

Provision of Managed FSA Services at ACSA Cluster 1 for a duration of five years

Scope of Work

Tel +27 11 723 1400 Fax +27 11 453 9354
Western Precinct, Aviation Park, O.R. Tambo International Airport, 1 Jones Road, Kempton Park, Gauteng, South Africa, 1632
P O Box 75480, Gardenview, Gauteng, South Africa, 2047
www.airports.co.za

Airports Company South Africa SOC Ltd Reg No 1993/004149/30 VAT no 4930138393 Board of Directors: F Zikalala Mvelase (Interim Chairperson), Dr K Badimo, D Hlatshwayo, A Khumalo, G Mancotywa, L Mbotya (Chief Financial Officer), M Mpofu (Chief Executive Officer), Y Pillay, S Sambo, N Siyotula, F Sefara (Company Secretary)

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SECTION A

1. Introduction

1.1. Background

1.1.1. Airports Company South Africa SOC Ltd (ACSA) hereby invites submissions for the provision of Managed Field Service Agent (FSA) Services, focused on delivering IT field support services for internal and external stakeholders across its national network, which compliments the IT Service Desk.

Bidders are invited to submit proposals for the following clusters, each representing a distinct group of airport sites:

- Cluster 1: OR Tambo International Airport, Bram Fischer International Airport, Aviation Park, Aviation Park International Indaba Conference Centre, please refer to Table 30 and Table 31 for more information.

Each cluster will be evaluated and awarded independently. Bidders must clearly indicate in their submission which cluster(s) they are bidding for. Refer to Section A, must be read together with Section B.

1.1.2. The primary responsibilities of the current IT Service Desk include Incidents Management, Problem Management, Change and Release Management, End-user Support, IT Event Management and Monitoring, Request Fulfilment, Field Services, IT Asset and Configuration Management, Communication Management, Knowledge Base Management, Remote and physical assistance, End-User Training and Education, Communication Management, Service Level Agreement (SLA) and Service Level Management (SLM). These processes are efficiently managed through an IT Service Management (ITSM) tool and an Enterprise monitoring tool.

1.1.3. The current Service Desk provides comprehensive support, encompassing both remote assistance and on-site support for end-users and peripheral devices. Physical support is available at all ACSA sites referenced in Table 1. Should ACSA acquire other sites within the cluster, the appointed Service Provider must make provision to scale up and provide support to these sites. All other services are usually based on a centralised model as and when required.

1.1.4. ACSA IT is currently governed by various standards, best practices and frameworks. The ITIL Service Management Framework is used to manage the IT environment. These include capturing specific IT incidents, events, problems, configuration items, changes, releases, access management and requests fulfilment.

1.2. Purpose

- 1.2.1. The purpose of this request for proposal (RFP) is to identify and a Service Providers for Managed FSA Services, focused on delivering IT field support services at ACSA Cluster 1. The appointed Service Provider will be responsible for the following:
- 1.2.1.1. Improving IT customer service to internal and external End-Users by providing world-class IT and related support through effective management, communication, technical capabilities and customer support within an agreed-upon SLA.
 - 1.2.1.2. Ensuring IT services are consistently available and enhancing operational efficiency.
 - 1.2.1.3. Improving desktop and End-User Service Level Requirements (SLRs).
 - 1.2.1.4. Enhance response and resolution times for support requests, and regularly update SLRs based on feedback and the procedure to improve user satisfaction and service efficiency.
 - 1.2.1.5. Ensure that all service requests and incidents are updated timeously on the IT Service Management tool and also against the procedure requirements.
 - 1.2.1.6. Respond to queries, directives and requests from the central IT Service Desk and provide the necessary update.
 - 1.2.1.7. Improving End-User productivity. Optimise IT support and training, reduce downtime, and implement self-service options to minimise disruptions and enable users to perform tasks more efficiently.
 - 1.2.1.8. Improving total cost of ownership management. Manage IT costs effectively by controlling expenses related to support, optimising resource use, and identifying cost-saving opportunities.
 - 1.2.1.9. Supporting business initiatives. Align IT services with strategic goals by providing tailored support, and ensuring resources facilitate successful execution of business projects and growth.
 - 1.2.1.10. Improving the overall SLA for ACSA IT by actively managing and driving ticket resolution of third party SP, contracted to ACSA. The FSC will be held accountable from ticket initiation through to final resolution.

1.3. Overview

ACSA IT operates under established standards, best practices, and the ITIL Service Management Framework, which guides the IT Digital Infrastructure and Operations Department in managing Incidents, Problems, Change, End-user Support, IT Event Management and Monitoring, Request Fulfilment, Field Services, IT Asset and Configuration Management, Communication Management, Knowledge Base Management, Remote and physical assistance, End-User Training and Education, Communication Management, SLA and SLM. These processes are supported by a centralised ITSM tool, where tickets are logged, managed, and resolved. Despite its effective use of the Information Technology Infrastructure Library (ITIL) framework, ACSA IT remains fragmented, with resources spread across different teams. The IT Digital Infrastructure and Operations department plays a critical role in coordinating these efforts, ensuring efficient service delivery across the organisation.

1.3.1. IT support and operations include, but are not limited to the Service Provider providing the following functions for all IT services:

- 1.3.1.1. Act as the first point of contact for escalated issues from the IT Service Desk that cannot be resolved remotely.
- 1.3.1.2. Respond to and resolve incidents that require physical intervention (e.g., hardware failures, printer issues, network cabling, peripherals).
- 1.3.1.3. Provide ownership and management of all Incidents and Service Requests, including logging, tracking, resolution and reporting in the ITSM System.
- 1.3.1.4. Provide request fulfilment for Service Requests as per the procedures as documented in the Standards and Operations Procedures Manuals.
- 1.3.1.5. Provide Services to support the implementation of approved changes, such as hardware replacements or office relocations, as and when required.
- 1.3.1.6. Provide communication with all relevant stakeholders during Incident response, informing of progress and advising on workarounds.
- 1.3.1.7. Support Service Request fulfilment and Incident management for all ACSA End User devices, including desktop, laptop, tablets and other form factors.
- 1.3.1.8. Work closely with the IT Service Desk, Problem Management, and Change Management teams to ensure seamless service delivery.
- 1.3.1.9. Assist with inventory checks, asset tagging, and lifecycle management of IT equipment.
- 1.3.1.10. Induce innovation and technology advancement into the Service delivery with agreed automation and machine learning capabilities to achieve the desired Service performance targets and KPIs.
- 1.3.1.11. Provide custom support service to VIPs at ACSA.

- 1.3.1.12. Provide Managed FSA Services for the specified ACSA Cluster facilities as identified in this Statement of Work.

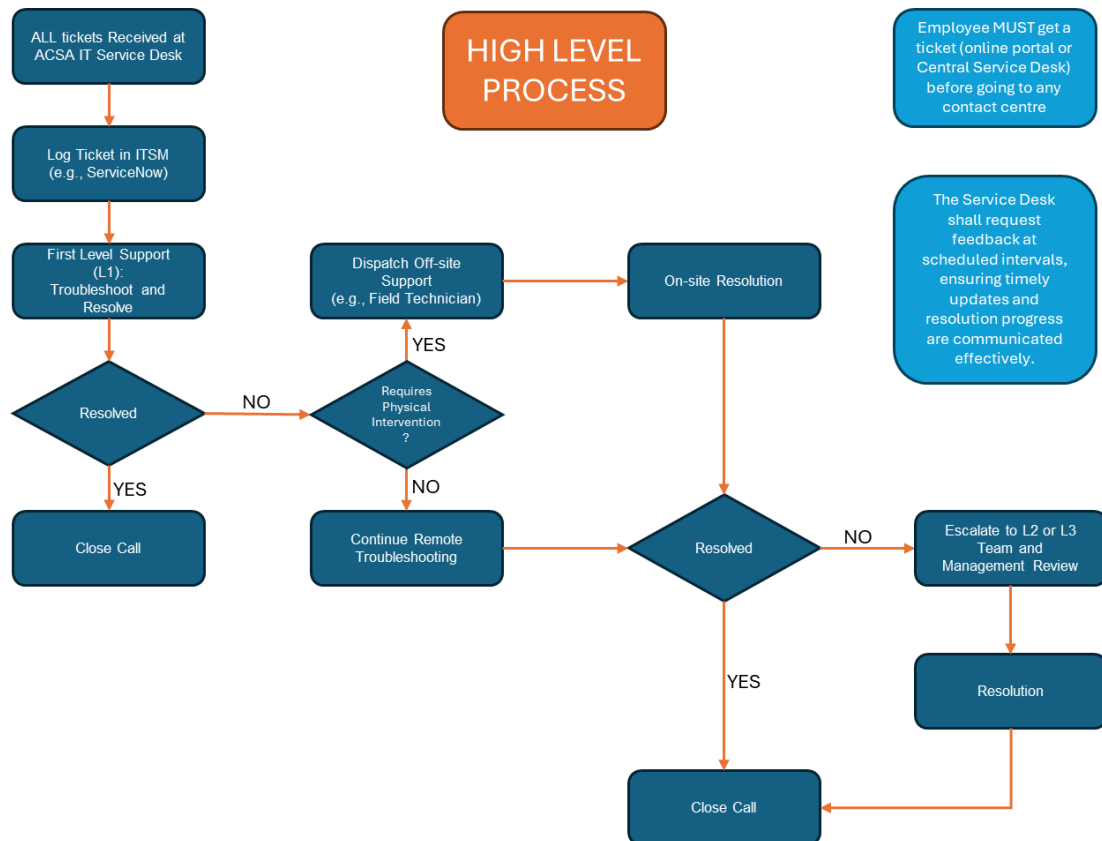
1.4. Overall Objectives

- 1.4.1. To appoint a Service Providers for Managed FSA Services, focused on delivering IT field support services at ACSA Cluster 1, specifically the Field Services component across ACSA Cluster Sites, refer to Table 1. This includes providing and managing dedicated Field Service Agent (FSA) staff for:
- 1.4.1.1. Responding to and resolving incidents requiring physical intervention.
 - 1.4.1.2. Providing ownership and management of Incidents and Service Requests that requires on-site support, including logging, tracking, resolution, and reporting in the ITSM tool.
 - 1.4.1.3. Providing request fulfilment for Service Requests requiring physical delivery or setup (e.g., hardware installations, office relocations, etc.).
 - 1.4.1.4. Supporting the implementation of approved changes that require physical presence (e.g., hardware replacements, etc.).
 - 1.4.1.5. Provide IT Asset and Configuration Management tasks that involve physical handling (e.g., asset, verification and inventory checks, asset tagging, lifecycle management of IT equipment).
 - 1.4.1.6. Providing physical and remote assistance (where physical presence is the primary driver for the ticket).
 - 1.4.1.7. Conducting End-User Training and Education that requires physical, hands-on demonstration or support.
 - 1.4.1.8. Ensuring effective Communication Management during physical interventions.
 - 1.4.1.9. Adhering to the SLA and SLM for field-related activities.
- 1.4.2. To ensure effective utilisation of the Enterprise ITSM and Enterprise Monitoring tool for all Field Service related activities, including ticket logging, tracking, resolution, and reporting.
- 1.4.3. The following are the key high-level Service objectives that ACSA expects to achieve through the Managed FSA Services and this statement of work:
- 1.4.3.1. Fulfil ACSA business needs for highly available, reliable and secure services through timely and effective on-site IT support and physical interventions.
 - 1.4.3.2. Improve desktop and End-User SLRs specifically related to physical support and on-site resolution.
 - 1.4.3.3. Improve End-User productivity by minimising downtime caused by issues requiring physical IT presence.
 - 1.4.3.4. Improve total cost of ownership management for IT assets through efficient on-site asset management, deployment, and lifecycle support.

