Annexure E

ACSA standard roles and responsibilities matrix

1. **RESPONSIBLE, ACCOUNTABLE, SUPPORTING, CONSULTED AND INFORMED MATRIX**

RASCI ("responsible, accountable, supporting, consulted and informed") chart approach for all roles and responsibilities matrices. The **RACI TERMINOLOGY IS AS FOLLOWS:**

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 realised 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 realising the sourcing activity. They actively participate in realising/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 realising/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 realisation/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 1: DEFINITION OF RASCI MODEL

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

2. ROLES AND RESPONSIBILITIES - GENERAL

Number	Task/Activity	Provider	ACSA
Sub Area: General			
1.	Provide Services and the supporting processes that support ACSA business needs, technical requirements, and End-User requirements.	R, A	C
2.	Approve Services and the supporting processes that support! ACSA's business needs, technical requirements, and End-user requirements.	I	R, S
3.	Comply with ACSA policies, guiding principles, standards, and regulatory requirements applicable to the ACSA for information, information systems, personnel, physical and technical security.	R, A	C
4.	Develop and maintain an approved comprehensive Standards and Procedures Manual that contains the standards, processes and procedures that will be used in the delivery of all Services. The manual will include clearly delineated roles and responsibilities, touch points and measurements between ACSA and the vendor.	R, A	C, S
5.	Approve the comprehensive Standards and Procedures Manual that contains the standards, processes and procedures that will be used in the delivery of all Services. The manual will include clearly delineated roles and responsibilities, touch points and measurements between ACSA and the vendor.	I	R, S
6.	Conform to changes in laws, regulations, and policies. Major Service Changes shall be proposed on a project-by-project effort basis to alter the environment to conform to the new requirements.	R	C, A
7.	Report performance against Service-Level Requirements (SLRs)	R, A, S	I
8.	Coordinate all Changes to the IT systems that may affect the SLRs of any other Service.	R, A	C, I
9.	Provide timely creation, updating, maintenance and provision of all appropriate project plans, project time and cost estimates, technical specifications, management documentation and management reporting in a form/format that is acceptable to the ACSA for all Service projects and major Service activities.	R, A	C
10.	Adhere to IT service management (ITSM) best practices and Key Performance Indicators (KPIs).	R, A	I
11.	Approve the use of the ITSM best practices and KPIs.	C, I	R
Sub Area: Site Access			
12.	Coordinate with site IT staff to schedule On-Site Technical Support visit when using non-regular or 3rd party resources.	R, A	C, I
13.	Ensure that all support staff has valid airside permits for the airports that they support.	R, A	C, I
14.	Ensure that support staff strictly adheres to the terms and conditions of their permit allowances.	R, A	C, I

Number	Task/Activity	Provider	ACSA
15.	Ensure that support staff has access to reliable transport and valid driver's licences. This includes access services provider vehicle that is permitted on airside should there be a requirement to support any device on airside. The operator must have a valid Airport Vehicle Operators Permit (AVOP). The vehicle requires a regulatory permit and must be insured as per ACSA requirements.	R, A	C, I
16.	Support staff must have the relevant safety certifications, protective wear, and equipment to carry out corrective maintenance duties.	R, A	C, I
17.	Ensure that the provider always has a valid health and safety file.	R, A	C, I, S
18.	On request from the provider ACSA will provide access to ACSA premises (which will not be unreasonably withheld) to the provider or their 3rd party personnel to effect maintenance and repairs.	I	R, A
19.	Parking fees at ACSA premises.	R, A	I
20.	Rental of office space at ACSA premises.	R, A	I
21.	Any security related training and payments for access to ACSA premises.	R, A	I

Table 2: ROLES AND RESPONSIBILITIES – GENERAL

3. ROLES AND RESPONSIBILITIES - MANAGEMENT, PLANNING, AND DESIGN

5.1 Architecture Planning and Analysis Services are the activities required to assess the requirements for architectural, functional, performance, IT Service Continuity, and security requirements.

5.2 Activities associated with the documenting the requirements for architectural, functional, performance, IT Service Continuity, and security requirements.

5.3 Include identifying the opportunities to improve the efficiency and effectiveness of the Service.

5.4 Can also help support competitive business advantage and mitigate risks by reducing defects and improving the quality of IT Services look at current and how to bring in efficiencies and improvements.

Number	Task/Activity	Provider	ACSA
Architecture Planning and Analysis			
1.	Adhere to, implement, and ensure alignment to the defined standards, timeframes and reporting requirements for planning, project management and analysis activities.	R, A	C, S, I
2.	Attend and actively participate in the ACSA scheduled focus groups, stakeholder meetings, project, and technical workshops to provide the required expertise (addressing all tasks pre and post the meeting as required such as requirements gathering activities; solution design options).	R, A	C, S, I

#	Description		
3.	Provide input into the review of the existing Services, architectural standards and project management practices for Planning and Analysis activities to ensure continuous alignment to best practise.	R, A	C, S, I
4.	Ensure all documentation remains updated in required ACSA format. Where no existing documentation is available, the standards are to be followed and documentation to be drafted.	R, A	C, I
5.	Define Services, standards, timeframes and reporting requirements for planning, project management, and analysis activities.	C, S, I	R, A
6.	Schedule the required focus groups and technical workshops for architecture planning and analysis requirements – such as to review the existing infrastructure topologies at an enterprise (e.g., technology strategy, technology architecture, functional, availability, capacity, performance, backup, and IT Service Continuity).	S, I	R, A
7.	Provide ACSA documentation format standards. Review and approve updated documentation presented by Service provider.	I	R, A
8.	Review and update the existing Services, standards and project management practices for Planning and Analysis activities.	I	R, A
Technical Architecture			
9.	Attend, actively participate in and provide technical assistance and subject matter expertise in technical and business planning sessions to review standards, architecture, and project initiatives to align with best practise.	R, A	C, S, I
10.	Document current and future Technical Architecture in the agreed formats and update these throughout the service lifecycle.	R, A	C, S, I
11.	Perform evaluation of new equipment considered for implementation in compliance with the ACSA's security and IT architecture policies, regulations, and procedures.	C, S, I	R, A
12.	Define and approve any new architecture standards.	C, S, I	R, A
13.	Conduct technical and business planning sessions to review standards, architecture, and project initiatives to align with best practises.	R, A	C, S, I
Continuous Improvement and Innovation Planning			
14.	Conduct technical reviews and provide recommendations for improvements that increase efficiency, effectiveness and reduce costs.	R, A	C, I
15.	Perform ad hoc investigations as requested by ACSA and submit recommendations for ACSA's consideration.	R, A	C, I
16.	Conduct on-going, regular planning and recommendations for technology refresh and upgrades.	R, A	C, I
17.	Showcase new technology enhancements to ACSA hence allowing ACSA the option to upgrade to any new productised technology.	R, A	C, I
18.	Review and approve any technical improvement recommendations.	C, I	R, A
19.	Review and approve any requested ad hoc investigations.	C, I	R, A
20.	Review and approve recommendations for technology refresh and upgrades.	C, I	R, A
21.	Review any new technology enhancements presented.	C, I	R, A
Management and Testing Tools			

