement	TC to assess
BSBXTW301 Work in a team	- Identify individual work tasks within a team - Contribute effectively to team goals - Work effectively with team members - Communicate effectively with team leaders	Airline G-ES Special Service Requests	KE “special needs or disabilities”	Imported Unit – Check for duplication against AVI specialised units
HLTAID011 Provide First Aid	- Respond to an emergency situation - Apply appropriate first aid procedures - Communicate details of the incident - Review the incident	Airline G-ES - Privacy	PC 3.4 Covers Privacy	Imported Unit – Check for duplication against AVI specialised units

Unit of Competency	UoC Elements	Airline Training Manual	Comment	Recommendations
SITTTVL006 Book tourism products and process documentation	- Confirm booking request - Administer customer file and identify booking requirements - Request products and services - Update and finalise bookings - Process documentation - Finalise and issue documentation	Nil	Evidence insufficient to determine requirement.	TC to assess
SITTTVL007 Use a computerised reservations or operations system	- Access and manipulate system information - Use computer system features to create and administer reservations - Send and receive communications - Administer sales and operations functions using the system	Nil	Evidence insufficient to determine requirement	TC to assess
SITTTVL008 Source airfares and issue tickets for domestic flights	- Interpret domestic airfare information - Create domestic flight itineraries, source airfares and issue tickets - Document and maintain records of calculations - Process ticket re-issues and cancellations	Airline G-ES – Baggage	PC 4.2 Check fare and advise customer PE x 1 3 KE items	Imported Unit – Check for duplication against AVI specialised units
		Airline G-EX – Check in essentials		
SITTTVL009 Construct international airfares	Interpret international airfare information			Imported Unit – Check for

Unit of Competency	UoC Elements	Airline Training Manual	Comment	Recommendations
	- Create international flight itineraries and airfares - Document and maintain records of calculations			duplication against AVI specialised units
SITTTVL010 Construct advanced international airfares	- Create complex international flight itineraries and airfares - Construct mixed class fares - Apply indirect travel limitation rules - Construct fares incorporating add-ons - Construct round the world journeys - Construct fares for open jaw journeys - Apply the pricing unit concept - Document and maintain records of calculations			Imported Unit – Check for duplication against AVI specialised units
TLIA0003 Complete and check import/export documentation	- Identify procedures required for documentation for import/export of goods - Complete documentation to meet legislative and workplace requirements - Check documentation to ensure it meets legislative requirements - Lodge documentation for processing	Nil	Evidence insufficient to determine requirement	TC to assess
TLIA0004	Analyse order to identify work	Nil	Evidence insufficient to determine requirement	TC to assess

Unit of Competency	UoC Elements	Airline Training Manual	Comment	Recommendations
Complete receipt and despatch documentation	- requirements to fill order - Follow workplace order documentation processes - Finalise documentation			
TLIA0018 Transfer cargo	- Prepare for cargo transfer - Transfer cargo - Complete cargo transfer	Nil	Evidence insufficient to determine requirement	TC to assess
TLIA0021 Participate in stocktakes	- Prepare for stocktake - Conduct stocktakes - Identify stock discrepancies - Complete documentation	Nil	Evidence insufficient to determine requirement.	TC to assess
TLIA0023 Receive goods	- Identify workplace procedures and documentation requirements for receiving goods - Check and inspect goods on arrival and complete workplace documentation - Unload, unpack and store stock	Airline G-ES Manual Handling	PC 3.1	Imported Unit – Check for duplication against AVI specialised units
TLIA0024 Replenish stock	- Participate in stock rotation activities - Interpret and fill replenishment request - Complete stock replenishment	Nil	Evidence insufficient to determine requirement	TC to assess
TLIA1001 Secure cargo	- Prepare to secure cargo/containers - Lash and unlash cargo			Imported Unit – Check for duplication against AVI specialised units

Unit of Competency	UoC Elements	Airline Training Manual	Comment	Recommendations
	- Protect cargo from weather - Pack and unpack cargo			
TLIA2014 Use product knowledge to complete work operations	- Identify products in a subsection of a warehouse or other storage area - Examine quality and report on products - Use inventory and labelling systems to identify and locate products	Nil	Evidence insufficient to determine requirement	TC to assess
TLIB0002 Carry out vehicle inspection	- Check and clean vehicle - Complete documentation	Nil	Evidence insufficient to determine requirement	TC to assess
TLIB0003 Use and maintain minor mechanical equipment	- Carry out pre-operational checks - Operate mechanical equipment - Conduct routine maintenance - Secure and store mechanical equipment			Imported Unit – Check for duplication against AVI specialised units
TLIB2001 Check and assess operational capabilities of equipment	- Inspect equipment and work area - Check equipment operational capability - Identify and assess impact of faults on work requirements - Record and report inspection and testing results			Imported Unit – Check for duplication against AVI specialised units
TLIB2008 Carry out inspection of trailers	- Check trailer - Clean trailer	Nil	Evidence insufficient to determine requirement.	TC to assess