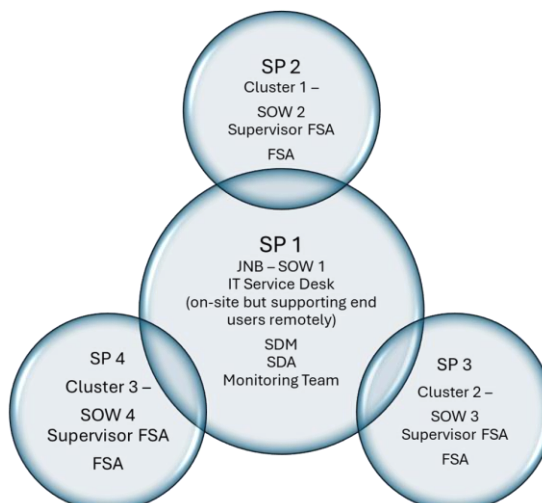
- 1.4.3.5. Support business initiatives that require physical IT infrastructure changes or deployments (e.g., office moves, new hardware rollouts).
- 1.4.3.6. For ACSA services delivered by internal service delivery teams or third-party service providers, the Field Service Agents are responsible for receiving dispatched tickets requiring physical intervention, performing necessary on-site troubleshooting and resolution, and providing end-to-end management and reporting for these specific incidents/requests.
- 1.4.3.7. The primary objective is to achieve SLAs for field service resolution times and on-site service delivery, which will be accompanied by service credits to ensure that business is not impacted through failure to meet significant mission-critical systems or services due to lack of physical support.
- 1.4.3.8. For ACSA services delivered by internal service delivery teams or third-party service providers, the Service Desk is responsible for receiving, logging, performing first-line and second-line troubleshooting, dispatching tickets to the responsible parties (e.g. Managed FSA Services), and providing end-to-end management and reporting.
- 1.4.3.9. The primary objective is to achieve Service Level Agreements (SLAs), which will be accompanied by service credits to ensure that business is not impacted through failure to meet significant mission critical systems or services.
- 1.4.4. The Managed FSA Services function requires the skills, services and tools to support the service objectives outlined below:
 - 1.4.4.1. To restore 'normal service operation' as quickly as possible in the case of disruptions.
 - 1.4.4.2. To improve user awareness of IT issues and to promote appropriate use of IT services and resources; by means of user training and workshops.
 - 1.4.4.3. To assist other IT functions by escalating incidents, problems and service requests using defined procedures.
- 1.4.5. The following are key high-level Service objectives ACSA expects to achieve through contracted IT Managed FSA Services:
 - 1.4.5.1. Improve Incident resolution and Request Fulfilment speed.
 - 1.4.5.2. Efficiently and effectively restore services to their steady state of normal operation on the first attempt.
 - 1.4.5.3. Enhance and support efficiency and effectiveness by providing the knowledge databases and best practices in the areas of tracking, resolving and managing of IT Incidents and Service Requests.
 - 1.4.5.4. Improve efficiency and effectiveness by early identification and addressing root causes of technical problems by working with specialised resolver teams.

- 1.4.5.5. Acquire services with service quality guarantees backed by agreed Service Level Agreements (SLAs).
- 1.4.5.6. Possess the capability to acquire skilled FSAs to support new services while maintaining support for existing services within agreed SLAs.
- 1.4.5.7. Improve customer satisfaction to the fullest extent possible across all aspects of End-User support.
- 1.4.5.8. Resolve Incidents and Service Requests within the agreed service levels to enable the productivity improvement of the ACSA's human resources.
- 1.4.5.9. Provide personalised support and services to Digital Workplace End Users, including all device types and form factors supported by the ACSA organisation.
- 1.4.5.10. Continuously improve service performance and metrics by incorporating automation and analytics, artificial intelligence, virtual customer assistant (VCA) and machine learning capabilities to reduce the number of Incidents, increase self-serve capabilities and improve overall service quality.
- 1.4.5.11. Perform predictive, perfective, prescriptive and preventive analytics to improve the service quality.
- 1.4.5.12. Improve ACSA efficiency and effectiveness by adopting Service Provider-leveraged knowledge databases and best practices in the areas of tracking and resolving of IT Incidents and Service Requests.
- 1.4.5.13. Improve efficiency and effectiveness by early identification of and addressing root causes of technical Incidents, including working with specialised entities (such as ACSA staff, a supplier or other designated Third Parties) for resolution, before they become trends.
- 1.4.5.14. Support Multi-sourcing Service Integrator (MSI)/Service Integration and Management (SIAM) Governance.
- 1.4.5.15. Improve First Task Resolution by driving shift-left (prevention) capabilities. Reduce repetitive tasks of similar nature.
- 1.4.6. Managed Field Service Agents will operate within a framework coordinated by the central Service Desk, ensuring efficient dispatch, execution, and closure of in-person physical contact work.

- 1.4.6.1. The following outlines the key operational guidelines and coordination responsibilities for the Service Provider's Field Service Agents and ACSA. The following is a key high-level process overview (to be refined) of how the tickets are logged to closure. Noting that no walk-ins are allowed without a valid ITSM reference number.



- 1.4.6.2. The following outlines a high-level overview of the hierarchical collaboration between the IT Service Desk (SP1) and the Field Service Clusters (SP2–SP4), where SP1 provides remote support while each cluster (SP2–SP4) is managed by a Supervisor FSA and supported by FSAs. This structure ensures coordinated service delivery across regions through centralized oversight and localized execution.



1.5. Definitions

Acronym / Abbreviation	Definition
ACSA	Airports Company South Africa SOC Ltd
ACSA Service Desk	Is the single point of contact for all IT related services such as Incidents, problem, change requests, service requests etc.
AD	Active Directory.
ACSA Sites	Refer to Section 6.1
Approver User	Approver user is any user that can modify requests for approval routed to them. They also have all the capabilities of Requesters.
Call (module in ITSM)	A call is counted for each unique interaction at the Service Desk that is received but not limited to telephone, e-mail, walk-ins involving a separate individual and event that results in opening a ticket.
CI	Configuration Item.
CMDB	Configuration Management Database.
Commissioning	A Service required that ensures equipment is set up to function correctly, as per the specification, and to maximise system efficiently to provide optimal performance.
Corrective maintenance	Corrective maintenance is a maintenance task performed to identify, isolate, and rectify a fault so that the failed equipment, machine, or system can be restored to an operational condition within the tolerances or limits established for In-Service operations
End-user	End-user means a person upon whom ACSA intends, in its sole discretion, the right to access and use the systems or receive the benefit of the performance of the Services or the provision of the deliverables, whether an employee, consultant, customer, or any other person. The term end-user distinguishes the user for which the product is designed from other users who are making the product possible for the end-user
Escalation	An Activity that obtains additional resources when these are needed to meet Service Level Targets or customer expectations. Escalation may be needed within any IT Service Management Process but is most commonly associated with Incident Management, Problem Management, Service Request and the management of customer complaints.

Acronym / Abbreviation	Definition
Event	An Alert or notification created by any IT service, Configuration Item or a Monitoring tool. Events typically require IT Operations personnel to take actions and often lead to Incidents being logged.
Failure	Loss of ability to operate to specification, or to deliver the required output. The term Failure may be used when referring to IT services, Processes, Activities and Configuration Items. A Failure often causes an Incident.
Fault	A failure of a Service component that is correctly logged at ACSA Service Desk and communicated to Service Provider.
Function	A team or group of people and the tools they use to carry out one of more Processes or Activities; for example, the Service Desk.
Impact	A measure of the effect of an Incident, Problem, or Change on Business Processes. Impact is often based on how Service Levels will be affected. Impact and urgency are used to assign priority.
Incident	Refers to an unplanned interruption to an IT service or reduction in the quality of an IT service.
Incident clock	A timer that accumulates the time taken by the Service Provider, which excludes clock stop time, to resolve an incident. The clock will be stopped for periods outside the Service coverage window (SCW) for incidents that apply to Service devices with a limited SCW.
Incident Management	Refers to the process responsible for managing the lifecycle of an incident to restore services or resolve an incident as quickly as possible.
Incident/problem resolution time (i.e. mean time to repair)	The time elapsed from the initiation of a ticket until Service and/or call is resolved to caller satisfaction calculation: performance = actual time to resolve/target time to resolve.
Installations, moves, adds, changes and decommissioning (IMACD)	General term for the routine work performed on equipment including installations, relocations, upgrades and decommissioning.
IT	Information Technology.
ITIL	Information Technology Infrastructure Library.

Acronym / Abbreviation	Definition
ITSM	Information Technology Service Management.
Major Incident	The highest category of impact for an Incident. A Major Incident results in significant disruption to the business.
NDA	Non-Disclosure Agreement
On-site Premises	Refer to Section 6.1
Preventative maintenance	Preventative maintenance defined as the planned overhaul, replacement, inspection or test conducted with the purpose of preventing specifically defined failures through maintaining the condition of the infrastructure or assessing its condition for corrective maintenance. Preventative maintenance is conducted to prevent failures from occurring.
Priority Levels	A category used to identify the relative importance of an Incident, Problem or Change. Priority is based on business impact and urgency and is used to identify the required times for actions to be taken. For example, the SLA may state that Priority 2 Incidents must be resolved within 4 hours.
Problem	A cause of one or more Incidents. The cause is not usually known at the time a Problem Record is created, and the Problem Management Process is responsible for further investigation. The aim of Problem Management is to find the root cause of the problem
Problem Management	Refers to the process responsible for managing the lifecycle of all problems and identifying the root causes by preventing a reoccurrence.
RACI	Responsible, Accountable, Consulted, Informed.
Requester User	Refers to any user that can submit requests and manage their own requests, access public pages, take surveys, and use live feed and chat. Requesters are typically End Users who access the instance through an employee self-service portal. Requesters have no associated roles.
Resolve	Refers to a complete resolution of a ticket that returns the Service to full functionality.
Response Time	Response time is the total amount of time it takes to respond to a ticket.

Acronym / Abbreviation	Definition
Restore	Actions taken or repairs made, other than permanent repairs, to restore the Services to an acceptable level.
Role	A set of responsibilities, activities and authorities granted to a person or team. A role is defined in a process. One person or team may have multiple roles; for example, the roles of Configuration Manager and Change Manager may be carried out by a single person.
Service Coverage Window	The Service Coverage Window (SCW) is the period that the Service Provider must provide Support Services for the different Service classes. The clock that measures the time it takes to resolve a reported ticket will be stopped during periods outside the SCW.
Service Desk	The Single Point of Contact between the ACSA IT Department and the ACSA users.
Service level requirement	A Service level requirement (SLR) is a defined statement from ACSA to a Service Provider describing their Service expectations. A Service Provider must agree and meet the Service level agreement (SLA) based on the requirements from ACSA.
Service level requirement categories	Primary category: has a direct impact on ACSA business. Secondary category: has minimal direct impact on ACSA business.
Service Request	A request from a user for information, advice, a Standard Change or access to an IT service.
SLA	Service Level Agreement.
SLM	Service Level Management.
SOC	State Owned Company.
Time to resolve	The time taken from the start of a fault to restoration of the Service, less any clock stop time, as agreed between the parties.
Underpinning Contracts	An Underpinning Contract (UC) is also a contract but this time between an IT Service Provider and a 3rd Party Vendor.
Urgency	A measure of how long it will take until an Incident, Problem, Service Request or Change has a significant impact on the business.