Number	Task/Activity	provider	ACSA
22.	Use existing System management tools to monitor measure, manage and document the environment.	R, A	C, I
23.	Provide access to existing System management tools to monitor measure, manage and document environment.	C, I	R, A
Research			
24.	Provide expert advice and research latest technologies on a constant basis and formally submit these presentations to ACSA IT on a bi-annual basis.	R, A	C, I
25.	Together with ACSA-IT perform feasibility studies for the implementation of new and existing technologies that best meet ACSA business needs and meet cost, performance, and quality objectives.	R, A	C, I
26.	Review the latest technologies presented by the Service provider.	C, I	R, A
Design and Planning			
27.	Provide design documentation for quarterly audits as requested by ACSA.	R, A	C, I
28.	Provide input into design plans through coordination with the appropriate ACSA technology standards groups and design architects.	C, I, S	R, A
29.	Quarterly audit of design documentation.	C, I, S	R, A
30.	Adhere to production acceptance test criteria.	R, A	C, I
31.	Conduct and document test plans and results.	R, A	C, I
32.	Define and document production acceptance test criteria.	C, I	R, A
33	Review and approve test plans and results.	C, I	R, A

1.1 TABLE 3 - ROLES AND RESPONSIBILITIES - MANAGEMENT, PLANNING, AND DESIGN

1. Roles and Responsibilities - Project Management Services

ACSA may from time-to-time request that the provider perform a discrete set of activities in addition to the on-going services obligations. (a "Project").

Number	Task/Activity	provider	ACSA
Project Management Approach			
1.	Utilise project management methodologies, knowledge, skills, tools, and techniques consistent with leading internationally recognised and accepted project management practices such as those contained in the Guide to the Project Management Body of Knowledge (PMBOK) or Prince2.	R, A	C, I
2.	Perform project management review and oversight, attend scheduled project meetings, ensure key milestones are achieved by Service provider, ensure all ACSA project governance processes are in place and are being achieved throughout the project.	C, I	R, A
Define Project Plan			
3.	Provide project definition and plan, identify major critical milestones, ensure delivery within budget and project deliverables aligned and approved by the ACSA Project Manager.	R, A	C, I

4.	Provide, maintain, and update detailed project planning, identify critical path dependencies.	R, A	C, I
5.	Approve project plan, critical milestones, budget forecast, and project deliverables.	C, I	R, A
6.	Attend scheduled weekly project meetings to review detailed project plan and critical path dependencies.	C, I	R, A
Manage Execution of Project Plan			
7.	Manage, follow up and track execution of project plan.	R, A	C, I
8.	Ensure project plan management activities are carried out and ensure updated communication to project stakeholders is done.	C, I	R, A
Monitor Project Progress			
9.	Report on project progress, budget, risk, issues.	R, A	C, I
10.	Review and escalate any issues risk etc. for action to higher governance authorities as required.	C, I	R, A

1.2 TABLE 4 - ROLES AND RESPONSIBILITIES - PROJECT MANAGEMENT SERVICES

2. Roles and Responsibilities - Acquisition and Management

The acquisition and management process include the purchase of all service equipment, including new equipment, upgrades to existing equipment, or purchases resulting from a service or repair request. Also, maintains buying catalogue, execution of purchase orders, provides quotations, deals with goods handling.

Number	Task/Activity	provider	ACSA
Policies, Processes, Standards and Procedures			
1.	When procurement is requested by ACSA-IT, provider to adhere to acquisition/procurement policies.	R, A	C, I
2.	Provide guidance on ACSA acquisition/procurement policies.	C, I	R, A
3.	Develop, document, and maintain in the Standards and Procedures Manual Acquisition and Management procedures that meet requirements and adhere to defined policies.	R, A	C, I
4.	Review and approve Acquisition and Management procedures.	C, I	R, A
5.	Perform periodic audits of procurement procedures.	R, A	C, I
Demand Management			
6.	Escalate any acquisition and management issues to ACSAIT, notify ACSA immediately upon learning of item shortages, and notify ACSA-IT of out-of-line (e.g., out of stock occurrences) deliveries.	R, A	C, I
7.	Attend monthly review sessions to understand estimated consumption forecast where available to ensure achievement of timelines.	R, A	C, I
8.	Address any acquisition and management escalations from Service provider.	C, I	R, A
9.	Quarterly, ACSA shall provide the Service provider with its estimated consumption forecast of all in scope infrastructure equipment. The forecast process will be a joint effort between ACSA and the provider using historical data.	C, I	R, A
Equipment Delivery			

Number	Task/Activity	provider	ACSA
10.	Ensure all equipment is delivered as scheduled. No uncommunicated delays in delivery will be accepted by ACSA-IT. Any delays are to be communicated in writing and in the relevant meeting (project meeting) to allow for review and any possible business impacts.	R, A	C, I