Unit of Competency	UoC Elements	Airline Training Manual	Comment	Recommendations
	Complete documentation			
TLIB2073 Clean road tankers	- Prepare for cleaning operations - Steam clean a tanker - Clean a tanker using water and detergent - Complete cleaning operations	Nil	Evidence insufficient to determine requirement	TC to assess
TLIC1051 Operate commercial vehicle	- Operate commercial vehicle - Monitor traffic and road conditions - Monitor and maintain vehicle performance	Nil	Evidence insufficient to determine requirement	TC to assess
TLIC3003 Drive medium rigid vehicle	- Drive medium rigid vehicle - Monitor traffic and road conditions - Monitor and maintain vehicle performance	Nil	Evidence insufficient to determine requirement	TC to assess
TLIC3004 Drive heavy rigid vehicle	- Drive heavy rigid vehicle - Monitor traffic and road conditions - Monitor and maintain vehicle performance	Nil	Evidence insufficient to determine requirement	TC to assess
TLIC3005 Drive heavy combination vehicle	- Drive heavy combination vehicle - Monitor traffic and road conditions - Monitor and maintain vehicle performance	Nil	Evidence insufficient to determine requirement	TC to assess
TLIC3042 Operate coach/bus	- Operate coach/bus - Monitor and respond to traffic and road conditions	Nil	Evidence insufficient to determine requirement	TC to assess

Unit of Competency	UoC Elements	Airline Training Manual	Comment	Recommendations
	- Monitor and maintain coach/bus performance - Operate coach/bus safely - Operate coach/bus associated equipment - Provide customer service to passengers on coach/bus			
TLIC3063 Operate vehicle carrying special loads	- Carry out pre-operational checks - Drive a vehicle carrying special loads	Nil	Evidence insufficient to determine requirement	TC to assess
TLID0006 Move materials mechanically using automated equipment	- Identify task and select automated equipment - Move materials with automated equipment - Complete material move and records			Imported Unit – Check for duplication against AVI specialised units
TLID0014 Load and unload explosives/dangerous goods	- Prepare to load and unload vehicle - Load/unload vehicle - Secure and protect vehicle load - Check vehicle	Ground Operator Training Planner – Dangerous Goods	7 units covering DG – are all of these required?	Imported Unit – Check for duplication against AVI specialised units
TLID0015 Load and unload goods/cargo	- Load and unload goods/cargo - Secure, check and protect load - Complete documentation			Imported Unit – Check for duplication against AVI specialised units
TLID0016 Operate a forklift	- Check forklift condition - Drive forklift - Operate forklift to handle loads - Monitor site conditions			Imported Unit – Check for duplication against AVI specialised units

Unit of Competency	UoC Elements	Airline Training Manual	Comment	Recommendations
	- Monitor and maintain forklift performance - Perform shutdown			
TLID0021 Store and handle dangerous goods and hazardous substances	- Identify requirements for working with dangerous goods and/or hazardous substances - Confirm site incident procedures - Select handling techniques	Ground Operator Training Planner – Dangerous Goods	7 units covering DG – are all of these required?	Imported Unit – Check for duplication against AVI specialised units
		Ground Operator Training Planner – Dangerous Goods		
TLID2003 Handle dangerous goods/hazardous substances	- Identify requirements for working with dangerous goods and/or hazardous substances - Confirm site incident procedures - Select handling techniques	Airline G-ES Dangerous Goods	7 units covering DG – are all of these required?	Imported Unit – Check for duplication against AVI specialised units
		Ground Operator Training Planner – Dangerous Goods		
TLID3015 Identify and label explosives/dangerous goods	- Assess explosives/dangerous goods - Handle explosives/dangerous goods - Label explosives/dangerous goods - Complete documentation	Airline G-ES Security	Reporting to authorities – application,	Imported Unit – Check for duplication against AVI specialised units
		Ground Operator Training Planner – Dangerous Goods	7 units covering DG – are all of these required?	
TLIE0002 Process workplace documentation	- Plan documentation/data gathering - Complete documentation/data gathering			Imported Unit – Check for duplication against AVI specialised units

