

Airport Manager

Norman B. Saunders International Airport

Job Description

Reporting To:	Executive Director, Airport Operations
Division:	Airport Operations
Grade Level:	9
Remuneration:	In the region of \$75 – \$80K per annum plus first-term completion bonus, housing, and transportation.
Special Requirements:	

<p>Employment Type:</p> <input type="checkbox"/> Continuous Employment <input checked="" type="checkbox"/> Fixed Term Contract <input type="checkbox"/> Independent Contractor <input type="checkbox"/> Consultant <input type="checkbox"/> Intern	<p>Hours:</p> <input checked="" type="checkbox"/> Full-Time <input type="checkbox"/> Part-Time <input type="checkbox"/> Part-Time Shift <input type="checkbox"/> Casual/Flexible	<p>Location:</p> <input type="checkbox"/> All Island <input type="checkbox"/> Providenciales <input type="checkbox"/> Grand Turk <input type="checkbox"/> Salt Cay <input type="checkbox"/> North and Middle Caicos <input checked="" type="checkbox"/> South Caicos
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About the Turks and Caicos Islands Airports Authority

The Turks and Caicos Islands Airports Authority (“TCIAA” or “Authority”), established under the Airports Authority Act, is the statutory body responsible for the construction, control, management, and operation of the six airports serving the Turks and Caicos Islands, and for the provision of air navigation services within the territory’s low-level airspace. The Authority sits at the centre of the most consequential period of infrastructure and operational transformation in its history.

Over the period ahead, the Authority is leading a portfolio of major capital and commercial initiatives that will reshape every airport in the system. The redevelopment of Howard Hamilton International Airport is being delivered under a self-managed, phased model. Clifford Gardiner Airport on North Caicos is undergoing comprehensive development, including a new terminal and runway rehabilitation. JAGS McCartney International Airport on Grand Turk is being renovated and repositioned as a Sister Island international gateway. And the recently opened Norman B. Saunders International Airport on South Caicos requires

the completion of its outstanding works and the establishment of its operational and commercial proposition at the standard a modern international airport demands.

Across this transformation, the Authority's mission — to deliver world-class airport facilities and operations through high standards in safety, security, quality, efficiency, innovation, and customer service — will be tested on the ground, airport by airport. The Authority is also actively pursuing the introduction of ASQ standards and formal customer experience and quality disciplines at each airport. Norman B. Saunders International Airport is one of the first proving grounds for this agenda.

About Norman B. Saunders International Airport

Norman B. Saunders International Airport ("NBSIA") on South Caicos is the Authority's newest international gateway. A new passenger terminal was commissioned in June 2024, however the airport site remains incomplete: substantive external works, ancillary infrastructure, and the broader operational and commercial build-out have not been delivered to the standard the asset deserves. Completion of those works is being coordinated by the Authority's central projects team; the responsibility of the Airport Manager is to drive that completion from the ground, push the central projects team and its contractors for delivery, refuse to accept drift, and bring the site to a finished state ready to operate at international airport standards.

Equally important, the airport must transition from being merely new to being well run. The Authority is looking for substantive operational excellence at NBSIA a clean, efficient, safe, commercially active facility delivering a high standard of customer service, on a Sister Island, every single day. The Authority is realistic that this is a small airport in a remote location; it is, however, an international airport bearing the country's name, and the standard expected is correspondingly high.

About the role

The Airport Manager, Norman B. Saunders International Airport, is the on-site senior leader of the airport. The role is responsible for the safety, security, operational performance, customer experience, commercial activation, and overall standing of the airport. It is a transformation role in two respects first, in driving the airport from incomplete to finished; and second, in shifting the airport's operating posture from passive (new but underused, partially operational, undermanaged) to actively run at world-class standards.

This is not a caretaker post and not a learning post. The Authority is looking for an experienced, proactive, results-oriented manager who is comfortable owning an airport in its entirety — facility, people, partners, passengers, and commercial proposition — and who operates with the judgement, initiative, and discipline to do so largely independently. The successful candidate will need to act decisively without waiting for prompts from headquarters, while reporting clearly and frequently into the Executive Director of Airport

Operations. The Authority is investing in this role because the standard of leadership at the airport is a primary determinant of whether NBSIA becomes a credit to the country or a missed opportunity.

Core Responsibilities and Key Deliverables

The Airport Manager's responsibilities are organised across four pillars, supported by standing responsibilities for leadership, stakeholder engagement, financial management, and data-driven reporting.