Acronym / Abbreviation	Definition
User	Means any employee or contractor given access, by ACSA, with a unique username and password to the subscription service.
VIP	Very Import Person

Table 1: Definitions

2. Environmental Details

2.1. Current Tools and Processes

- 2.1.1. ACSA IT currently utilises ServiceNow as the ITSM tool for IT Service Management but may decide to switch tools at any time. The Service Provider must ensure their staff is equipped with the necessary skills and training to adapt to any changes.
- 2.1.2. ACSA IT currently uses System Center Operations Manager (SCOM 2019) as its Enterprise monitoring tool. The Service Provider must ensure their staff is equipped with the necessary skills and training to adapt to any changes.
- 2.1.3. Current ACSA Processes

Process	Description
Incident Management	The primary goal of the Incident Management process is to restore normal service operation as quickly as possible and minimize the adverse impact on business operations, thus ensuring that the best possible levels of service quality and availability are maintained. 'Normal service operation' is defined here as service operation within SLA limits. Incident Management includes any event which disrupts, or which could disrupt, a service. This includes events which are communicated directly by users, either through the Service Desk or through an interface from Event Management to Incident Management tools. Incidents can also be reported and/or logged by technical staff (if, for example, they notice something faulty with a hardware or network component they may report or log an incident and refer it to the Service Desk). This does not mean, however, that all events are incidents. Many classes of events are not related to disruptions at all but are indicators of normal operation or are simply informational. Although both incidents and service requests are reported to the Service Desk, this does not mean that they are the same. Service requests do not represent a disruption to agreed service but are a way of meeting the customer's needs and may be addressing an agreed target in an SLA. As a subprocess, the Major Incident Management process must also be included to ensure that all Priority 1 incidents are managed as quickly and effectively as possible. This could include the gathering of key resources in a War Room to brainstorm and coordinate efforts with the aim of rapid IT Service Restoration.

Process	Description
Problem Management	Problem Management is the process responsible for managing the lifecycle of all problems. The primary objectives of Problem Management are to prevent problems and resulting incidents from happening, to eliminate recurring incidents and to minimize the impact of incidents that cannot be prevented. Problem Management includes the activities required to diagnose the root cause of incidents and to determine the resolution to those problems. It is also responsible for ensuring that the resolution is implemented through the appropriate control procedures, especially Change Management and Release Management. Problem Management will also maintain information about problems and the appropriate workarounds and resolutions, so that the organisation is able to reduce the number and impact of incidents over time. Problem Management has a strong interface with Knowledge Management, and tools such as the Known Error Database will be used for both.
Service Request Management	Request Fulfilment is the processes of dealing with Service Requests from the users. The objectives of the Request Fulfilment process include: - To provide a channel for users to request and receive standard services for which a pre-defined approval and qualification process exists - To provide information to users and customers about the availability of services and the procedure for obtaining them - To source and deliver the components of requested standard services (e.g. licenses and software media) - To assist with general information, complaints or comments. The process needed to fulfil a request will vary depending upon exactly what is being requested – but can usually be broken down into a set of activities that have to be performed.
Event Management	The Purpose of Event Management is: The ability to detect events, make sense of them and determine the appropriate control action are provided by Event Management. The automation of routine Operational activities such as scripts on remote devices, warnings and exceptions.

Process	Description
	Event Management therefore provides the entry point for the execution of many Service Operation processes and activities. In addition, it provides a way of comparing actual performance and behavior against design standards and SLAs. As such, Event Management also provides a basis for Service Assurance and Reporting; and Service Improvement. Event Management can be applied to any aspect of Service Management that needs to be controlled and which can be automated. These include: Configuration Items: Some CIs will be included because they need to stay in a constant state (e.g. a switch on a network needs to stay on and Event Management tools confirm this by monitoring responses to 'pings'). Some CIs will be included because their status needs to change frequently, and Event Management can be used to automate this and update the CMS (e.g. the updating of a file server). Environmental conditions (e.g. fire and smoke detection) Software license monitoring for usage to ensure optimum/legal license utilization and allocation Security (e.g. intrusion detection) Normal activity (e.g. tracking the use of an application or the performance of a server).
Service Desk (Function)	The Single Point of Contact between the ACSA IT Department and the ACSA users. There are currently 3 Service Desks situated at JNB, CPT and DUR, with Field Service Offices at all other sites. Specific responsibilities will include but not limited to: Incident Management: Function: Addressing and resolving incidents to restore normal service operation as quickly as possible. Role: Identifying, logging, categorizing, prioritizing, providing first-line investigation & diagnosis and resolving incidents, or escalating them when necessary.

	Problem Management: Function: Identifying and addressing the root causes of recurring incidents to prevent them from happening again. Role: Analyzing incident data, identifying patterns, and implementing changes to eliminate underlying issues. Change Management: Function: Ensuring that changes to the IT environment are planned, approved, implemented, and reviewed in a controlled manner. Role: Assessing and managing the impact of changes to prevent disruptions. End-user Support: Function: Providing assistance to end-users for IT-related issues and requests. Role: Handling inquiries, troubleshooting problems, and offering guidance to optimize end-user experience. IT Service Monitoring: Function: Monitoring the performance and availability of IT services. Role: Proactively identifying and addressing potential issues to maintain optimal service levels. Request Fulfilment: Function: Fulfilling service requests initiated by end-users. Role: Ensuring timely and efficient delivery of requested services. Field Services: Function: Providing on-site support for IT-related issues that cannot be resolved remotely. Role: Dispatching personnel to address on-site problems or perform hardware installations. Agents are placed strategically around the airport/site for pro-active maintenance and swift response to issues. IT Asset Management: Function: Managing the lifecycle of IT assets, including deployment, usage tracking, and retirement. Role: Ensuring proper inventory management, compliance, and optimising asset utilisation. Communication: Function: Facilitating communication between IT and end-users, as well as among IT teams.
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	Role: Providing timely and accurate information about service disruptions, changes, or other relevant matters. Conducting customer/End-user satisfaction callbacks/surveys as agreed Knowledge Management: Function: Creating, managing, and utilizing a knowledge base to store solutions, FAQs, and best practices. Role: Ensuring that valuable knowledge is shared and accessible to improve issue resolution efficiency. Remote Assistance: Function: Providing support to end-users by troubleshooting issues or guiding them through solutions remotely. Role: Utilizing tools for remote desktop access to resolve problems without being physically present. User Training and Education: Function: Offering training sessions and educational resources to improve end-users' understanding and use of IT services. Role: Enhancing end-user skills and reducing the frequency of user-induced issues. Escalation and Collaboration: Function: Escalating issues to higher-level support teams when necessary and collaborating with other IT teams. Role: Ensuring that complex problems are addressed by the appropriate specialists. Service Level Agreement (SLA) Management: Function: Adhering to SLAs to meet agreed-upon service standards and expectations. Role: Monitoring, reporting, and ensuring compliance with SLAs to maintain service quality. VIP Support: Function: Dedicated, High-Priority IT Support Role: Provides personalized, round-the-clock, and expedited IT assistance for VIP users (physical, remote, on-site or off-site). Ensures seamless technology experiences through proactive monitoring, prioritized issue resolution, and end-to-end white-glove service, minimizing disruptions and maximizing productivity.
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Process	Description
	Each of these functions contributes to the overall effectiveness and efficiency of IT services and support within an organisation.

Table 2: ACSA Processes

2.2. Human Capital Requirements

2.2.1. The Service Provider will be responsible for providing appropriately skilled staff with necessary certification to meet the Managed FSA Services Roles and Responsibilities and Service-Level Requirements.

2.2.2. The current key resource positions and certification below are an indication of what is currently in the environment. The Service Provider is not limited to this but should consider that these are the minimum positions required.

Position/Job Title	Professional Certification
Field Service Agent Supervisor	A+ or MCSE and Tertiary qualification (Advanced Certificate, Diploma, Degree), with proven work experience in IT ≥ 2 years
	ITIL foundation V3 Certified or higher
Field Service Agent	A+ or MCSE, with proven work experience in IT ≥ 2 years
	ITIL foundation V3 Certified or higher

Table 3: Minimum Resource Role Requirements

2.2.3. The provider will be required to meet all ACSA-IT requirements for certification during the term of the contract. All additional certification requirements will be communicated by ACSA and must be fulfilled within 3 months of the request. The relevant Certifications for On-site personnel, if any, is listed in Table 3 - Minimum resource requirements.

2.2.4. Field Service Agent Supervisor must be based at JNB.

2.2.5. Resources may not be utilised for projects without written permission from the ACSA Senior Manager Digital Infrastructure and Operations.

2.2.6. All resources must sign the ACSA NDA agreement as supplied in this tender.

2.2.7. ACSA will be responsible for the office space, at all ACSA sites.

2.2.8. The Service Provider will be liable for parking fees at all ACSA sites.

2.2.9. The Service Provider will be liable for any fees and training necessary to obtain ACSA Security Permits for all resources at any ACSA premises.

2.2.9.1. Permit Timeline:

2.2.9.1.1. Permits for all initial resources must be secured within 30 working days of the contract signing. This includes completing the necessary training and obtaining permit approvals.

2.2.9.1.2. Permits for all new resources during the term of the contract must be secured within 30 working days of being appointed. This includes completing the necessary training and obtaining permit approvals.

2.2.10. ACSA will provide tools of trade, such as laptops or desktops, in line with its end-user device procedures and usage policy. The Service Provider will be held responsible for any theft, loss, or damage to this equipment, with related costs determined by ACSA.

2.2.11. The Service Provider must ensure that all resources remain contactable via mobile phone and that their contact numbers are shared with ACSA.

2.2.12. Provide details (appendix) of resource and service continuity management where high level of attrition.

2.2.13. Provide methods of upskilling, cross skilling, and retention strategies.

2.3. Service Environment to Be Supported

This includes assets, facilities and locations, personnel, policies and procedures, licenses and agreements, and work in progress and future initiatives. The following subsections further describe the scope of the Managed FSA Services to be supported and/or with which the Service Provider shall comply.

The types of calls to be handled by the Service Provider include, but are not limited to:

2.3.1. Incidents:

- Equipment
- Systems software (e.g., operating systems)
- Performance issues
- Network availability
- Hardware break fix
- Software and application support for end users

2.3.2. Service Requests:

- Installs, Moves, Adds and Changes (IMAC) requests (mobile devices, printers, laptops, desktops, etc.)
- How-to-dos
- Ad hoc queries

2.3.3. Security:

- Password resets
- Virus and malware incidents

2.3.4. Identity and Access Management:

- Requests for account privilege change requests
- Requests for End-User account activation, suspension and termination

2.3.5. Other:

- VIP,
- Conferencing Services,

- Critical business interruptions,
- Security,
- ACSA Directory Services

2.4. Service Descriptions and Roles & Responsibilities

The Service Provider is responsible for providing Managed Field Service support defined in this SOW. Roles and responsibilities throughout this SOW are outlined using the RASCI model to clearly define accountability and involvement across all activities.

Code	Role	Role Detail Description	
R	Responsible	Individual operationally responsible for performing a sourcing activity. Responsible individuals report to the Accountable individual.	Only one individual is accountable for any given activity. Responsible is a proactive role.
A	Accountable	Individual with final accountability for the results of a sourcing activity. Accountability includes a mandate to dismiss or accept the results by activity as realized by the Responsible individual. This individual also holds the budget to back the mandate.	Only one individual is accountable for any given activity. Accountable is a reactive role.
S	Supporting	Individuals who support the Responsible individual in realizing the sourcing activity. They actively participate in realizing/executing/performing the activity. Supportive individuals report to the Responsible individual.	Multiple individuals can participate in support of the Responsible individual for any given activity. Supporting is a proactive role.
C	Consulted	Individuals who should be consulted in realizing / executing / performing the activity, on the scope, budget, time and value of the activity.	Multiple individuals can be required to be heard for any given activity. Consulted is a reactive role.
I	Informed	Individuals who need to be informed but have no role in the realization/execution/performance of an activity, other than being informed of the result of the activity.	Multiple individuals can be informed of the results of any given activity. Informed is a passive role.