Unit of Competency	UoC Elements	Airline Training Manual	Comment	Recommendations
TLIE0003 Consolidate manifest documentation	- Identify required manifest documentation - Process manifest documentation			Imported Unit – Check for duplication against AVI specialised units
TLIE0004 Maintain freight records	- Record freight receipt - Record freight despatch			Imported Unit – Check for duplication against AVI specialised units
TLIE0008 Calculate mass, area and quantify dimensions	- Calculate loads for transport or storage - Calculate load limits of transport and/or storage - Organise loads			Imported Unit – Check for duplication against AVI specialised units
TLIE2007 Use communication systems	- Check communications system requirements - Communicate using communications technology - Maintain communications equipment operational status - Complete documentation	Ground Operator – two-way radios for effective comms	Covered extensively in this unit	Imported Unit – Check for duplication against AVI specialised units
TLIE3004 Prepare workplace documents	- Plan workplace document - Prepare workplace document - Complete workplace forms			Imported Unit – Check for duplication against AVI specialised units
TLIF2012 Apply safe procedures when handling/transporting dangerous goods or explosives	- Operate equipment and/or vehicle in a safe manner - Consult with relevant authorities/persons	Ground Operator Training Planner – Dangerous Goods	7 units covering DG – are all of these required?	Imported Unit – Check for duplication against AVI specialised units

Unit of Competency	UoC Elements	Airline Training Manual	Comment	Recommendations
TLIF2018 Operate firefighting equipment	- Check firefighting equipment - Use firefighting equipment			Imported Unit – Check for duplication against AVI specialised units
TLIF3091 Apply awareness of dangerous goods and hazardous materials requirements	- Apply appropriate legislation for transporting dangerous goods and hazardous substances - Separate dangerous goods and hazardous substances - Deal with incidents involving dangerous goods and hazardous substances	Ground Operator Training Planner – Dangerous Goods	7 units covering DG – are all of these required?	Imported Unit – Check for duplication against AVI specialised units
TLIG0002 Lead a work team	- Participate in work team planning - Manage and develop team performance - Participate in and facilitate work team to achieve tasks - Document and review work team tasks	Ground Operator PD Ramp – Lead	Covered extensively in this unit.	Imported Unit – Check for duplication against AVI specialised units
TLII0004 Provide assistance to customers	- Establish contact with customers - Identify customer needs - Deliver service to customers - Prepare for passengers with specific needs - Provide assistance to customers with specific needs	Airline G-ES Special Service Requests	Element 4 “disabilities” and KE x 1	Imported Unit – Check for duplication against AVI specialised units
		Ground Operator Training Planner – Wheelchair	PC 5.1	
		Ground Operator – Staff presentation	PC 1.2	

Unit of Competency	UoC Elements	Airline Training Manual	Comment	Recommendations
	Communicate regarding customers with specific needs			
TLII0005 Apply customer service skills	- Deal with customer inquiries - Monitor customer satisfaction			Imported Unit – Check for duplication against AVI specialised units
TLIJ2001 Apply quality procedures	- Apply quality concepts - Trial improvements - Implement improvements		TLIJ2001 & TLIJ3002 – both required?	Imported Unit – Check for duplication against AVI specialised units
TLIJ3002 Apply quality systems	- Work within a quality improvement system - Use quality improvement systems, tools and techniques	Airline – quality systems	TLIJ2001 & TLIJ3002 – both required?	Imported Unit – Check for duplication against AVI specialised units
TLIK0003 Perform electronic data interchange to transmit documentation	- Identify and establish document purpose and information sources - Compile data files - Transmit data - Receive documentation			Imported Unit – Check for duplication against AVI specialised units
TLIK2003 Apply keyboard skills	- Apply WHS/OHS principles - Enter data			Imported Unit – Check for duplication against AVI specialised units
TLIK2010 Use infotechnology devices in the workplace	- Identify infotechnology systems - Access and operate computer-based equipment and systems - Input, store and present files/data			Imported Unit – Check for duplication against AVI specialised units