Number	Task/Activity	provider	ACSA
11.	Request updates on equipment delivery timelines in the relevant meetings (project meetings etc.).	C, I	R, A
Standards Compliance			
12.	Ensure that new equipment/ hardware complies with established ACSA standards and architectures.	R, A	C, I
13.	Ensure all procured hardware and software is listed as part of the ACSA architecture technology standards.	C, I	R, A
Goods Handling and Warehousing			
14.	Provide facilities for spares holding nationally at the provider's Locations.	R, A	C, I
15.	Securely store and ensure equipment at designated Service Locations (as agreed with ACSA).	R, A	C, I
16.	Control and manage the equipment in a secure and auditable manner.	R, A	C, I
17.	Manage the physical movement (appropriate packing and transportation) of service in scope equipment as required and agreed with ACSA.	R, A	C, I
18.	Allow ACSA audits when requested by ACSA.	R, A	C, I
19.	Inspect provider's location nationally to confirm required security is in place.	C, I	R, A
20.	Provide proof of valid insurance coverage for equipment held by the provider on ACSA behalf.	R, A	C, I
21.	Ad hoc inspections of equipment being moved to insure appropriate packaging and transportation.	C, I	R, A
Equipment Inventory Holding			
22.	Maintain adequate equipment inventory levels in accordance with SLA obligations.	R, A	C, I
23.	Report on stock levels quarterly.	R, A	C, I

1.3 TABLE 5 - ROLES AND RESPONSIBILITIES - ACQUISITION AND MANAGEMENT

3. Roles and Responsibilities - Documentation

Documentation Services are the activities associated with developing, revising, archiving, maintaining, managing, reproducing, and distributing information (e.g., project planning materials, System design specifications, Procedures Manuals, operations guides) in hard copy and electronic form.

Number	Task/Activity	provider	ACSA
Documentation			
1.	Ensure that the entire in scope Display Technology is well documented and constantly updated.	R, A	C, I

2.	Compile a checklist and all documentation for carrying out of maintenance tasks related to in scope Display Technology (detailed maintenance plan). Provide exception reports where risks and issues cannot be addressed via the maintenance plan.	R, A	C, I
3.	A detailed checklist template will be presented to the ACSA for approval.	R, A	C, I
4.	Specify the content, purpose, format, and production schedule of all documents.	R, A	C, I
5.	Store all copies of documents on ACSA Microsoft Teams sites provided.	R, A	C, I
6.	Review and approve in scope documentation to ensure Display Technology infrastructure is well documented and constantly updated.	I	R, A
7.	Review checklist and implement action plans based on any exception reports and recommendations.	I	R, A
8.	Work with provider to specify the content, purpose, format, and production schedule of all documents within scope.	C, I	R, A
9.	Provide space to store physical copies of all documents and share folder for digital copies of the documents.	I	R, A
10.	Provide timely creation, updating, maintenance and provision of all documentation, (design documents; architectural diagrams; as built documents; test plans; all ACSA required project documentation; technical specifications, preventative and corrective maintenance plans and checklist; escalation reports; daily service request report; floor layout diagrams; OEM and third party documentation and management reporting in a form/format that is acceptable to ACSA for Service Projects and major Service activities.	R, A	C, I
11.	Manage all documentation in accordance with Configuration Management standards and guidelines.	R, A	C, I
12.	Document standard operating procedures (e.g., boot, failover/disaster recovery, spool management, batch processing, backup).	R, A	I
13.	Review and approve standard operation procedures Documentation.	I	R, A

1.4 TABLE 6 - ROLES AND RESPONSIBILITIES - DOCUMENTATION

4. Roles and Responsibilities - Technology Refresh and Replenishment

Technology Refreshment and Replenishment (TR&R) Services are the activities associated with modernising the IT environment on a continual basis, to ensure that the system components stay current with evolving industry-standard technology platforms.

Number	Task/Activity	provider	ACSA
	Technology Refresh and Replenishment		
1.	Recommend TR&R life cycle management policies, procedures and plans appropriate for support of ACSA business requirements.	R, A	C, I
2.	Develop, document, and maintain in the Standards and Procedures Manual TR&R procedures, and develop TR&R plans that meet requirements as well as adhere to defined policies and Change and Release Management processes.	R, A	C, I

3.	Review and approve TR&R policies, procedures, and plans.	I	R, A
4.	Perform the necessary tasks required to fulfil the TR&R plans.	R, A	I
5.	Provide management reports on the progress of the TR&R plans.	R, A	I
6.	Periodically review the approved TR&R implementation plans to ensure they properly support ACSA business requirements.	I	R, A

1.5 TABLE 7 - ROLES AND RESPONSIBILITIES - TECHNOLOGY REFRESH AND REPLENISHMENT

5. Roles and Responsibilities - Infrastructure Build and Change

Managing all Display Technology changes [standard, low, med, high] risk within all operations and projects of the airports. This includes initiating change requests and closing out change requests.

IMACDs will be treated as projects when the following is met:

a) Ad hoc IT related installation requests from IT Commercial.
b) Upgrades to any existing or live facility.
c) Hardware decommissioning.
d) Hardware installation.

Number	Task/Activity	provider	ACSA
Installations and Additions			
1.	Complete IMACD plan per installation and addition.	R, A	C, I
2.	Present IMACD plan to ACSA for approval.	R, A	C, I
3.	Complete IMACD Installations and additions per approved IMACD plan (timelines / tasks / pre-installation checks / UAT etc.)	R, A	C, I
4.	Receive and review IMACD plan per installation and addition presented by Service provider.	I	R, A
5.	Approve IMACD plans received from Service provider.	I	R, A
6.	Approve and sign off IMACD installations and additions in alignment with approved plans.	I	R, A
Moves			
7.	Complete IMACD plan per installation and addition.	R, A	C, I
8.	Present IMACD plan to ACSA for approval.	R, A	C, I
9.	Complete IMACD Installations and additions per approved IMACD plan (timelines / tasks / pre-installation checks / UAT etc.)	R, A	C, I
10.	Receive and review IMACD plan per installation and addition presented by Service provider.	I	R, A
11.	Approve IMACD plans received from Service provider.	I	R, A
12.	Approve and sign off IMACD installations and additions in alignment with approved plans.	I	R, A
Changes			
13.	Recommend changes to meet service requirements.	R, A	C, I
14.	Perform changes to meet business requirements.	R, A	C, I