Pillar One: Airport Operational Excellence and Customer Experience

- Take full operational ownership of Norman B. Saunders International Airport. Run the airport day-to-day to a high standard of safety, efficiency, cleanliness, presentation, and customer experience commensurate with the Authority's ambition for a world-class network.
- Maintain a high-visibility, "boots-on-the-ground" presence across the terminal, ramp, and landside, with the discipline to identify bottlenecks and service failures in real time and the authority to intervene and resolve them on the spot.
- Establish and embed customer experience as a quality discipline at the airport with measurable service standards, customer feedback mechanisms, journey-level interventions, and accountability for outcomes. Lead the airport's preparation for and participation in globally recognised quality service programmes, and lead the airport's pursuit of other relevant accreditations (e.g. ACI Airport Customer Experience Accreditation, Public Health & Safety Readiness, and Accessibility Enhancement Accreditation) as the Authority's programme requires.
- Manage the end-to-end passenger journey at the airport, ensuring ground handlers, security providers, immigration, customs, airlines, and Authority staff operate as a coordinated team that minimises delay and protects the passenger experience. Hold third parties accountable to Authority standards through structured performance reviews and enforcement of Service Level Agreements.
- Set the standard for the physical condition and presentation of the airport cleanliness, signage, wayfinding, lighting, washrooms, public areas, ramp tidiness, landscaping and refuse to allow that standard to slip. Care for the asset, and require those around the airport to care for it as well.
- Care actively for the people at the airport Authority staff, third-party workers, airline crews, and passengers. A well-run airport is one in which the people in and around it are looked after; the Airport Manager is expected to set that tone.

Pillar Two: Driving Completion of the Airport Build-Out

- Act as the on-site institutional driver of the completion of the Norman B. Saunders International Airport build-out. The central projects team carries the project management responsibility; the Airport Manager carries the responsibility of pushing that team visibly, persistently, and on a documented basis to deliver.
- Identify, catalogue, and relentlessly pursue the rectification of all outstanding works, snag list items, and quality defects across the terminal, airfield, ancillary buildings, utilities, and site escalating without hesitation where progress stalls.
- Engage proactively with the central projects team, third-party contractors, engineering teams, and Authority headquarters to ensure that scheduled works progress on plan and that completion deadlines are met. Do not accept drift; drive solutions; document the position; escalate decisively where required.
- Lead the development and implementation of Operational Readiness, Activation and Transfer (ORAT) processes for each project phase, ensuring new systems, equipment, and processes are fully functional and that airport staff are trained, confident, and accountable for using them. Sign off on operational readiness only when the standard is genuinely met.
- Maintain a structured project-completion tracker for the airport visible, current, and shared with the Executive Director of Airport Operations and the central projects team that captures outstanding works, owners, target dates, and status, and that surfaces slippage early.

Pillar Three: Commercial Development and Revenue Activation

- Treat Norman B. Saunders International Airport as a commercial proposition, not only an operational facility. Work in close partnership with the Executive Director of Commercial, Product, and Digital Innovation to design, introduce, and grow a commercial programme appropriate to the airport's scale, character, and traffic profile.
- Actively identify and propose new revenue opportunities at the airport retail, food and beverage, advertising, ground transportation, lounges, parking, real estate, experiential offerings, services to airlines and tenants, and other non-aeronautical streams. The Authority expects an entrepreneurially-minded manager with the imagination and commercial sense to surface ideas, not one who waits to be handed a commercial plan.
- Support the Executive Director of Commercial, Product, and Digital Innovation in the negotiation, on-boarding, and performance management of concessionaires and commercial partners at the airport, and act as the senior on-site relationship owner for those partners on a day-to-day basis.

- Champion the customer-and-commercial perspective in operational decisions ensuring that the layout, signage, dwell-time design, service levels, and tenant mix at the airport are continuously optimised for both customer experience and commercial outcomes.
- Be a credible commercial gatekeeper at the airport: protect Authority revenue, enforce concession terms, scrutinise tenant performance, and surface commercial issues to headquarters early.