Unit of Competency	UoC Elements	Airline Training Manual	Comment	Recommendations
	Implement workplace procedures for managing and securing data			
TLIL2008 Complete routine administrative tasks	- Receive and distribute incoming mail - Receive and despatch outgoing mail - File documents - Receive and relay written and oral messages			Imported Unit – Check for duplication against AVI specialised units
TLIL2031 Monitor and process attendance records	- Monitor attendance records - Process attendance records			Imported Unit – Check for duplication against AVI specialised units
TLIO0001 Undertake emergency response action to a security threat	- Select emergency actions to be applied - Maintain communications - Report incident	Airline GES Security	Identifying and applying emergency actions. Application “Terrorist Threats”, PC 1.2 & KE x 4 Check for duplication between AVIO0019 and AVIZ0004	Imported Unit – Check for duplication against AVI specialised units
TLIO0005 Provide revenue protection measures	- Prepare for revenue protection activities - Implement revenue protection procedures	Nil	Evidence insufficient to determine requirement	TC to assess
TLIO1002 Follow security procedures when working with passengers and personnel	- Maintain security of passengers, workplace personnel and visitors - Identify a security threat or situation - Respond to a security threat or situation - Maintain security records	Airline GES Security	Security threats – application, PC 2.1, 3.2 & 4.2, PE x 1, KE x 3	Imported Unit – Check for duplication against AVI specialised units

Unit of Competency	UoC Elements	Airline Training Manual	Comment	Recommendations
TLIP0001 Sell products and services	• Prepare for financial transactions • Promote products and services • Sell products or services • Process refunds • Reconcile financial transactions			Imported Unit – Check for duplication against AVI specialised units
TLIP0002 Advise on and construct fares for customers	• Advise on ticketing and fares • Construct fares and itineraries or tickets • Issue documents			Imported Unit – Check for duplication against AVI specialised units
TLIP2017 Maintain control of records	• Track record • Conduct a file audit • Prepare reports from records system • Prepare staff lists • Implement disaster recovery procedures	Nil	Evidence insufficient to determine requirement	TC to assess
TLIP2018 Provide information from and about records	• Identify range of records required • Gather required records • Interpret and administer access rules and procedures • Provide information in response to user requests			Imported Unit – Check for duplication against AVI specialised units
TLIP2024 Conduct financial transactions	• Operate point-of-sale equipment • Transact sale • Clear register • Maintain sales documents	Airline GES Security	KE x 1 only	Imported Unit – Check for duplication against AVI specialised units

Unit of Competency	UoC Elements	Airline Training Manual	Comment	Recommendations
TLIP2029 Prepare and process financial documents	- Record and balance petty cash transactions - Balance all transactions - Rectify discrepancies as directed - Prepare invoices for debtors	Nil	Evidence insufficient to determine requirement	TC to assess
TLIU1009 Monitor plant and equipment in an environmentally sustainable manner	- Minimise pollution effects during operations - Minimise pollution effects when monitoring plant and equipment - Transport/handle environmentally hazardous materials safely	Nil	Evidence insufficient to determine requirement	TC to assess

APPENDIX C | AVI GROUND OPERATIONS – CURRENT TRAINING PRODUCTS

Existing Codes and Names	
Qualification (3):	
AVI20119	Certificate II in Aviation (Flight Operations-Cargo Services)
AVI20219	Certificate II in Aviation (Ground Operations and Service)
AVI30319	Certificate III in Aviation (Ground Operations and Service)
Skill Sets (11):	
AVISS00036	Aviation Operator Skill Set
AVISS00053	Aerodrome Reporting Officer Skill Set
AVISS00055	Aerodrome Works Safety Officer working on Time Limited Works Skill Set
AVISS00056	Maintain Security Awareness and Vigilance in the Aviation Workplace Skill Set
AVISS00057	Remotely Piloted Aircraft Systems Observer Skill Set
AVISS00074	Aeronautical Radio Operator Skill Set
AVISS00080	Remotely Piloted Aircraft Operations in Excluded Category Sub-2 kg Skill Set
AVISS00086	Aircraft Underwater Escape Skill Set
AVISS00087	Emergency Breathing System Skill Set
AVISS00088	Helicopter Down the Wire Skill Set
AVISS00089	Aeromedical Operator Skill Set
Units of Competency (38):	
AVIC0001	Drive on the airside
AVID0004	Conduct baggage handling operations
AVID0005	Accept dangerous goods for air transport
AVID0006	Prepare freight for flight
AVID0007	Conduct aviation freight weighing operations
AVID0009	Load and secure aviation freight and baggage
AVIE0003	Operate aeronautical radio
AVIE0004	Conduct radio procedures in an aviation operational environment
AVIF0020	Manage human factors and situation awareness in an aviation operational environment
AVIF0023	Apply aircraft safety procedures
AVIF0034	Apply aviation work health and safety procedures