15.	Review and approve recommended changes presented by the provider where required.	I	R, A
16.	Sign off implemented changes.	I	R, A
	Decommission		
17.	Complete IMACD plan per decommission requirement.	R, A	C, I
18.	Present IMACD plan to ACSA for approval.	R, A	C, I
19.	Complete IMACD decommission per approved IMACD plan (timelines / tasks / pre-decommission checks / UAT etc.)	R, A	C, I
20.	Disposal of equipment and materials in accordance with ACSA policies upon request.	R, A	C, I
21.	Receive and review IMACD plan per decommission by Service provider.	I	R, A
22.	Approve IMACD plans received from Service provider.	I	R, A
23.	Approve and sign off IMACD decommission in alignment with approved plans.	I	R, A
24.	Sign off the disposal of equipment and materials in accordance with ACSA policies with Service provider and ensure financial asset disposal tasks are completed.	I	R, A
	IMACD Completion Sign-off		
25.	Conduct and document production acceptance tests and provide results to obtain signed completion form (production acceptance) from ACSA.	R, A	C, I
26.	All works must have before, during and after photos taken which will be submitted with the hand over pack. This applies to every task, including removal of old electrical cabling and piping, new installations, upgrades to existing facilities, etc. Photographs may be combined with video recordings. This form of documentation will be required during audits, meetings, etc.	R, A	C, I
27.	Maintain and update records to ensure baseline CMDB is always up to date.	R, A	C, I
28.	Review acceptance test and results for sign off.	I	R, A
29.	Review before during and after photos taken during changes.	I	R, A
30.	Review CMDB baseline reports quarterly as defined in report schedule.	I	R, A

1.6 TABLE 8 - ROLES AND RESPONSIBILITIES - INFRASTRUCTURE BUILD AND CHANGE

6. Roles and Responsibilities – Maintenance

Maintenance Services are the activities associated with the maintenance and repair of hardware, software to include "break/fix" Services. Installed platform and product version levels are not to be more than one version behind the current commercial release, unless coordinated with ACSA architectural standards committee.

Number	Task/Activity	provider	ACSA
	Maintenance		
1.	Define Maintenance requirements.	I	R, A
2.	Develop, document, and maintain in the Standards and Procedures Manual Maintenance procedures that meet requirements and adhere to defined policies.	R, A	I

3.	Develop Maintenance schedules (OEM recommended preventative maintenance to be considered).	R, A	C, I
4.	Review and approve Maintenance procedures and schedules.	I	R, A
5.	Ensure appropriate Maintenance coverage for all Service components.	R, A	C, I
6.	Provide Maintenance and break/fix support in ACSA's defined locations, including dispatching repair technicians to the point-of-service location if necessary.	R, A	C, I
7.	Perform (and/or coordinate with Third-Party Maintenance Vendor if applicable) diagnostics and maintenance on Service components, including hardware, software, peripherals, and special-purpose devices as appropriate.	R, A	C, I
8.	Perform an analysis of the impact and/or applicability of Vendor-provided (e.g., Omni) patches and/or service packs, in accordance with ACSA policies and requirements.	R, A	C, I
9.	Approve Vendor-provided patches and/or service packs.	C, I	R, A
10.	Review all patches relevant to the IT environment and classify the need and speed at which the Security patches should be installed, as defined by policies and Change Management	R, A	C, I
11.	Install patches per ACSA's Change Management process and procedures including acquiring required ACSA approval.	R, A	C, I
12.	Install (and/or coordinate with Third-Party Maintenance Vendor if applicable) manufacturer field change orders, service packs, firmware, and software maintenance releases, etc.	R, A	C, I
13.	Perform (and/or coordinate with Third-Party Maintenance Vendor if applicable) product patch, "bug fix," service pack installation or upgrades to the current installed version.	R, A	C, I
14.	Perform Maintenance-related software distribution and version control, both electronic and manual.	R, A	C, I
15.	Replace (and/or coordinate with Third-Party Maintenance Vendor if applicable) defective parts, including preventive Maintenance, according to the manufacturer's published mean-time-between-failure rates.	R, A	I
16.	Conduct (and/or coordinate with Third-Party Maintenance Vendor if applicable) Maintenance and parts management and monitoring during warranty and off-warranty periods.	R, A	I

17.	Execute preventative maintenance per the high-level schedule which needs further development by provider responding to this RFP. The following activities will constitute the minimum requirements. • Inspections and alerts investigations • Syslog analysis – Continuous monitoring and responding with corrective actions to warnings and alerts. • Health Checks • Configuration Backups • Log Analysis • Device performance monitoring for high memory and CPU utilization • Software upgrades on management systems • Capacity Management • User Management • Redundancy Testing • Firmware Upgrades • Advise / recommend improvement for the Self-service infrastructure and identify potential risks within the environment include detailed additional preventative maintenance recommendations which as experts in the field are deemed necessary to prevent system failures.	R, A	C, I
18.	Initiate projects to execute on approved preventative maintenance recommendations.	I, C	R, A
19.	Provide detailed monthly reports on capacity, assets, changes, faults, potential risks, etc. as defined in the report schedule.	R, A	C, I

1.7 TABLE 9 - ROLES AND RESPONSIBILITIES – MAINTENANCE

7. Roles and Responsibilities - Infrastructure Monitoring, Operations and Administration

Monitoring, Operations and Administration are the activities associated with providing a stable environment thus ensuring a proactive approach to risk mitigation and will aid the provider to meet their SLA targets.

Management of the Display Technology will always be done in consultation with ACSA-IT Airport Systems and Operations and no decisions can be made without approvals and written consent of ACSA.

Number	Task/Activity	provider	ACSA
Management and Administration			

1.	Utilise ACSA Monitoring tools to monitor the Display Technology. ensuring that it meets the monitoring and service level reporting requirements.	R, A	C, I
2.	Implement measures for proactive monitoring to limit Display Technology infrastructure outages.	R, A	C, I
3.	Manage all in scope Display Technology elements in accordance with ACSA's policies (including security oversight and change management policies).	R, A	C, I
4.	Manage and coordinate provider appointed subcontractors and Third Parties to meet Service and SLA requirements.	R, A	C, I
5.	Suggest any additions or changes to ACSA monitoring tools landscape.	R, A	C, I
6.	Install, customise, and maintain a Display Technology management system for event monitoring and availability reporting.	I	R, A
7.	Implement measures for proactive monitoring to limit Display Technology infrastructure outages.	I	R, A

1.8 TABLE 10 - ROLES AND RESPONSIBILITIES - MONITORING, OPERATIONS AND ADMINISTRATION

8. Roles and Responsibilities - Availability Management

The goal of Availability Management is to understand the overall availability requirements of ACSA's business needs and to plan, measure, monitor and continuously strive to improve the availability of the Display Technology infrastructure, services and supporting IT organisation to ensure these requirements are met consistently, with a focus on providing cost-effective availability improvements that deliver measurable ACSA business benefits.