Pillar Four: Safety, Security, and Regulatory Compliance – Gatekeeper Standard

- Act as the Authority’s compliance gatekeeper at Norman B. Saunders International Airport. Ensure absolute compliance with the requirements of the Turks and Caicos Civil Aviation Authority, ASSI/OTARs, ICAO, and all other applicable safety, security, and regulatory frameworks.
- Lead the operation of the airport’s Safety Management System as a living, daily discipline actively used by staff, embedded in operating routines, and treated as a working tool rather than a documentary obligation.
- Coordinate with the Director of Safety and Emergency Response Services and the Quality Assurance Manager on emergency planning, drills, exercises, and incident response, ensuring that the airport is genuinely ready for any contingency from medical emergencies to aircraft incidents and that lessons from drills and incidents are captured and acted on.
- Prepare the airport for regulatory audits as a matter of standing posture rather than as a periodic event. Self-audit. Identify and close non-compliance issues before regulators or auditors do.
- Maintain a clear and disciplined approach to security at the airport, working closely with the security provider, immigration, customs, and the airlines to ensure that the airport meets and exceeds the security standards required of an international airport.

Standing Responsibilities

Leadership and Team Development

- Lead the team at Norman B. Saunders International Airport with charisma, clarity, and accountability. Set high expectations, model them personally, coach those who can be developed, and address performance issues directly and fairly.
- Build a culture of ownership, pride, professionalism, and service at the airport across Authority staff, third-party providers, and tenants. Recognise excellence; correct slippage; tolerate neither indifference nor inefficiency.
- Identify training, development, and succession needs for airport staff, and work with Human Resources and the Executive Director of Airport Operations to address them.

Stakeholder Engagement

- Be the institutional face of the Authority on South Caicos. Build and maintain strong working relationships with airlines, ground handlers, government counterparts present at the airport (immigration, customs, CAA, security), tourism partners, and the local community.
- Coordinate closely with the Authority's headquarters functions — Airport Operations, Commercial, Product and Digital Innovation, Safety and Emergency Response Services, Finance, Human Resources, and Corporate Affairs — ensuring that the airport is well-integrated into the broader institution, and that the Executive Team is well-informed about what is happening on the ground.
- Represent the Authority at relevant local and industry forums concerning the airport, in coordination with the Executive Director of Airport Operations and the Director of Corporate Affairs, Communications and Public Engagement.

Financial Management

- Develop and manage the airport's annual operating budget, ensuring disciplined financial management, value-for-money in all expenditure, and clear tracking against plan.
- Identify cost-saving and efficiency opportunities at the airport without compromising safety, security, service standards, or the long-term care of the asset.
- Work closely with the Executive Director of Finance, Procurement and Quality Assurance on financial planning, procurement, and reporting for the airport.

Data-Driven Reporting

- Establish and operate a disciplined reporting cadence to the Executive Director of Airport Operations and, through that channel, to the CEO and Executive Team. The Authority expects reports that are factual, timely, candid, and useful not exercises in narrative.
- Develop and maintain the airport's core operational and commercial data passenger traffic, aircraft movements, on-time performance, service incidents, safety reports, security events, concession revenue, customer satisfaction indicators, project-completion status and use that data actively to manage the airport.
- Bring bad news early and good news regularly. Surface issues before they become crises. Report against agreed Key Performance Indicators on the cadence set by the Executive Director of Airport Operations.

Note: This role requires working outside normal office hours as airport operations and the demands of the role require. The Authority operates a multi-airport portfolio, and the postholder must be willing to be redeployed to an equivalent role at another airport in the Turks and Caicos Islands at the Authority's sole discretion, should operational circumstances require it.

Competencies

- **Ownership and initiative.** The disposition to treat the airport as one's own facility, people, performance, problems and to act on what one sees rather than wait for direction. Comfortable operating with limited day-to-day supervision and bringing solutions, not problems, to headquarters.
- **Operational excellence and pace.** A genuine intolerance for drift, delay, mediocrity, and unfinished work. The energy and discipline to push projects and people to completion. The capacity to switch between strategic posture and immediate, hands-on problem-solving as the moment requires.
- **Commercial sense.** Practical commercial acumen the ability to spot revenue opportunities, evaluate them sensibly, work with the commercial leadership of the Authority to take them forward, and protect Authority revenue at the airport on a day-to-day basis.
- **Safety and compliance instinct.** A gatekeeper's mindset on safety, security, and regulatory compliance a standing posture of vigilance rather than reactive compliance. Comfortable holding others (including airlines and third-party providers) to standard.
- **Customer focus.** Genuine instinct for the experience of the passenger, the tenant, the airline crew, and the staff member. Willingness to hold the airport to a high standard of experience even where it is operationally inconvenient.
- **Charisma and leadership presence.** Personal credibility and presence appropriate to setting the tone for a national gateway airport. The ability to build a team, motivate it, and represent the Authority externally with confidence.
- **Data and reporting discipline.** Comfort with numbers, dashboards, and structured reporting. The judgement to know what to measure, what to report, and what to escalate.
- **Resilience and resourcefulness.** Capacity to lead in a Sister Island setting with limited local resources; to solve complex problems creatively before escalating; and to operate effectively in a Caribbean small-island context.
- **Communications craft.** Strong written and verbal communication capable of delivering concise, accurate, and useful reports to headquarters; clear instructions to staff and partners; and credible representation of the airport externally.