Table 4: RASCI Key

2.4.1. General Responsibilities

The following table identifies the general roles and responsibilities associated with this SOW.

General Roles and Responsibilities	Service Provider	ACSA
1. Create IT process, procedures and policies with respect to management of IT operations.	I	R, A
2. Provide recommendations on process and procedures around Managed FSA Services and Administration general roles and responsibilities.	R, A	C
3. Enhance and document process and procedures around Managed FSA Services and Administration general roles and responsibilities.	R	A, C
4. Provide expert Level 1 (Level 2, if applicable) assistance for inquiries about the features, functions and usage of hardware and software used in the ACSA Environment.	R, A	C, I
5. Identify, escalate (e.g., Level 2 and Level 3 escalation), and manage Incident Resolution and Service Requests.	R, A	C, I
6. Provide appropriately trained FSAs for Level 1 (Level 2, if applicable) remote support to meet the ACSA's requirements.	R, A	C, I
7. Participate in the Root Cause Analysis process on recurring and Priority 1 and 2 Incidents.	R, A	S
8. Collaborate with Support Groups, End Users and Third Parties and external agencies for Incident Resolution and Root Cause Analysis.	R, A	C, I
9. Identify changes in processes required for improvement purposes.	R, A	C, I
10. Identify and report any tossing between groups, SLA misses and timely escalation.	R, A	C, I
11. Drive continuous improvement of mean time to repair (MTTR) and improve reduction in ticket volumes, the SLA, KPIs, etc.	R, A	C, I
12. Collaborate with the Service Desk to improve customer satisfaction (CSAT) for survey responses and their resulting scores.	R, A	C, I
13. Create various trend analysis and MIS reports for discussion.	R, A	C, I
14. Train new members and staff on new tools, processes and methods from time to time.	R, A	C, I
15. Collaborate with the Service Desk to drive intelligent automation and analytics to implement predictive,	R, A	C, I

General Roles and Responsibilities	Service Provider	ACSA
proactive, preventive and prescriptive capabilities to deal with day-to-day operations.		
16. Provide coordination for all physical (on-site) Service Requests and Incident Reports requiring field technician intervention (e.g., IMACs – Install, Move, Add, Change).	R, A	C, I
17. Record and transfer via the Service Desk (i.e., call responsible party or enter ticket) out-of-scope Service Tower Incidents and Service Requests based on scripts or other direction from ACSA.	R, A	C, I
18. Provide peer-to-peer (P2P) support for working with peers from respective business units for assistance.	R, A	C, I

Table 5: General Responsibilities

2.4.1.1. Managed FSA Services Operations and Administration

Managed FSA Services and Administration Services are the activities associated with providing a stable IT environment and to effectively and efficiently perform procedures to ensure IT Services meet service-level targets and requirements. The following table identifies the Managed FSA Services and Administration Services roles and responsibilities that the Service Provider and ACSA will perform.

Managed FSA Services Operations and Administration Services Roles and Responsibilities	Service Provider	ACSA
1. Develop and document Managed FSA Services and Administration Services procedures that meet requirements and adhere to defined policies.	C, I	R, A
2. Improve current Managed FSA Services and Administration Services requirements and processes.	R, A	C, I
3. Review and approve Managed FSA Services and Administration Services procedures.	I	R, A
4. Provide escalation contact list(s) for ACSA contacts.	I, R	C, A
5. Develop escalation process including quarterly validation.	R, A	C, I
6. Maintain and provide escalation contact list(s) for all Service Towers (including Third Parties such as Suppliers and Service Providers).	R, A	C, I
7. Review and approve escalation process.	C, I	R, A
8. Issue broadcasts or other notices to provide status updates as required for planned and unplanned events.	C, I	R, A
9. Develop and execute procedures for conducting End-User Satisfaction Surveys in accordance with the Service-Level Requirements.	C, I	R, A
10. Review and approve procedures for conducting End-User Satisfaction Surveys.	R, A	C, I

Managed FSA Services Operations and Administration Services Roles and Responsibilities	Service Provider	ACSA
11. Maintain a continuous improvement program that improves Service Desk Service delivery.	R, A	C, I
12. Coordinate and make available environment documentation (i.e., network configuration and inventory of software to be supported).	R, A	C, I
13. Provide additional Resources, as needed, during planned and unplanned critical events.	R, A	I
14. Track/manage/report Service Desk utilization	R, A	I

Table 6: Managed FSA Services and Administration Services Roles and Responsibilities

2.4.1.2. Service Request and Incident Management Services

Service Request and Incident Management Services are the activities associated with end-to-end Incident Management processes, including escalation to Level 2 and Level 3 specialists, through a defined process, including Service Provider's primary resources, Third Parties (such as Equipment and Software Suppliers), other Third-Party Service Providers as well as ACSA internal technical support resources. The following table identifies the Service Request and Incident Management Services roles and responsibilities that the Service Provider and ACSA will perform.

Service Request and Incident Management Services Roles and Responsibilities	Service Provider	ACSA
1. Develop, document, and maintain Service Request and Incident Management procedures, including handling ACSA service requests per prioritization and resolution targets.	C	R, A
2. Identify and describe priorities, response, and resolution targets for Incidents and Service Requests based on impact.	I	R, A
3. Provide a system to document, manage, and track all Service Requests and inquiries regardless of submission method (e.g., phone, email, IM).	I	R, A
4. Recommend Service Request and Incident Management Services processes and procedures.	R, A	C
5. Review and suggest improvements on Service Request and Incident Management procedures.	I, R	A, C
6. Perform on-site end-to-end management of Service Requests and Incidents (e.g., device swaps, local printer issues, physical reboots).	R, A	C
7. Field Service Agents are placed strategically around the airport/site for pro-active maintenance and swift response to issues. Consider the airport size and response times to resolve these tickets.	R, A	C

Service Request and Incident Management Services Roles and Responsibilities	Service Provider	ACSA
8. Use ACSA ITSM tool to document, manage, and track all Incidents.	R, A	I
9. Provide end-to-end Incident identification, escalation, resolution, and closure.	R, A	I
10. Receive, track, respond to, and resolve walk-up support issues and in-person calls from End Users and local technical staff.	R, A	I
11. Troubleshoot Incidents using the Service Provider and/or Third-Party knowledge databases.	R, A	I
12. Resolve Incidents at Level 1 if possible; and escalate to appropriate Level 2 or 3 resources as required, in accordance with SLAs.	R, A	I
13. Monitor assigned unresolved Incidents and manage tickets via end-to-end Incident Management Process.	R, A	I
14. Verify service completion and resolution satisfaction directly with End Users in person, before resolving incidents.	R, A	I
15. Document solutions to Resolved Incidents and submit to the Service Desk to update the knowledge database.	R, A	I
16. Ensure that inventory, asset, and Configuration Management records are updated to reflect completed Service Requests and Incidents.	R, A	I
17. Educate End Users to promote self-service and preventive measures.	R, A	R, C
18. Confirm resolution before resolving of Incidents and Service Requests from ACSA users and stakeholders.	R, A	C
19. Record and reassign tickets via the Service Desk as per agreed process with ACSA.	R, A	C
20. Monitor and escalate tickets per policies and procedures until resolution.	R, A	I
21. Resolve Incidents within agreed SLA; escalate if necessary, according to procedures.	R, A	C
22. Coordinate service delivery with support from ACSA support groups across divisions.	R, A	I
23. Provide a plan to enhance End-User satisfaction surveys for resolved Incidents and Service Requests.	R, A	C

Table 7: Service Request and Incident Management Services Roles and Responsibilities

2.4.1.3. Incident and Problem Management

The activities associated with restoring normal service operation as quickly as possible and to minimize the adverse impact on ACSA business operations, thus ensuring that the best possible levels of service quality and availability are maintained.

Problem Management is the process responsible for managing the lifecycle of all problems. The primary objectives of Problem Management are to prevent problems and resulting incidents from happening, to eliminate recurring incidents and to minimize the impact of incidents that cannot be prevented.

Incident and Problem Management Roles and Responsibilities	Service Provider	ACSA
1. Adhere to ACSA Problem Management process and procedures.	R, A	I
2. Report recurring incidents or problems to ACSA Problem Management.	R, A	I
3. Accept, update, and resolve tickets as per service level agreements using the ACSA IT call logging system.	R, A	C
4. Perform incident and problem management per ACSA process and procedures, including event escalation to problem management.	R, A	C
5. Perform event management monitoring of services to detect abnormal conditions or alarms, log and escalate conditions to ACSA problem management.	R, A	I
6. Manage the entire Incident/Problem life cycle: detection, diagnosis, reporting, repair, recovery, and coordination with Third Parties (e.g., vendors).	R, A	C
7. Manage and track the status of problem tickets until resolution, ensuring escalation as necessary.	R, A	I
8. Ensure that any communication failure between ACSA IT and stakeholders or 3rd Party Service Providers does not constitute grounds for SLA breaches.	R, A	I
9. Identify and document enhancement opportunities for operational improvement and potential cost savings.	R, A	C
10. Provide status reports detailing Incident and Problem Management logs as defined in reporting schedule.	R, A	C
11. Maintain a quality management program for Incident and Problem Management, ensuring measurable improvements.	R, A	I
12. Participate in the Major Incident Management (MIM) Procedure, during Priority 1 incidents (catastrophes).	R, A	C
13. Assist in data gathering for RCA for Priority Level 1 and 2 Incidents as defined or requested by ACSA.	R, A	C

Incident and Problem Management Roles and Responsibilities	Service Provider	ACSA
14. Review recurring Incidents using Root Cause Analysis processes.	R, A	C
15. Track repetitive incidents and escalate to the appropriate teams for corrective measures, providing suggestions if any.	R, A	I

Table 8: Incident and Problem Management Roles and Responsibilities

2.4.1.4. End-User Administration Services

On-site End-User Administration Services are the activities associated with managing and coordinating account creation, activation, termination, changes and expiration, specifically when these assigned tickets require in-person physical presence or direct on-site assistance from the Service Provider. The following table identifies the End-User Administration Services roles and responsibilities that the Service Provider and ACSA will perform.