Availability Management covers the evaluation, design, implementation, measurement, and management of the Display Technology. Availability from a component and an end-to-end perspective (i.e., Services), including new or modified IT Service Management methodologies and tools, as well as technology modifications or upgrades of Display Technology systems and components. The goal of the Availability Management process is to optimise the capability of the Display Technology infrastructure, services and supporting organisation to deliver a cost-effective and sustained level of Availability that enables the business to satisfy its business objectives.

Key activities of the Availability Management process are as follows:

e) Determining business requirements for a new or enhanced IT Service and formulating the availability and recovery design criteria for the Display Technology to ensure IT Services are designed to deliver the appropriate levels

f)

g) Determining the critical business functions and impact arising from IT component failure. Where appropriate, reviewing the availability design criteria to provide additional resilience to prevent or minimise impact to the business.

h) Identifying opportunities to optimize the availability of the Display Technology to deliver cost-effective improvements that deliver tangible business benefits.

i) Supporting the targets for availability, reliability and maintainability for the Display Technology components that underpin the IT Service, to enable these to be documented and agreed within SLAs and contracts.

j) Establishing measures and reporting of availability, reliability and maintainability that reflect the business, End-User, and IT support organisation perspectives.

k) Monitoring and trend analysis of the availability, reliability and maintainability of IT systems and components.

l) Reviewing IT Service, system, and component availability, identifying unacceptable levels and ensuring appropriate corrective actions are taken to address Display Technology shortfalls.

m) Investigating the underlying reasons for unacceptable availability and providing recommendations for resolution.

n) Producing and maintaining a forward-looking Availability Plan, which prioritises and plans overall Display Technology improvements aimed at improving the overall availability of IT Services to ensure that existing and future business availability requirements can be met.

o) Providing Display Technology reports to ensure that agreed levels of availability, reliability and maintainability are measured and monitored on an ongoing basis.

Number	Task/Activity	provider	ACSA
Availability Management			
1.	Establish criteria and SLRs for Availability Management support requirements, including IT systems and services to be covered.	C, I	R, A
2.	Develop Availability Management policies, process, and procedures, and determine appropriate Availability Management tools and methods that support ACSA's Availability Management support requirements.	R, A	I
3.	Participate in the development of Availability Management policies, processes, and procedures, and identify the tools and availability methods to be used.	I	R, A
4.	Review and approve Availability Management policies, processes, and procedures.	I	R, A
5.	Implement agreed-upon Availability Management policies, processes, and procedures.	R, A	I

6.	Provide unrestricted read access by ACSA-authorised staff and designated personnel to all current and historical availability knowledgebase data and records.	R, A	I
7.	Ensure that availability requirements are included when requirements are identified, when upgrading and/or designing new IT systems and services to support business users.	I	R, A
8.	Participate in user requirements gathering and analysis when upgrading and/or designing new IT systems and services, to ensure that they are designed to deliver the required levels of availability (mapped to the SLRs) required by the business.	R, A	I
9.	Create availability and recovery design criteria to be applied to upgrades and/or new or enhanced Display Technology design.	R, A	I
10.	Participate in creating availability and recovery design criteria to be applied to upgrades and/or new Display Technology and services design.	I	R, A
11.	Coordinate with the IT service support and IT service delivery process owners and managers from ACSA to research, review and assess Availability issues and optimisation opportunities.	R, A	C, I
12.	Define the availability measures and reporting required for the Display Technology and its components that underpin an upgraded and/or new IT Service, as the basis for an SLA that reflects business, End-User, and IT support organisation requirements.	I	R, A
13.	Participate with ACSA in defining the availability measures and reporting requirements.	R, A	I
14.	Recommend appropriate tools and practices to measure and report on agreed-upon availability measures for upgraded and/or enhanced Display Technology infrastructure.	R, A	I
15.	Review and approve availability measurement tools and practices.	I	R, A
16.	Ensure that approved availability measurement tools and practices are implemented.	R, A	I
17.	Monitor and maintain an awareness of technology advancements and IT best practices related to availability optimisation, and periodically provide updates to ACSA IT management.	R, A	I
18.	Ensure that all Availability Management improvement initiatives conform to defined Change Management procedures set forth in the Process and Procedures Manual.	R, A	I
19.	Participate in Problem Management review sessions as appropriate, specifically those problems related to outages of critical systems.	R, A	C, I

20.	Monitor actual Display Technology achieved versus targets and ensure shortfalls are addressed promptly and effectively.	R, A	I
21.	Conduct Availability Assessment review sessions and provide cost-justified improvement recommendations.	R, A	I
22.	Participate in availability improvement review sessions.	I	R, A
23.	Review and approve cost-justifiable improvement recommendations that ACSA deems appropriate to enhance ACSA IT and business performance needs.	I	R, A
24.	Coordinate with ACSA and Third-Party Service Vendors to gather information on IT systems and service availability issues and trends, to be used for trend analysis.	R, A	I
25.	Reduce and maintain an Availability Plan that prioritises and plans approved Display Technology improvements.	R, A	I
26.	Review and approve Availability Plan.	I	R, A
27.	Provide Display Technology reporting to ensure that agreed levels of availability, reliability and maintainability are measured, reported, and monitored on an ongoing basis.	R, A	I
28.	Promote Availability Management awareness and understanding within all IT support organisations, including Third-Party Service Vendors.	R, A	I
29.	Perform regular (e.g., quarterly) reviews of the Availability Management process and its associated techniques and methods to ensure that all are subjected to continuous improvement and remain fit for purpose.	R, A	I
30.	Periodically audit the Availability Management process to ensure that it continues to deliver desired results in compliance with agreed-upon policies, processes, and procedures.	I	R, A

1.9 TABLE 11 - ROLES AND RESPONSIBILITIES - PROJECT MANAGEMENT SERVICES

9. Roles and Responsibilities - Capacity Management

Capacity Management Services are the activities associated with ensuring that the capacity of the Service matches the evolving demands of ACSA business in the most cost-effective and timely manner. The process encompasses the following:

a) Monitoring of performance and throughput of IT Services and supporting IT components.

b) Understanding current demands and forecasting for future requirements.

c) Developing capacity plans which will meet demand and SLRs.

d) Developing modelling and conducting simulations to manage capacity.

e) Conducting risk assessment of capacity recommendations.

f) Developing and implementing a capacity plan including the financial impact of the Service.

g) Undertaking tuning activities.