Existing Codes and Names	
AVIF0036	Implement regulations and policies during aviation safety and service operations
AVIF0037	Monitor the transfer of hazardous materials
AVIF0040	Employ fatigue risk management practices in an aviation workplace
AVIF0044	Marshal aircraft
AVIF2007	Implement regulations and policies during check-in procedures
AVIF2019	Work in aircraft confined spaces
AVIG0003	Work effectively in the aviation industry
AVII0003	Advise on major services and attractions at aviation destinations
AVII0004	Provide quality customer service
AVII0009	Check in aircraft passengers
AVII0010	Provide assistance to transit and arriving passengers
AVIJ0001	Contribute to the achievement of on-time performance standards
AVIL0003	Manage a check-in queue
AVIL0004	Complete aircraft dispatch duties
AVIL0005	Plan an aircraft load
AVIO0017	Manage disruptive behaviour and unlawful interference with aviation
AVIO0019	Apply and monitor aviation workplace security procedures
AVIP2001	Capture records into a records keeping system
AVIW0011	Operate baggage tug
AVIW0012	Operate aircraft refuelling nozzle
AVIW0017	Operate aircraft embarkation and disembarkation equipment
AVIW0018	Operate ramp equipment
AVIW0020	Refuel aircraft
AVIW0022	Coordinate aircraft movements and storage
AVIY0028	Operate remotely piloted aircraft in excluded category sub-2 kg operations
AVIZ0003	Maintain basic situational awareness in an aviation workplace
AVIZ0004	Maintain security awareness and vigilance in an aviation workplace

Out of Scope Training Products (9):	
AVI10119	Certificate I in Aviation (Foundation Skills)
AVI30119	Certificate III in Aviation (Aerodrome Operations)
AVI30219	Certificate III in Aviation (Cabin Crew)
AVI30419	Certificate III in Aviation (Remote Pilot)
AVI30525	Certificate III in Airborne Operations
AVI40122	Certificate IV in Aviation (Supervision)
AVI40225	Certificate IV in Airborne Operations
AVI50222	Diploma of Aviation (Commercial Pilot Licence – Aeroplane)
AVI50322	Diploma of Aviation (Commercial Pilot Licence – Helicopter)

The following units in the qualification cannot be updated unless this is done via a major update as these units are classified as core:

Where a core unit or a unit within a specialisation group is recoded, updates will not be applied in isolation. Instead, changes will only occur as part of a full qualification review in accordance with the Training Package Organising Framework (TPOF).

- AVI10119 Certificate I in Aviation (Foundation Skills) – AVIF0023, AVIF0034, AVIG0003
- AVI30119 Certificate III in Aviation (Aerodrome Operations) – AVIC0001, AVIE0004, AVIF0034
- AVI30219 Certificate III in Aviation (Cabin Crew) – AVIF0023, AVIF0034, AVIG0003, AVIO0017, AVIO0019, AVIZ0004
- AVI30525 Certificate III in Airborne Operations – AVIF0040, AVIZ0003
- AVI40122 Certificate IV in Aviation (Supervision) – AVIZ0003
- AVI40422 Certificate IV in Aviation (Remote Pilot-Beyond Visual Line of Sight) - AVIE0004
- AVI50119 Diploma of Aviation (Aviation Management) – AVIO0017
- AVI50222 Diploma of Aviation (Commercial Pilot Licence – Aeroplane) – AVIF0023, AVIO0017
- AVI50322 Diploma of Aviation (Commercial Pilot Licence – Helicopter) – AVIF0023, AVIO0017
- AVI59922 Diploma of Aviation (Chief Remote Pilot) – AVIF0020

APPENDIX D | GLOSSARY OF TERMS

AHA	Airport Handling Manual
AI	Artificial Intelligence
AR	Augmented Reality
CASR	Civil Aviation Safety Regulations
DG	Dangerous Goods
TPOF	Training Package Organising Framework
GSP	Ground Service Provider
IATA	International Air Transport Association
IGOM	IATA Ground Operations Manual
JSC	Jobs and Skills Council
RFID	Radio Frequency Identification
RTO	Register Training Organisation
SWPC	Strategic Workforce Planning Committee
TC	Technical Committee
VET	Vocational Education and Training
VR	Virtual Reality