End-User Administration Services Roles and Responsibilities	Service Provider	ACSA
1. Define requirements and policies regarding End-User Administration Services.	S	R, A
2. Respond to all tickets logged via Telephone, Emails, Self-help Internet access, and escalate if necessary. No walk-ins must be accepted without a valid ITSM reference number.	R, A	I
3. Provide End-User On-site Technical Support.	R, A	C
4. Manage End-User break/fix services, including device management from start to finish.	R, A	C
5. Manage and coordinate handheld and mobile computing hardware (e.g., smartphones, tablets) and associated system software.	R, A	C
6. Provide first-line support for network-attached printers, document scanners, multi-functional devices attached to LANs. (Training to be provided)	R, A	I
7. Provide first-line support for locally attached peripheral devices (e.g., personal printers).	R, A	I
8. Provide support for business software, utilities, and ACSA applications on standard devices, if not reachable by first level support remotely.	R, A	I
9. Collaborate with ACSA IT and IT Service Desk with receiving deliveries, safekeeping of equipment, and placing orders for cell contracts in line with the End User Device Management Procedure.	R, A	C

End-User Administration Services Roles and Responsibilities	Service Provider	ACSA
10. Manage repair processes (e.g., cellular, tablets, laptops) and issue loan devices where necessary.	R, A	C

Table 9: End-User Administration Services Roles and Responsibilities

2.4.1.5. Installs, Moves, Adds, Changes and Decommission (IMACD)

On-site IMACD Services are the activities associated with the end-to-end management and coordination of IMACD Service Requests that specifically require the physical presence and direct on-site intervention of the Service Provider's field agents for fulfillment. This includes gathering business requirements, providing authorization, logging the request and facilitating fulfillment. All authorized IMACD Service Requests are passed automatically to the local support team depending on the location and the product or Service being requested. Examples of IMACDs include, but are not limited to: adding desktops and laptops, relocating local printers and telephones, and neatening or tidying desktop cables and wires to maintain a clean desk environment. The following table identifies the IMACD roles and responsibilities that the Service Provider and ACSA will perform.

IMACD Roles and Responsibilities	Service Provider	ACSA
1. Develop, document and maintain IMACD procedures that meet ACSA requirements and adhere to ACSA policies.	I	R, A
2. Respond to tickets logged via approved channels and escalate if needed.	R, A	I
3. Manage and coordinate all aspects of Installs, Moves, Adds, Changes, and Decommission (IMACDs), including system builds, installations, data migrations, and decommissioning.	R, A	C
4. Provide technical assistance for Core Software Image Specifications for desktops, laptops, servers, and other in-scope devices.	R, A	C
5. Track, report, and issue monthly updates on the status of IMACD requests.	R, A	I
6. Verify completion of IMACDs and confirm End-User satisfaction.	R, A	I
7. Ensure all assigned Service Requests have documentation attached, and check documentation is completed in full and approved by the manager.	R, A	C
8. Coordinate approved IMACD requests with IT Service Desk, local support teams, and necessary IT functions.	R, A	I
9. In respect of IMACDs related to 3rd Party services, refer authorized Service Requests to the relevant 3rd Party	R, A	I

IMACD Roles and Responsibilities	Service Provider	ACSA
service provider and report to ACSA on the status of these Service Requests.		
10. Build, configure, and test the system in accordance with the standard hardware configuration(s) and software image in accordance with the procedures and specific Service Request.	R, A	I
11. Perform hardware and software IMACDs and re-installations in accordance with the specific Service Request, procedures, and other application policies.	R, A	I
12. Conduct data and application migration on End-User devices.	R, A	I
13. Ensure all stock (in-store, disposed, and current) is accurately recorded in the database.	R, A	I
14. Ensure disposal processes are followed end-to-end, and databases are updated accordingly.	R, A	I
15. Manage the replacement cycle to ensure End-User hardware is replaced according to the replacement schedule.	R, A	C
16. Record/manage the movement of equipment into and out of storerooms, and ensure all documentation is obtained and updated on the database.	R, A	I
17. Ensure a CMDB is populated, attributes defined, and data is accurate.	R, A	C

Table 10: IMACD Roles and Responsibilities

2.4.1.6. Preventative Maintenance

Preventative Maintenance Roles and Responsibilities	Service Provider	ACSA
1. Perform daily housekeeping as per the ACSA housekeeping procedure and provide proof of activities.	R, A	I
2. Perform preventative maintenance activities on End-User devices.	R, A	I
3. Regularly neaten and tidy cables and wires on End-User desks to maintain a clean desk environment.	R, A	I

Table 11: Preventative Maintenance

2.4.1.7. Planning and Analysis Services

On-Site Planning and Analysis Services are the activities associated with providing ACSA with the most appropriate and effective level of Service on an ongoing basis. The following table identifies Planning and Analysis Service roles and responsibilities that the Service Provider and ACSA will perform.

Planning and Analysis Services Roles and Responsibilities	Service Provider	ACSA
1. Make use of provided software and hardware but not limited to (e.g. ITSM and telephony tools) to collect, track, document, report and manage Managed FSA Services processes.	R, A	C, I
2. Perform analysis of ACSA environments to identify the required technical skills, tools, and training needed by field agents to ensure effective physical service delivery.	R, A	C
3. Continuously review and implement industry best practices relevant to physical field services and propose innovative tools or methods to improve on-site support quality.	R, A	C

Table 12: Planning and Analysis Services Roles and Responsibilities

2.4.1.8. Field Service Reporting Services

Field Service Reporting Services are the activities associated with the preparation of and access to ITMS reports that are based on defined criteria. The following table identifies Field Service Reporting Services roles and responsibilities that the Service Provider and ACSA will perform.

Managed FSA Services Reporting Services Roles and Responsibilities	Service Provider	ACSA
1. Define a list of reports for weekly, monthly, quarterly and annual review	I	R, A
2. Recommend a list of Field Service management reports.	R, A	C
3. Review and recommend list of Field Service management reports.	R, A	C
4. Report on Field Service statistics and trends (e.g., Incidents, Problems, Changes, Assets, Service Request volumes and trends by types of End Users).	R, A	C
5. Report on trends in Service Requests indicating a need for training.	R, A	C
6. Audit report results and Field Service operations periodically.	I	R, A
7. Provide online/portal access to ACSA Field Service reports.	R, A	C, I
8. Provide ability to download Field Service data for offline analysis.	R, A	C, I

Managed FSA Services Reporting Services Roles and Responsibilities	Service Provider	ACSA
9. Ad hoc reporting by customer.	R, A	I
10. Forecast and trend analysis reports.	R, A	I

Table 13: Field Service Reporting Services Roles and Responsibilities

2.4.1.9. Service Integration and Management (SIAM) Support

For an operationally driven MSI engagement, the Service Desk is pivotal in ensuring that incidents and problems across all IT Service Providers are captured centrally and managed consistently and it provides a single point of contact on the status of Incidents, Service Requests, problems and change requests. Service Desk MSI-SIAM Services are the activities associated with the preparation of and access to Service Desk MSI-SIAM role that Service Desk requires to execute for supporting SIAM function. The following table identifies Managed FSA Services and Service Desk Reporting Services roles and responsibilities that the Service Provider and ACSA will perform.

SIAM Support Roles and Responsibilities	Service Provider	Service Desk	ACSA
1. Service Desk will use ITSM toolset to constantly monitor end-to-end management of Incidents, Service Requests and Service Desk SLAs and escalate any potential or actual breach to the respective SIAM Governance process in the OLA	I	R, A	C, I
2. Act as single source of contact and 'truth' on the status of all incidents, problems and service requests by monitoring the service desk SLAs and assignments between Service Providers.	I	R, A	C, I
3. Participate in coordination activities with various Service Providers to manage and report on end-to-end service desk service levels as per OLA.	I	R, A	C, I
4. Provide metrics and inputs from ITSM tools for program health check assessments	I	R, A	C, I
5. Participate in ad hoc and scheduled Root Cause Analysis for SIAM process and operating model improvement opportunities.	C, I	R, A	C, I
6. Escalate issues with incidents / problems that 'ping pong' between level 1 and 2 support functions to the SIAM team for remediation.	C, I	R, A	C, I
7. Participate in applicable multi-vendor forums that are agreed to from time to time as part of the OLA governance	C, I	R	C, A

SIAM Support Roles and Responsibilities	Service Provider	Service Desk	ACSA
8. For Severity 1 incidents or problems, involving multiple service providers and where the resolution is not clear, accede operational management of their resolution to the SIAM team within a reasonable timeframe	C, I	R	C, A

Table 14: SIAM Support

2.4.1.10. Field Service Transition and Governance

Transition and Governance roles and responsibilities identify the various tasks associated with the ACSA and the Service Provider for transitioning the Service to the Service Provider. The following table identifies Field Service Agents Transition and Governance Services roles and responsibilities that the Service Provider and ACSA will perform.

Transition and Governance Roles and Responsibilities	Service Provider	ACSA
1. Create Transition plan including knowledge transfer and transition Governance.	C, I	R, A
2. Acquire existing knowledge from available documents and engage with incumbent Service Provider/ACSA to gather knowledge.	R	A
3. Establish framework for Service Delivery, evaluate existing processes, and conduct gap analysis.	C, I	R, A
4. Close actions identified during transition and Governance meetings in a timely manner, as agreed on during the meetings.	C, I	R, A
5. Close any gaps identified during audit and compliance checks and assist audits and compliance requirements.	C, I	R, A
6. From time to time, conduct internal checks, which ensure meeting the contractual commitment, and ensure there is no violation to contractual obligations, including legal-, security- and compliance-related requirements.	C, I	R, A
7. Ensure that requirements for existing certifications are maintained and that new initiatives undertaken by the ACSA are supported.	C, I	R, A

Table 15: Transition and Governance

2.4.1.11. Human Resources

Managed FSA Services Reporting Services Roles and Responsibilities	Service Provider	ACSA
This section is to be further discussed during contracting		
Human Resources: Skills and Staffing		
1. Ensure staffing and skill levels are adequate to meet SLAs.	R, A	C, I
2. All human resources must be based on-site. Complete the table in section 9.	R, A	C, I
Human Resources: Capacity Management		
3. Recruit and provide the necessary human resources for the performance of required Services in compliance with SLAs.	R, A	C, I
4. Manage resource time and replacements as needed.	R, A	C, I
5. Ensure resource coverage during operating hours to meet SLA performance criteria. Refer to section B for site coverage during operational hours.	R, A	C, I
Human Resources: Performance Monitoring		
6. Continuously monitor the performance of human resources to ensure Services comply with SLAs.	R, A	C, I
7. Ensure Service Provider Employee performance reviews are conducted, and results are made available to ACSA.	R, A	C, I
Human Resources: Change Management		
8. Inform ACSA of any potential Employee staffing changes.	R, A	C, I
9. Provide staff turnover data relevant to the Agreement upon request by ACSA.	R, A	C, I
Human Resources: Reward		
10. Provide details on how resources will be rewarded under this contract.	R, A	C, I
11. Provide a staff development plan for the resources under this contract.	R, A	C, I
12. Provide details of remuneration (market related) and benefits offered to resources by the Service Provider (e.g., types of leave, overtime, bonuses, etc.).	R, A	C, I

Table 16: Human Resources

2.4.1.12. Exclusions

The following items are specifically excluded from this service:

Not applicable.

2.5. Priority Levels

- 2.5.1. In ensuring that services are restored within specific timeframes outlined in Table 17 below, the scope therefore makes way for the management of SLAs through the utilization of existing Underpinning Contracts.
- 2.5.2. Priority level (P) is a category used to identify the relative importance of an Incident, Problem Service Request or Change. Priority is based on impact and urgency and is used to identify required remediation timelines.
- 2.5.3. An Incident's Priority is usually determined by assessing its impact and urgency, where,
- 2.5.3.1. Urgency is a measure how quickly a resolution of the Incident is required.
- 2.5.3.2. Impact is measure of the extent of the Incident and of the potential damage caused by the Incident before it can be resolved.
- 2.5.3.3. These two aspects will determine the priority of an incident.

2.6. Priority Definitions

- 2.6.1. **Priority 1 (Catastrophe)** – Multiple system failure and interruption of business operations affecting all airport users and there is no alternative available. (Financial Impact. License Impact, regulatory impact etc.)
- 2.6.2. **Priority 2 – (Critical)** - Total system failure and interruption of business-critical applications affecting all users and there is no alternative available.
- 2.6.3. **Priority 3 – (Significant)** - Loss of, or deterioration of service that has an impact on the business and there is no alternative available. Incident affects multiple users.
- 2.6.4. **Priority 4 – (Moderate)** - Users' ability to do their job is impaired. Failure of a system or component but alternative available at customer location. Incident affects single user.
- 2.6.5. **Priority 5 – (Low)** - A minor software or hardware incident with little or no impact on the user. The incident is specific to one user.