Number	Task/Activity	provider	ACSA
Capacity Management			
1.	Define Capacity Management requirements.	I	R, A
2.	Develop, document, and maintain in the Standards, Process and Procedures Manual Capacity Management procedures that meet requirements and adhere to defined policies.	R, A	I
3.	Review and approve Capacity Management process and procedures.	I	R, A
4.	Establish a comprehensive Capacity Management planning process.	R, A	I
5.	Review and approve Capacity Management planning process.	I	R, A
6.	Define, develop, and implement tools that allow for the effective capacity monitoring/trending of Display Technology infrastructure, applications, and IT components.	R, A	I
7.	Identify future business requirements that will alter capacity requirements.	I	R, A
8.	Develop a periodic (usually yearly) capacity plan, including quarterly updates.	R, A	I
9.	Develop and implement capacity models and run simulations to validate the capacity plan.	R, A	I
10.	Participate in all capacity planning activities.	I	R, A
11.	Assess capacity impacts when adding, removing, or modifying applications and components of the Display Technology.	R, A	I
12.	Continually monitor IT resource usage to enable proactive identification of capacity and performance issues.	R, A	I
13.	Capture trending information and forecast future ACSA capacity requirements based on ACSA-defined thresholds.	R, A	I
14.	Assess incidents/problems related to capacity and provide recommendations for resolution.	R, A	I
15.	Recommend changes to capacity to improve service performance.	R, A	I

16.	Assess impact/risk and cost of capacity changes.	R, A	I
17.	Approve capacity-related recommendations.	I	R, A
18.	Maintain capacity levels to optimise use of existing IT resources and minimize ACSA costs to deliver Services at agreed-to SLRs.	R, A	I
19.	Ensure adequate capacity exists within the IT environment to meet SLRs and requirements, considering daily, weekly, and seasonal variations in capacity demands.	R, A	I
20.	Validate asset utilisation and capital efficiency.	I	R, A

1.10   TABLE 12 - ROLES AND RESPONSIBILITIES - CAPACITY MANAGEMENT

10. Roles and Responsibilities - Performance Management

Performance Management Services are the activities associated with managing and tuning Service components for optimal performance. The process encompasses the following:

a) Monitoring of performance and throughput of IT Services and supporting IT components.

b) Assessing the results of the reports.

c) Conducting trending analysis.

d) Providing recommendations to tune.

e) Performing tuning activities.

f) Updating on a periodic basis (at least annually).

Number	Task/Activity	provider	ACSA
Performance Management			
1.	Define Performance Management requirements.	I	R, A
2.	Develop, document, and maintain in the Standards, Process and Procedures Manual Performance Management procedures that meet requirements and adhere to defined policies.	R, A	I
3.	Review and approve Performance Management procedures.	I	R, A
4.	Perform Service component tuning to maintain optimum performance in accordance with Change Management procedures.	R, A	I
5.	Manage Service component resources (e.g., devices and traffic) to meet defined Availability and performance SLRs.	R, A	I

		provider	ACSA
6.	Provide monitoring and reporting of Tower component performance, utilisation and efficiency based on specified period and sequence (e.g., monthly).	R, A	I
7.	Proactively evaluate, identify, and recommend configurations or changes to configurations that will enhance performance.	R, A	I
8.	Conduct trending analysis to recommend changes to improve the performance based on specified time frame and sequence (e.g., monthly).	R, A	I
9.	Develop and deliver improvement plans as required to meet SLRs based on specified time frame and sequence (e.g., monthly).	R, A	I
10.	Review and approve improvement plans.		R, A
11.	Implement improvement plans and coordinate with Third Parties as required.	R, A	I
12.	Provide technical advice and support to the application maintenance and development staffs as required.	R, A	I

1.11   TABLE 13 - ROLES AND RESPONSIBILITIES - PERFORMANCE MANAGEMENT

11.Roles and Responsibilities - Configuration Management

a) Configuration Management Services are the activities associated with providing a logical model of the devices or assets (including software licenses) and their relationships by identifying, controlling, maintaining, and verifying installed hardware, software, and documentation (i.e., maintenance contracts, SLA documents, etc.).

b) The goals are to account for all IT assets and configurations, provide accurate information on configurations, provide a sound basis for Incident, Problem, Change and Release Management, and to verify configuration records against the Display Technology infrastructure and correct any exceptions. The following table identifies the Configuration Management roles and responsibilities that provider and ACSA will perform.

Number	Task/Activity	provider	ACSA
Configuration Management			
1.	Define Configuration Management requirements.	I	R, A
2.	Develop, document, and maintain in the Standards Process and Procedures Manual Configuration Management procedures that meet requirements and adhere to defined policies.	R, A	I
3.	Review and approve Configuration Management procedures and processes.	I	R, A
4.	Identify and document the configuration item structure.	R, A	I
5.	Approve the configuration item structure.	I	R, A
6.	Establish Configuration Management database, in accordance with ACSA requirements.	R, A	I
7.	Review and approve Configuration Management database.	I	R, A

