



**Annex A – SATS Ltd CTC Grant projects for Passenger Services, in collaboration with NTUC and SATS Workers’ Union (SATSWU)**

**Overview of key SATS Passenger Services Job Redesign Project**

Following comprehensive qualitative research involving interviews, focus groups with management, union leaders and worker representatives, as well as job shadowing and research, various initiatives are prioritised for the following pilot projects.

No.	CTC Grant initiative	Description				
1	Redesign of Customer Service Agent (CSA) role	<p>Formalisation of a new CSA+ role, supported by trainings, governance and compensation model. This is to enhance career progression opportunities for CSAs and ease their progression to subsequent job level.</p> <p>In the redesigned job scope, CSA+ will be tasked to take on a supervisory and leadership role, oversee boarding control for smaller flights, coordinate with other stakeholders to verify travel document matters and for complex passenger cases, coordination of special passenger cases and to facilitate timely departure of flights.</p> <table border="1" data-bbox="496 1014 1385 2036"> <thead> <tr> <th data-bbox="496 1014 938 1055">Current CSA Job Scope</th> <th data-bbox="943 1014 1385 1055">Redesigned CSA+ Job Scope</th> </tr> </thead> <tbody> <tr> <td data-bbox="496 1055 938 2036"> <ul style="list-style-type: none"> <li>• Prepare logistics, such as boarding passes, baggage tags and documents for check-in.</li> <li>• Verify travel documents for check-in, assist passengers with flight boarding and arrival.</li> <li>• Communicate travel requirements on prohibited goods.</li> <li>• Perform baggage acceptance process.</li> <li>• Attend to passengers at Passenger Special Services Lounge.</li> <li>• Perform reconciliation duties for passengers with reduced mobility.</li> <li>• Provide meet-and-assist services for commercials important passengers and passengers requiring special assistance.</li> <li>• Perform marshalling duties for ambulifts at aircraft side.</li> </ul> </td> <td data-bbox="943 1055 1385 2036"> <ul style="list-style-type: none"> <li>• Supervise subordinates including CSAs, part-timers, flexi-staff and contract staff.</li> <li>• Liaise with outstations or immigration to verify travel document matters.</li> <li>• Oversee boarding control for smaller flights.</li> <li>• Assist Customer Service Officers in some deployment duties.</li> <li>• Coordinate with other business units and stakeholders on passengers identified inadmissible and not to land deportee passengers.</li> <li>• Facilitate timely departure and coordination of medical cases and unaccompanied minors.</li> <li>• Prepare and submit documents such as operational forms, flight documents, passenger handling reports.</li> <li>• Resolve some anomalous situations or challenging passenger requests.</li> </ul> </td> </tr> </tbody> </table>	Current CSA Job Scope	Redesigned CSA+ Job Scope	<ul style="list-style-type: none"> <li>• Prepare logistics, such as boarding passes, baggage tags and documents for check-in.</li> <li>• Verify travel documents for check-in, assist passengers with flight boarding and arrival.</li> <li>• Communicate travel requirements on prohibited goods.</li> <li>• Perform baggage acceptance process.</li> <li>• Attend to passengers at Passenger Special Services Lounge.</li> <li>• Perform reconciliation duties for passengers with reduced mobility.</li> <li>• Provide meet-and-assist services for commercials important passengers and passengers requiring special assistance.</li> <li>• Perform marshalling duties for ambulifts at aircraft side.</li> </ul>	<ul style="list-style-type: none"> <li>• Supervise subordinates including CSAs, part-timers, flexi-staff and contract staff.</li> <li>• Liaise with outstations or immigration to verify travel document matters.</li> <li>• Oversee boarding control for smaller flights.</li> <li>• Assist Customer Service Officers in some deployment duties.</li> <li>• Coordinate with other business units and stakeholders on passengers identified inadmissible and not to land deportee passengers.</li> <li>• Facilitate timely departure and coordination of medical cases and unaccompanied minors.</li> <li>• Prepare and submit documents such as operational forms, flight documents, passenger handling reports.</li> <li>• Resolve some anomalous situations or challenging passenger requests.</li> </ul>
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2	Shared Resourcing Model	The shared resourcing model encourages CSAs to be trained and deployed to handle multiple airlines within the same terminal. This model will enable more flexible deployment of CSAs, alleviate manpower shortages and reduce their travel time between terminals. Overall, enhancing employee value proposition.
3	Mobility Asset Deployment and Management	By leveraging asset tracking and localisation system, which uses a wireless sensor network to track mobility devices such as wheelchairs based on proximity. The data will be accessible through a mobile application. This enables staff at passenger service to eliminate the use of physical job cards and have full visibility of its assets in real-time.
4	Forward Rotating Shift Schedule	This includes experimenting shift patterns to incorporate more sustainable shift work practices, balancing operational needs and employee well-being. For example, implementing flexible working arrangement with fixed start time and flexible end time, as well as exploring sustainable shift patterns and rostering practices.
5	Work Phone Issuance and Employee App	To provide CSAs with easier access to information and communication by issuing a work phone while on duty. The phone will be integrated with an enhanced employee app, which offers a one-stop platform for administrative employee self-service items, and real-time operational updates.