Urgency	Impact					
		Catastrophe	Critical	Significant	Moderate	Low
	Catastrophe	P1	P2	P3	P4	P5
	Critical	P2	P3	P4	P5	
	Significant	P3	P4	P5		
	Moderate	P4	P5			
	Low	P5				

Table 17: Incident Priorities

2.7. Incident Management Performance Requirements

2.7.1. The actual Performance Requirements during the management of an Incident from the time it is logged until the time it is resolved including updates to the user are listed below:

Priority	Response	Restoration	Update Feedback
P1	15min	2hrs	30 min
P2	30min	4hrs	1 hr
P3	60min	8hrs	4 hrs
P4	4hours	24hrs	8 hrs
P5	8hours	48hrs	12 hrs

Table 18: Response and Resolves Times

2.7.2. The above table depicts the SLA response and resolution times to be managed by the Service Provider.

2.7.3. The Service Provider will be responsible for the management and resolution of the incidents that are within their control.

2.7.4. The Service Provider will also be accountable for the management of such incidents that have been escalated to second and third level for resolution.

2.8. Service Level Requirements (SLR)

The following Service Level requirements measure the performance of the expected IT Service outputs. Certain targets are defined and the service level in most instances gives the percentage to which those targets should be achieved.

The following minimum Service Levels are required at the end of the Transition Period. The Service Provider must consistently meet or exceed the following SLRs. SLRs associated with fee reductions are detailed in Section 3.

Listed below are the Service Providers service level requirements and targets, which are specific to each cluster and apply only to tickets correctly assigned to that cluster :-

2.8.1. Managed FSA Services Business Days

Refer to Site operational hours for Cluster 1 (Table 31 & 32)

SLR Class	Business Day	Definition of Business Day
24/7	✓	24 hours in duration, 00:00-24:00 South African Standard time, Sunday-Saturday

Table 19: Business Days

2.8.2. Response Time SLRs

Response Time is the time taken for an IT service provider (or Field Service Agent) to acknowledge an incident or service request and begin working on it.

Response Time			
SLR	Service Measure	Performance Target	SLR Performance %
Incident Acceptance Response Rate	Elapsed time to acknowledge acceptance of the ticket by the Dispatcher (FSA Supervisor). Response Time is measured from the time the ticket is created until the "In Progress" status update, measured during business hours	≤ 15 minutes	100%
	Formula	Data Obtained from the ACSA Tool set [Number of Incidents (of all Severity Levels) received and accepted (i.e., received, logged, and assigned) within the Target Performance during the Measurement Interval] divided by [total number of Incidents (of all Severity Levels) received and accepted during the Measurement Interval] multiplied by 100% = "Percent (%) Attained"	
	Weighting	5%	
Service Request Acceptance Response Rate	Elapsed time to acknowledge acceptance of the ticket by the Dispatcher (FSA Supervisor). Response Time is measured from the time the ticket is created until the "In Progress" status update, measured during business hours	≤ 15 minutes	100%
	Formula	Data Obtained from the ACSA Tool set	

Response Time		
		[Number of Incidents (of all Severity Levels) received and accepted (i.e., received, logged, and assigned) within the Target Performance during the Measurement Interval] divided by [total number of Incidents (of all Severity Levels) received and accepted during the Measurement Interval] multiplied by 100% = "Percent (%) Attained"
	Weighting	5%
	Measurement Interval	Measure Daily
	Reporting Period	Report Weekly, Monthly, Quarterly
	Measurement Tool/Source Data	ACSA ITSM - To be completed upon contract negotiation

Table 20: Response Time SLRs

2.8.3. Resolution SLRs

Definition	General definition: The time elapsed from the initiation of the Service Desk Incident until Service is restored. Incident Resolution: Parameter to measure the time by which Incident is resolved (irrespective of which Service Delivery Team resolves the Incident, including any Service Provider team or external organisation that the Incident Resolution is escalated to) from the time the Incident is received by the Service Desk, by any method. Incident closure notice: Parameter to measure the time by which the Service Desk provides a closure notice to a User who raised an Incident or made a Service Request to the Service Desk. Incident Resolution Escalation: Parameter to measure the elapsed time for Incidents received at the Managed FSA Services to be escalated when it is determined that Incident Resolution requires next Level support.
-------------------	---

Ticket Resolution			
SLR	Service Measure	Performance Target	SLR Performance %
Incident Resolution Rate	Resolution Percentage	95%	100% of the time achieve 95% of the tickets assigned
	Formula	Data Obtained from the ACSA Tool set [Number of Incident received during the Measurement Interval which are Resolved with no escalation] divided by [total number of Incident received during the Measurement Interval] multiplied by 100% Percent (%) Attained	
	Weighting	5%	
Incident Task Resolution Rate	Resolution Percentage	95%	100% of the time achieve 95% of the tickets assigned
	Formula	Data Obtained from the ACSA Tool set [Number of Incident (Tasks) received during the Measurement Interval which are Resolved with no escalation] divided by [total number of Incident (Tasks) received during the Measurement Interval] multiplied by 100% Percent (%) Attained	
	Weighting	5%	
Incident Updates	All Incidents updated within 24 hours	100%	100%
	Formula	Data Obtained from the ACSA Tool set [Number of active Incidents during the Measurement Interval within the Target Performance] divided by [total number of active Incidents during the Measurement Interval] multiplied by 100% Percent (%) Attained	

Ticket Resolution			
	Weighting	5%	
Service Request Updates	All Service Requests updated within 24 hours	100%	100%
	Formula	Data Obtained from the ACSA Tool set [Number of Service Requests completed during the Measurement Interval within the Target Performance] divided by [total number of Service Requests completed during the Measurement Interval] multiplied by 100% Percent (%) Attained	
	Weighting	5%	
Service Request Resolution Rate	Resolution Percentage	90%	100%
	Formula	Data Obtained from the ACSA Tool set [Number of SRs (Tasks) received during the Measurement Interval which are Resolved with no escalation] divided by [total number of SRs (Tasks) received during the Measurement Interval] multiplied by 100% Percent (%) Attained	
	Weighting	5%	
Repeat Visit Rate	Measures the percentage of incidents resolved by an FSA during their first visit, without requiring a follow-up visit for the same issue.	<10%	95%
	Formula	Data Obtained from the ACSA Tool set [Active tickets with the same CI for the measurement interval] divided by [total number of Incidents received during the Measurement Interval] multiplied by 100% Percent (%) Attained	
	Weighting	5%	

Ticket Resolution		
	Measurement Interval	Every call
	Reporting Period	Report Weekly, Monthly, Quarterly
	Measurement Tool/Source Data	ACSA ITSM - To be completed upon contract negotiation

Table 21: Resolution Time SLRs

2.8.4. Client Satisfaction SLRs

Targets to be finalized at contract negotiations.

Client Satisfaction			
SLR	Service Measure	Performance Target	SLR Performance %
Periodic Sample Satisfaction	Client Satisfaction Response	30% of closed assigned Incidents (excluding monitoring calls) surveyed within 48 hours of closing ticket	90%
	Formula	Number of responses completed ÷ total number of responses sent out	
	Weighting	5%	
Scheduled Survey	Client Satisfaction Rate	End-Users surveyed should be satisfied (Score ≥ 5.6)	98%
	Formula	The average score of the responses ≥ 5.6	
	Weighting	5%	
	Measurement Interval	Every call	
	Reporting Period	Report Weekly, Monthly, Quarterly	
	Measurement Tool/Source Data	ACSA ITSM - To be completed upon contract negotiation	

Table 22: Client Satisfaction SLRs

2.8.5. Breached SLRs

Targets to be finalized at contract negotiations.

Breaches			
SLR	Service Measure	Performance Target	SLR Performance %
Incident Task Breaches	Number of breaches	≤ 5%	100%
	Formula	Data Obtained from the ACSA Tool set [Number of Incident Tasks during that Measurement Interval that are breached in the cluster] divided by [total number of Incident Tasks during the Measurement Interval] multiplied by 100% = "Percent (%) Breached"	
	Weighting	7.5%	
SR Task Breaches	Number of breaches	≤ 5%	100%
	Formula	Data Obtained from the ACSA Tool set [Number of SR Tasks during that Measurement Interval that are breached in the cluster] divided by [total number of SR Tasks during the Measurement Interval] multiplied by 100% = "Percent (%) Breached"	
	Weighting	7.5%	
Service Request Backlog Management	Percentage of open requests exceeding 5 business days	Less than 5% of requests older than 5 days	95%
	Formula	[Number of requests older than 5 days ÷ Total number of open requests] × 100	
	Weighting	7.5%	
	Measurement Interval	Every call	
	Reporting Period	Report Weekly, Monthly, Quarterly	
	Measurement Tool/Source Data	Data Obtained from the ACSA Tool set	

Table 23: Breached SLRs

2.8.6. Asset Verification SLRs

Targets to be finalized at contract negotiations.

Breaches			
SLR	Service Measure	Performance Target	SLR Performance %
Asset Verifications	Measures the accuracy of all ACSA IT equipment. Physical asset information (e.g., location, status, configuration changes, replacements) reported by the FSA to the IT Asset Manager	≤ 95%	100%
	Formula	Data Obtained from the ACSA Tool set [Number of Assets on CMDB that are updated/verified during that Measurement Interval] divided by [total number of Assets on CMDB] multiplied by 100% = "Percent (%) Verified"	
	Weighting	7.5%	
	Measurement Interval	Every call	
	Reporting Period	Report Weekly, Monthly, Quarterly	
	Measurement Tool/Source Data	Data Obtained from the ACSA Tool set	

Table 24: Asset Verification SLRs

2.8.7. Operational Availability SLRs

Targets to be finalized at contract negotiations.

Breaches			
SLR	Service Measure	Performance Target	SLR Performance %
Service Provider Agent Availability	Uptime during operational hours (site specific)	Ensure 99.9% availability of FSA	99.9%
	Formula	[Actual time present and available / Scheduled operational hours] x 100%.	
	Weighting	7.5%	
	Measurement Interval	Every call	
	Reporting Period	Report Weekly, Monthly, Quarterly	

Breaches		
	Measurement Tool/Source Data	Data Obtained from the ACSA Tool set, ACSA Access Control logs

Table 25: Operational Availability SLRs

2.9. Ad-hoc Support

- 2.9.1. Subject to Business Days (Table 19) and Cluster 1 (Table 31 & 32) Operational Hours, the submission should provide for a resourcing model that will demonstrate the achievement of the SLAs and ensure ability to deliver service during the defined Operational and Non-Operational hours.
- 2.9.2. If resources are absent from site, necessary provisions must be made to replace the resource for the duration of their absence, with an equally competent and qualified resource. The stand in resource must have the required access, training and site knowledge.
- 2.9.3. The use of On-site Managed FSA Services operations resource on projects, initiative or IMACD activities during standard operating hours is not allowed.

Service Class	Ad-hoc Support
Project, IMACD and Change	All project, IMACD and Change tasks that impact the live environment will take place after the last flight has departed and before the first flight departs/arrives in the morning. These hours vary from airport to airport, but generally the project tasks take place between 23h00 and 04h00, times are subject to change and will be communicated then.