8.	Select and provide Configuration Management tools.	I	R, A
9.	Install and maintain Configuration Management tools.	R, A	I
10.	Enter/upload configuration data into configuration database.	R, A	I
11.	Establish process interfaces to Incident and Problem Management, Change Management, technical support, maintenance, and Asset Management processes.	R, A	I
12.	Establish appropriate authorisation controls for modifying configuration items and verify compliance with software licensing.	R, A	I
13.	Establish guidelines for physical and logical separation between development, test and production and the process for deploying and back-out of configuration items.	I	R, A
14.	Develop procedures for establishing configuration baselines as reference points for rebuilds and provide ability to revert to stable configuration states.	R, A	I
15.	Develop procedures for establishing security baselines as reference points for rebuilds and provide ability to revert to stable configuration states.	I	R, A
16.	Establish procedures for verifying the accuracy of configuration items, adherence to Configuration Management process and identifying process deficiencies.	R, A	I
17.	Provide a deficiency report and steps taken to address the issues identified.	R, A	I
18.	Provide ACSA Configuration Management reports as required and defined by ACSA.	R, A	I
19.	Audit Configuration Management process and accuracy of configuration data.	I	R, A

1.12 TABLE 14 - ROLES AND RESPONSIBILITIES - CONFIGURATION MANAGEMENT

12. Roles and Responsibilities - Asset Management

Asset Management Services are the activities associated with process of the ongoing management and tracking of the life cycle of existing, Service components (e.g., hardware, software and software licenses, maintenance, circuits) and their attributes (i.e., location, costs, depreciation, contracts, vendor, serial numbers, etc.).

Number	Task/Activity	provider	ACSA
Asset Management			
1.	Define Asset Management requirements.	C, I	R, A
2.	Recommend improvements to Asset Management requirements and policies.	R, A	C, I
3.	Develop, document, and maintain in the Standards and Procedures Manual Asset Management process and procedures that meet requirements and adhere to defined policies.	R, A	C, I

4.	Review and approve Asset Management process and procedures.	C, I	R, A
5.	Deploy an Asset Management system that meets ACSA requirements and adheres to defined policies.	C, I	R, A
6.	Maintain and manage an Asset Management system that meets ACSA requirements and adheres to defined policies.	R, A	C, I
7.	Manage life cycle of all assets from identification, requisition ordering, inventory, installation, and maintenance to disposal.	R, A	I
8.	Develop asset type list and attributes that would be included in the Asset Management system.	I	R, A
9.	Review asset type list and attributes and maintain asset types and attributes in the Asset Management system.	R, A	I
10.	provide ACSA inquiry and reporting access into the Asset Management system for all assets.	R, A	I
11.	Maintain the accuracy of the data of in-scope assets in the Asset Management system, according to SLRs.	R, A	I
12.	Provide electronic feed file of asset data for various ACSA defined systems (e.g., financial system, ACSA internal billing system).	R, A	I
13.	Establish, update, and maintain the asset database to include, at a minimum, the following asset attributes: • Manufacturer • Model • Serial number • Identification number • Location • Ownership information (provider/ACSA — lease/purchase) • Cost information • Maintenance information and history, including the age of the asset. • Warranty information • Other billing information (e.g., lease information, ACSA-specific information) • Transaction edit history (e.g., locations, billing, and user)	R, A	I

14.	Update in-scope asset records related to all approved change activities (e.g., install/move/add/change activities, break/fix activities, company reorganisation and Change Management).	R, A	I
15.	Perform ongoing physical asset audit, in accordance with Asset Management SLRs, to validate that data in the database is accurate and current.	R, A	I
16.	Provide reports of Asset Management audit results.	R, A	I
17.	Provide and, upon ACSA approval, implement Asset Management remediation plan for Asset Management deficiencies.	R, A	I
18.	Review and approve audit reports and remediation plans of asset inventory management information.	C, I	R, A
19.	Provide reports of ACSA asset financial information including depreciation, maintenance contracts and value of assets.	R, A	I
20.	Affix Asset Tags supplied by ACSA according to the relevant procedures.	R, A	I
21.	Conduct periodic/ad hoc quality assurance audit of Asset Management system.	I	R, A

1.13   TABLE 15 - ROLES AND RESPONSIBILITIES - ASSET MANAGEMENT

13. Roles and Responsibilities - Software License Management

Software License Management Services are the activities associated with the identification, acquisition, and disposal as well as ongoing management and tracking of software and their corresponding licenses.

Number	Task/Activity	provider	ACSA
Software Licence Management			
1.	Define Software License Management requirements.	C, I	R, A
2.	Recommend improvements to Software License Management requirements and policies.	R, A	I
3.	Develop, document, and maintain in the Standards and Procedures Manual Software License Management procedures that meet requirements and adhere to defined policies as mapped to Asset Management.	R, A	I
4.	Review and approve Software License Management processes and procedures.	I	R, A
5.	Manage and maintain (e.g., monitor, track status, verify, audit, perform contract compliance, reassign) software licenses and media through software license life cycle.	R, A	C, I

6.	For ACSA-retained contracts, be responsible for procurement, renewal and upgrade costs, and vendor agreements.	I	R, A
7.	For non-ACSA-retained contracts, be responsible for procurement, renewal and upgrade costs, and vendor agreements.	R, A	C, I
8.	Develop and maintain inventory of all Software licenses within the Asset Management system.	R, A	I
9.	Report to ACSA on any exceptions to Vendor terms and conditions including license non-compliance.	R, A	I
10.	Periodically (at least yearly), conduct software license and maintenance agreements review, allowing for sufficient time prior to expiration for negotiations.	R, A	I
11.	Participate in software license and maintenance agreements review.	I	R, A
12.	Provide ACSA with reports and recommendations to use in making software acquisition and discontinuance decisions.	R, A	I
13.	Provide recommendations to purchase additional license allocation, recommending alternatives or curtailing usage where necessary and appropriate, to restore or continue to maintain license compliance.	R, A	I
14.	Identify and report license compliance issues to ACSA and provide recommendations to resolve the compliance issue.	R, A	I
15.	Review license compliance issues and document completed resolution.	I	R, A
16.	Manage and perform audits and reconcile the number of licenses to the number of installs, as requested by ACSA.	R, A	I
17.	Provide recommendations to ACSA to resolve any software reconciliation issues.	R, A	I
18.	Report on resolution to software reconciliation issues.	I	R, A
19.	Obtain approval from ACSA for any license change or replacement.	R, A	I

1.14 TABLE 16 - ROLES AND RESPONSIBILITIES - SOFTWARE LICENSE MANAGEMENT

14. Roles and Responsibilities - Change Management

a) Change Management Services are activities to ensure that standardised methods and procedures are used for efficient and prompt handling of all changes, to minimise the impact of change upon Service quality and consequently to improve the day-to-day operations of ACSA.

b) Change Management covers all aspects of managing the introduction and implementation of all changes affecting all Towers and in any of the management processes, tools and methodologies designed and utilised to support the Service components.

c) The Change Management processes and activities are inter-related and complementary with Release Management and Configuration Management, as well as Incident Management and Problem Management.

d) The Change Management process includes the following process steps:

- Determining metrics for measuring effectiveness of a change.