Education Requirements

- A Bachelor's degree in Aviation/Airport Management, Business Administration, Engineering, or a related discipline from a recognised institution is required.
- A Master's degree in a relevant discipline (Aviation Management, Business Administration, Operations Management, Tourism and Hospitality Management) is desirable.
- A Project Management certification (PMP, PRINCE2, or equivalent) is a distinct asset given the role's responsibility for driving the completion of the airport build-out.
- Additional certifications relevant to airport operations, safety management, customer experience, or commercial management will strengthen an application.

Experience Requirements

- Minimum eight (8) years of progressive experience in airport operations, aviation operations, or comparable complex facility operations management within a customer service facing/hospitality focused environment, with at least three (3) years in a direct senior leadership or station-leadership capacity.
- Demonstrable track record of leading the operation of an airport or comparable facility through a period of transition commissioning, expansion, construction, restructuring, or major operational change. Evidence of having taken a facility from incomplete or underperforming to fully operational, well-run, and credibly transformed.
- Demonstrable experience driving the completion of capital works on the ground working with project teams and contractors, holding them to plan, managing snag lists and operational readiness, and refusing to accept drift.
- Experience operating an airport or comparable facility independently of a fully resourced headquarters with the judgement, discipline, and resourcefulness to solve problems locally rather than escalate routinely.
- Working familiarity with the commercial dimensions of airport operations concessions, tenant relationships, non-aeronautical revenue, and the partnership between airport-level management and a central commercial function sufficient to be a credible partner to the Executive Director of Commercial, Product, and Digital Innovation.
- Substantive experience managing third-party providers, including ground handlers, security providers, concessionaires, and contractors, against Service Level Agreements and performance standards.
- Strong working knowledge of international civil aviation regulatory frameworks (ICAO Annexes). Working knowledge of Safety Management Systems is required.

- Experience operating in a small jurisdiction, a tourism-dependent economy, or a Caribbean / Sister Island environment is a significant asset, given the operating context.
- Demonstrable experience producing and operating against data-led management reporting (operational KPIs, financial performance, customer experience indicators, project status reporting).

Terms of Appointment and Benefits

- **Contract.** Three-year fixed-term appointment, with the option of renewal subject to demonstrated satisfactory performance. Renewal is not automatic and will be considered at the Authority's discretion against a structured performance review.
- **Completion bonus.** A completion bonus is payable at the successful conclusion of the initial three-year term, tied to the delivery of the transformation outcomes agreed with the CEO at the commencement of the appointment. Quantum will be discussed with shortlisted candidates.
- **Accommodation.** An accommodation or housing allowance may be provided for overseas hires or as agreed with the Authority.
- **Transportation.** A vehicle suitable to the demands of the role and the operating environment on South Caicos will be provided for the duration of the appointment or alternatively transportation allowance as agreed.
- Competitive base salary commensurate with the seniority and scope of the role.
- Relocation support for overseas hires if appropriate.
- Mobile phone and plan.
- Private medical insurance, including life insurance (shared cost).
- Employee Savings Programme.
- TCIG Pension Scheme.
- Training, certification, and professional development opportunities as agreed with the CEO.

Package specifics including the quantum of the base salary, the completion bonus, the relocation support, and the accommodation and transportation arrangements will be discussed with shortlisted candidates as part of the offer-stage conversation.

The Turks and Caicos Islands Airports Authority (TCIAA) is committed to diversity, equity, inclusion, and accessibility in the workplace. Diversity is ingrained in who we are and how we do business. We therefore welcome applicants regardless of ethnicity, gender, ability/disability, religion, and sexuality.

Reviewed by:	Title:
Approved by:	Title:
Date Posted:	
Date Hired:	