Table 26: Ad-hoc support

3. Service credits

The Service Credit Methodology aims to be an appropriate and adequate remedy for non-performance by the Service provider. The philosophy of the Service Credit Methodology is such that it should drive positive behaviour by encouraging compliance with the Service Level Requirements (SLRs) and be consistent with the outcomes required by ACSA. The Service Credit Methodology has been designed recognizing this philosophy and also incorporates:

- the need to match Service Credit payments to the severity of the failure/defect;
- the need to provide appropriate incentives based on regimes to cure any defect or failure as quickly as possible;
- the need to avoid an inappropriate impact on Service provider funding;
- the need to be easily understood and unambiguous;
- the need to be administratively manageable; and
- the need to avoid consistent non-performance.

3.1. Principles

The principles for the calculation of the credits are described below:

- 3.1.1. Service Credits only occur as a result of Service Level Failures.
- 3.1.2. The Service Levels are calculated for each SLR according to the measurement interval specified in each SLR table (monthly by default),
- 3.1.3. The Service Credits are calculated according to the formula associated with the SLR as specified in each SLR table.
- 3.1.4. The Service Credits are totalled for each SLR and valued using the contractual value of a Service Credit.
- 3.1.5. A good performance on a SLR cannot compensate a bad performance on another one
- 3.1.6. The SLRs that are considered as critical by ACSA will always be associated with Service Credits assigned. The other set of SLRs can be subject to Service Credits mechanisms, if they are included in a quality improvement plan, or if the Service Levels attained are periodically below requirements.
- 3.1.7. The fact that an SLR is not associated with a Service Credit does not mean that this SLR is not important to ACSA.
- 3.1.8. ACSA reserves the right to associate Services Credit mechanism to SLRs where the Service provider would have been in failure over several consecutive months.
- 3.1.9. ACSA reserves the right to not apply some or any Service Credits that may occur at its sole discretion.
- 3.1.10. The provider will be allowed a grace period of ninety (90) days (to familiarise itself with the operations at all airports) before the implementation of service credits will

commence. SLA's will be measured and reported on during the grace period, however, no credits will apply

3.2. Definitions

- 3.2.1. Total Per Site Monthly Fee - means the monthly service fixed fee per ACSA Site payable by ACSA to the Service provider for the Services.
- 3.2.2. At Risk Amount - means, for any month during the Term, fifty percent (50%) of the monthly fixed Service Fees per ACSA Site.
- 3.2.3. Weighting Factor - means, for a particular Service Level Requirement (SLR), the portion of the At-Risk Amount used to calculate the Service Credit payable to ACSA in the event of a Service Level Failure with respect to that SLR.
- 3.2.4. Monthly Service Credit Pool - means two hundred percent (200%).
- 3.2.5. Service Level Failure(s) - means whenever the Service provider actual level of performance for a particular Service Level metric (as calculated by that particular metrics service level calculation) is worse than the Target Performance adjusted by the Minimum Performance Percentage (%) for that Service Level.
- 3.2.6. Service Credit - means a calculated value based on the percentages in Weighting of Monthly Service Credit Pool in Section 3 of this document.
- 3.2.7. Service Level Requirement Categories – SLRs are allocated against the following categories:
 - 3.2.7.1. Primary Category: Has a direct impact on ACSA business. Service Credits will be applied.
 - 3.2.7.2. Secondary Category: Has some direct impact on ACSA business, no service credits are applicable to these SLRs which have a Weighting Factor of zero percent (0%).

3.3. Methodology

- 3.3.1. Monitoring; reports; root cause analysis.

- 3.3.1.1. Monitoring

The Service provider shall utilize ACSA measurement and monitoring tools and produce the metrics and reports necessary to measure its performance against the Service Levels.

Additional Tools may be implemented by the provider at its own costs should the ACSA tools not be enough.

Upon request and at no additional charge to ACSA, Service provider shall provide ACSA or its designees with information and access to the tools and procedures used to produce such metrics.

- 3.3.1.2. Reports

The Service provider shall report to ACSA its performance of the Services against each SLR on a monthly basis beginning on the Effective Date, along with detailed supporting information. As part of the standard monthly Service Level reports, the Service provider shall notify ACSA of any

- (i) Service Level Failures, and
- (ii) Service Credits to which ACSA becomes entitled.

The Service provider shall provide such reports and supporting information to ACSA no later than 5 (five) Business Days following the end of the applicable Measurement Interval. The raw data and detailed supporting information shall be Confidential Information of ACSA.

3.3.1.3. Root cause analysis

The Service provider shall promptly investigate and correct Service Level Failures in accordance with the procedures for Root Cause Analysis set forth in the Agreement.

3.3.2. Calculating service credits

For each Primary Service Level Failure, the Service provider shall pay or credit to ACSA a Service Credit that will be computed by multiplying (a) the Weighting Factor Allocation for such Service Level by (b) the At-Risk Amount.

For example, assume for purposes of illustration only, that the Service provider fails to meet a Service Level with a Weighting Factor of 10% (ten percent) and that the monthly Fees equal R100,000 (one hundred thousand rand) and the At Risk Amount is 20% (twenty percent). The Service Credit due to ACSA for such Service Level Failure would be: $10\% * (20\% * R100,000.00) = R2,000$.

3.3.3. Service breach

If a Service Level Failure recurs **in more than three consecutive** Measurement Intervals, then such Service Level Failure shall constitute a material breach entitling ACSA to the rights set out in the Agreement.

3.3.4. Several service level failures

Subject to Section 3.3.5, if more than one Service Level Failure with respect to Service Levels has occurred in a single month, the sum of the corresponding Service Credits shall be credited or paid to ACSA.

3.3.5. Successive service level failures

If a Service Level Failure with respect to a given Service Level recurs in consecutive Measurement Intervals, the amount of the applicable Service Credit payable to ACSA shall be multiplied by the following factors for subsequent Measurement Intervals:

- (i) Service Level Failure in two consecutive Measurement Intervals, then **twice (x2)** the amount of the Performance Credit as originally calculated; and
- (ii) Service Level Failure in three or more consecutive Measurement Intervals, then **four times (x4)** the amount of the Service Credit as originally calculated.

The Service Credit for any given Service Level shall only be increased as described above, and such increase shall be payable for all consecutive Service Level Failures with respect to such Service Level.

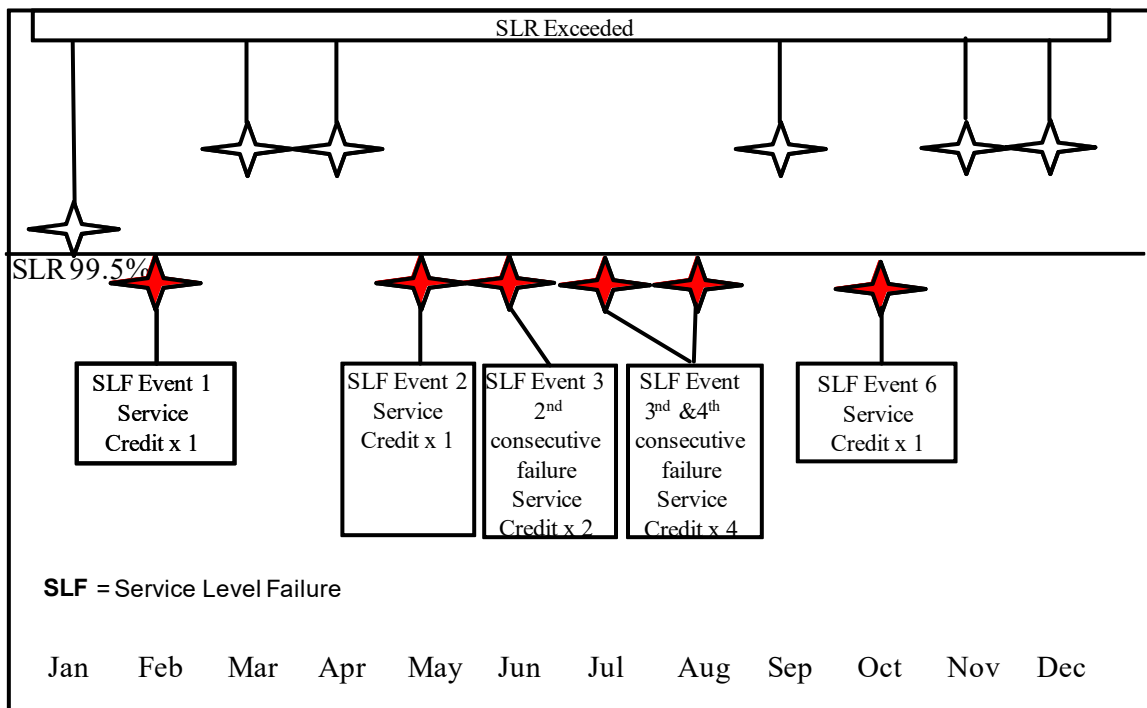


Figure 1 - Service Credit for Successive Failures Example

3.3.6. Service credits cap

In no event shall the aggregate amount of Service Credits credited or paid to ACSA with respect to all Service Level Failures occurring in a single month exceed the At-Risk Amount.

3.3.7. Payment/credit of service credits

The Service provider shall itemise the total amount of Service Credits it is obliged to credit to ACSA with respect to Service Level Failures occurring in a given month on the invoice that contains charges for such month. The Service provider shall credit the total amount of such Service Credits related to a given month in the subsequent monthly invoice after ACSA signoff of the Service Credits for the applicable Measurement Interval. Upon termination or expiration of the Term, the Service provider shall pay to ACSA the amount of any Service Credits not so paid or credited to ACSA's account or any unused portion of such Service Credits.

3.3.8. Non-exclusive remedy

The Service provider acknowledges and agrees that the Service Credits shall not be deemed or construed to be liquidated damages or a sole and exclusive remedy or in lieu of any other rights and remedies ACSA has under the Agreement, at law or in equity.

3.3.9. Earn-Back

Following any service-level failure, ACSA may allow the provider the opportunity to earn back the service credits charged in one or more measurement period.

If all the service levels for the relevant service and any others agreed to be associated with that service are exceeded, during each of the **three** measurement periods following the service-level failure, ACSA may, at its sole discretion, return half of the service credits paid to the provider.

If all the service levels for the relevant service and any others agreed to be associated with that service are exceeded, during each of the **six** measurement periods following the service-level failure, ACSA may, at its sole discretion, return the remaining half of the service credits paid to the provider.

The provider may, where the requisite levels of performance are exceeded, make representations to the Company in this regard.

3.4. Changes to performance measurements

3.4.1. Changes to weighting factors

ACSA may request changes to the Weighting Factors for any Service Level by sending written notice to the Service provider. These requested changes will be negotiated through the appropriate Relationship Management structures to gain mutual agreement on such changes prior to them taking effect during the next full measurement interval pertaining to such changed metrics.

3.4.2. Additions

No more than once quarterly, ACSA may add Service Levels by sending written notice to the Service provider at least 30 (thirty) days prior to the date that such added Service Levels are to be effective. The target performance levels for such additional Service Levels shall be determined by mutual agreement of the Parties using industry standard measures.

3.4.3. Deletions

ACSA may delete Service Levels by sending written notice to the Service provider at least thirty (30) days prior to the date that such deletions are to be effective.

4. Reporting

- 4.1.** As part of ongoing performance management, ACSA requires that the Service Provider provides the reports contained in the table below.
- 4.2.** ACSA reserves the right to change the list of reports as requested and will review these on an ad-hoc basis, and such changes should not attract additional costs.

Report Description	SLA Metrics Addressed	Distribution	Timing
Service Level Report	Consolidated SLA report to cover all SLR Metrics	ACSA	Service Level Report
Operational Report	Consolidated report supporting details per Operating Divisions	ACSA	Daily, Weekly and Monthly

Table 27: Reports

5. Meetings

5.1. As part of ongoing performance management and project delivery, ACSA requires that the Service Provider attend monthly and weekly meetings.

Frequency	Meeting Name	Standing Agenda	Participants and Role	Documents to be submitted by the Service Provider	Documents to be produced after meeting
Weekly Meeting	Operational Meeting	See Standing Agenda	Senior and Middle managers, Supervisors, Service Desk Manager	Reports as agreed upon	Operational Meeting
Monthly Service Level Management Meeting	SLM Meeting	Agenda to be defined	User representatives, IT Service Quality and Change Manager, ACSA IT Airport Manager, Managed Service Manager, Service Provider Account Manager and On-site representative	Minutes from previous meeting and Reports as agreed upon	Minutes and Action Register
Adhoc	Adhoc	Adhoc	Stakeholders as and when required	Adhoc	As agreed by all parties

Table 28: Meetings

SECTION B

6. Cluster 1

This section, **Section B**, must be read together with **Section A**. All details and requirements outlined in Section A are essential for fulfilling the Statement of Work (SOW). Section B offers a detailed breakdown of statistical cluster-specific data, providing Bidders with the necessary information to respond to the requirements effectively.

6.1. Current Sites and Addresses

Region	Airports in the regions	Site Code
Cluster1	OR Tambo International Airport;	JNB
	Aviation Park	AVP
	Aviation Park International Indaba Conference Centre	AVP (IICC)
	Bram Fischer International Airport	BFN

Table 29: Cluster 1 - Regional Distribution of ACSA locations

Site Code	Address
AVP	OR Tambo International Airport, Airport Rd, Johannesburg, 1627
AVP (IICC)	OR Tambo International Airport, Airport Rd, Johannesburg, 1627
JNB	OR Tambo International Airport, Airport Rd, Johannesburg, 1627
BFN	Bram Fischer International Airport, Bloemfontein, 9300

Table 30: Cluster 1 - Site Address

6.2. Current Site Operational Hours

6.2.1. These operating hours may change, and the appointed Service Provider must make provision to adapt to these changes.

	Monday - Thursday		Friday		Saturday		Sunday	
Site	Open	Close	Open	Close	Open	Close	Open	Close
JNB	24 x 7 x 365							
BFN	05:30	20:00	05:45	20:00	08:30	16:00	08:30	20:00
AVP	08:00	17:00	08:00	17:00	Closed	Closed	Closed	Closed
AVP (IICC)	Ad-hoc (based on bookings and events)							

Table 31: Cluster 1 - Site Operational Hours

6.3. Site Coverage

Service Class	Service Coverage Window
Site Operational Hours	Site Operational Hours as per Table 31: Site Operational Hours Includes Weekdays, Weekends and Public Holidays
	AVP - IICC – event driven based on bookings.
Project & IMACD	All project and IMACD tasks that impact the live environment will take place after the last flight has departed and before the first flight departs/arrives in the morning. These hours vary from airport to airport, but the Service Provider can plan to run project tasks between 23h30 and 05h00, times are subject to change and will be communicated timeously

Table 32: Cluster 1 - Site Coverage

6.4. Minimum Resource Requirements

The table below indicates the minimum resource requirements, be it on-site or variable. Please increase as necessary.

Schedule of Minimum Required Resources to be completed by the Bidder					
Roles	Centralised Roles	Minimum Resources Required	Cluster 1		
			JNB	BFN	AVP & AVP IICC
Field Service Agent Supervisor	Yes	5	4		1
Field Service Agent	No	32	24	4	4
TOTAL (minimum)		37	28	4	5

Table 33: Cluster 1 - On-site resources (minimum)

6.5. Current ITSM Baseline Information

ACSA's current ITSM utilisation and projected usages are presented below. These business requirements represent ACSA's most realistic projection of the Service requirements based on a combination of past and future trends.

6.5.1. Ticket Traffic Volumes & Number of Users

The Service Provider needs to manage the volume of tickets within the SLA. The service desks collectively manage volumes of service tickets per annum. These includes the traffic via telephone, email, walk-in requests and monitoring systems. The number of tickets and users may increase.

CLUSTER 1	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
BFN												
2022				193	230	187	221	197	226	279	269	169
2023	285	165	292	188	291	186	193	275	191	199	227	147
2024	116	167	285	439	196	366	278	317	277	319	542	274
2025	127	252	213	220	212	139	179	405	163			
AVP												
2022				612	619	548	611	618	636	721	671	287
2023	431	534	498	392	559	421	494	566	606	565	514	242
2024	427	536	618	749	722	642	929	714	637	771	869	311
2025	724	712	596	669	768	710	813	693	542			
JNB												
2022				2853	3333	3984	4869	4590	5468	6460	5631	4362
2023	4046	4869	5175	3954	4839	3682	5482	4809	3568	3054	3278	3530
2024	4877	4742	3020	4404	2647	4422	4246	4039	3770	3663	4912	5919
2025	6836	7008	4784	5234	4832	5494	5380	5419	2295			

Table 34: Cluster 1 - Historic Ticket Traffic Volumes

User base (approximately)	
JNB	1891
BFN	120
AVP	582
AVP IICC	50 – 3000 (event driven)

Table 35: Cluster 1 - Number of Users

6.6. List of supported IT Services, devices and users

The following tables provides numerical information with regards to the various devices, infrastructure equipment and Business Services utilised at the various ACSA sites. The list of IT Services, devices, users are subject to increase.

6.6.1. Number of IT Services per Site

ACSA IT supports a number of IT Services for the organisation. These include but not limited to: Data Center Services, Digital Workplace End-User Computing Services, Data Network Services, Voice Telecom and Mobility Services, Disaster Recovery Services, Application Services, Collaboration Services.

Number of IT Supported Business Services	Cluster 1		
	JNB	BFN	AVP
Critical	43	33	26
Non-Critical	44	34	30

Table 36: Cluster 1 - Number of IT Services per Site

6.6.2. Number of Incidents received for Critical and Non-Critical Services

Criticality	Site	2022/23	2023/24	2024/25	2025/26
Critical	BFN	449	631	946	287
	AVP	320	258	460	145
	JNB	17290	19367	16416	8526
Non-Critical	BFN	1097	1730	2359	552
	AVP	2806	2777	3148	1213
	JNB	21733	25953	27729	14767

Table 37: Cluster 1 - Historical Number of Incidents received for Critical and Non-Critical Services

6.6.3. Number of End User Devices and Infrastructure equipment per site

Equipment Type		Cluster 1		
		JNB	BFN	AVP
Servers, Storage and Backups	Backup	6	1	1
	Linux Server	36		
	Server	161	10	7
	Storage	39		9
	UNIX Server	1		
	Windows Server	454	10	60
Network	AP	504	21	
	IP Firewall	12	2	1
	IP Router	1	1	
	IP Server	5	1	
	IP Service			
	IP Switch	992	19	35
	Voice Gateway	48		5
EUD	Cell Phone	372	22	255
	Computer	735	40	77
	Data Card	188	11	186
	Display Hardware	1224	75	181
	Monitor	4		5
	Notebook	306	14	244

Equipment Type		Cluster 1		
		JNB	BFN	AVP
	Printer	629	32	18
	Scanner	675	15	
	Tablet	138	8	47
	Video Conference	37	7	114
Environmental	Air Conditioner	101	10	12
	Rack	19	1	
	UPS	136	15	6
Airport systems	CCTV	37	35	
	PA Systems	2176	26	
	Radio System	304	87	
Other	Other	123	72	
	Comms H/W	2		
	Hardware	313	36	18
	Kiosk	16	4	1
	PDU			

Table 38: Cluster 1 - IT End User Device and Infrastructure Equipment

7. Pricing Schedule

7.1. Five (5) Year On-Site Managed Services Pricing

5 Year On-Site Managed Services Pricing												
	Year 1		Year 2		Year 3		Year 4		Year 5		Total for 5 years	
	Monthly	Annual	Monthly	Annual	Monthly	Annual	Monthly	Annual	Monthly	Annual	Monthly	Annual
Total	R	R	R	R	R	R	R	R	R	R	R	R

Table 39: Pricing Schedule – 5 yr Term

7.2. Ad-Hoc Resources (if required)

Ad-Hoc Resources					
	Year 1	Year 2	Year 3	Year 4	Year 5
	Hourly	Hourly	Hourly	Hourly	Hourly
Supervisor Field Service Agent	R	R	R	R	R
Field Service Agent	R	R	R	R	R

Table 40: Pricing Schedule - Ad-Hoc Resources

7.3. Over Time

Over Time Rate					
	Year 1	Year 2	Year 3	Year 4	Year 5
	Hourly	Hourly	Hourly	Hourly	Hourly
Supervisor Field Service Agent	R	R	R	R	R
Field Service Agent	R	R	R	R	R

Table 41: Pricing Schedule – Over Time

8. Human Resource Allocation

- 8.1.** A minimum of 95% of the human resources for this tender must be of South African Nationality.
- 8.2.** Field Service Agent must be ITIL Foundation V3 or higher certified.
- 8.3.** Using the ITIL framework and section 2, as a guide, please complete the table below with the roles and number of resources to adequately staff the various sites.
- 8.4.** All Managed FSA Services support staff MUST be located on-site.

Roles	Responsibility includes but not limited to	Professional Certification	Centralised
Field Service Supervisor	- Ensuring that staffing and skill levels are maintained throughout operational hours by managing shift staffing schedules, etc. - Reviewing all tickets assigned to the cluster and actioning, by working on it to a resolution, dispatching or returning the ticket. - Undertaking HR activities as needed. - Acting as an escalation point where difficult or controversial calls are received. - Producing statistics and management reports. - Representing the Managed FSA Services at meetings. - Arranging staff training and awareness sessions. - Liaising with senior management. - Liaising with change management.	A+ or MCSE and Tertiary qualification (Advanced Certificate, Diploma, Degree), with proven work experience in IT >=2 years ITIL foundation V3 Certified or higher	Yes

Roles	Responsibility includes but not limited to	Professional Certification	Centralised
	- Performing briefings to FSA and Service Desk staff on changes or deployments that may affect volumes at the Service Desk. - Assisting Analysts in providing first and second line support when workloads are high, or where additional experience is required.		
Field Service Agent	- The primary FSA role is that of providing first level support through taking calls and handling the resulting Incidents or Service Requests, using the incident management and request fulfilment processes, in line with ITSM objectives. - Driving the efficiency and effectiveness of the incident management process. - Perform troubleshooting through diagnostic techniques and pertinent questions. - Identify and suggest possible improvements on procedures. - Provide status updates to users and the IT Service Desk. - Log tickets based on user interactions and resolve them. - Validate solutions provided by support groups.	A+ or MCSE experience in IT >=2 years; and ITIL foundation V3 Certified or higher	No

Roles	Responsibility includes but not limited to	Professional Certification	Centralised
	- Handle daily technical support activities on desktop support. - Diagnose, Troubleshoot and Setup desktop computers and peripherals. - Install and test desktop software applications. - Interact with end users on desktop problems and their resolution.		

Table 42: Resource Responsibilities and Certification

Schedule of Minimum Required Resources to be completed by the Bidder					
Roles	Centralised Roles	Minimum Resources Required	Cluster 1		
			JNB	BFN	AVP & AVP ICC
Field Service Agent Supervisor	Yes	5	4		1
Field Service Agent	No	32	24	4	4
TOTAL (minimum)		37	28	4	5

Table 43: Cluster 1 - Minimum resource allocation