- Request for change (RFC) process.

- Recording/tracking process.

- Prioritisation process.

- Responsibility assignment process.

- Impact/risk assessment process.

- Participation in IT service continuity and DR planning.

- Coordination of the Change Advisory Board (CAB).

- Review/approval process.

- Establishing and managing the schedule of approved changes.

- Implementation process.

- Verification (test) process.

- Closure process.

Number	Task/Activity	provider	ACSA
Change Management			
1.	Define Change Management policies and requirements, including change priority schema and classifications, per the Change Management process components outlined above.	I	R, A
2.	Develop Change Management procedures and processes per the Change Management process components outlined above.	R, A	I
3.	Review and approve Change Management process, procedures, and policies.	I	R, A
4.	Receive and document all RFCs and classify proposed changes to the Services, which shall include change cost, risk impact assessment and system(s) security considerations.	R, A	I
5.	Review and validate that RFCs comply with Change Management policies, procedures, and processes.	I	R, A
6.	Ensure that appropriate back-out plans are documented and in place in the event of systems failure as a result of the change.	R, A	I
7.	Provide Change Management plan to ACSA for review.	R, A	I
8.	Approve Change Management plan.	I	R, A

9.	Develop and maintain a schedule of planned approved changes (Forward Schedule of Changes [FSC]) for ACSA to review.	R, A	I
10.	Coordinate, schedule, and conduct CAB meetings to include review of planned changes and results of changes made, ensuring that all appropriate parties are invited and represented in accordance with approved CAB policies.	R, A	I
11.	Participate in CAB meetings as ACSA deems appropriate or necessary.	I	R, A
12.	Provide change documentation as required, including proposed metrics as to how effectiveness of the change will be measured.	R, A	I
13.	Review and approve change documentation and change effectiveness metrics.	I	R, A
14.	Review and approve any RFC determined to have a cost, security, or significant risk impact to ACSA's IT systems or business.	I	R, A
15.	Authorise and approve scheduled changes or alter the schedule change requests as defined in the Change Management procedures.	I	R, A
16.	Publish and communicate the approved FSC to all appropriate IT and business unit stakeholders within ACSA of change timing and impact.	I	R, A
17.	Oversee the approved change build, test, and implementation processes to ensure these activities are appropriately resourced and completed according to change schedule.	R, A	I
18.	Ensure that thorough testing is performed prior to release and assess ACSA business risk related to any change that is not fully tested prior to implementation.	I	R, A
19.	Participate in business risk assessment for change to be introduced without being fully tested.	R, A	I
20.	Monitor changes, perform change reviews and report results of changes, impacts, and change effectiveness metrics.	R, A	I
21.	Verify that change met objectives based upon predetermined effectiveness metrics and determine follow- up actions to resolve situations where the change failed to meet objects.	R, A	I
22.	Review and approve Change Management results.	I	R, A
23.	Close out RFCs that met the change objectives or changes that were abandoned.	R, A	I
24.	Perform Change Management quality control reviews and audits of Change Management processes and records.	c, I	R, A
25.	Provide ACSA Change Management reports as required and defined by ACSA.	R, A	c, I

1.15   TABLE 17 - ROLES AND RESPONSIBILITIES - CHANGE MANAGEMENT

15. Roles and Responsibilities - Training and Knowledge Transfer

Training and Knowledge Transfer Services consist of the following three types of training provider will provide:

a) Training for the improvement of skills through education and instruction for provider's staff. provider will participate in any initial and ongoing training delivered by ACSA as required that would provide a learning opportunity about ACSA's business and technical environment.

b) Training for ACSA-retained technical staff for the express purpose of exploiting the functions and features of the ACSA computing environment. Delivery methods may include classroom style, computer-based, individual, or other appropriate means of instruction.

Number	Task/Activity	Provider	ACSA
Training and Knowledge Transfer			
1.	Define Training and Knowledge Transfer requirements.	I	R, A
2.	Develop, document, and maintain in the Standards and Procedures Manual Training and Knowledge Transfer procedures that meet requirements and adhere to defined policies.	R, A	C, I
3.	Review and approve Training and Knowledge Transfer procedures.	I	R, A
4.	Develop and deliver training program to instruct ACSA personnel on the provision of provider Services (e.g., "rules of engagement," requesting Services).	R, A	C, I
5.	review and approve provider-developed training program.	I	R, A
6.	Develop, implement, and maintain an ACSA-accessible knowledge database/portal.	R, A	C, I
7.	Develop and implement Knowledge Transfer procedures to ensure that more than one individual understands key components of the business and technical environment.	R, A	C, I
8.	anticipate in ACSA-delivered instruction on the business and technical environment.	R, A	C, I
9.	Develop, document, and deliver training requirements that support the ongoing provision of ACSA Services, including refresher courses as needed and instruction on new functionality.	R, A	C, I

10.	Take training classes as needed to remain current with systems, software, features, and functions for which help desk support is provided, in order to improve Service performance (e.g., First-Contact Resolution).	R, A	C, I
11.	Provide training when substantive (as defined between ACSA and provider) technological changes (e.g., new systems or functionality) are introduced into ACSA environment, in order to facilitate full exploitation of all relevant functional features.	R, A	C, I
12.	Provide training materials for ACSA technical staff for Level 1supported applications.	R, A	C, I
13.	Provide ongoing training materials for help desk personnel on ACSA business and technical environments, as defined by ACSA.	R, A	C, I

1.16 TABLE 18 - ROLES AND RESPONSIBILITIES - TRAINING AND KNOWLEDGE TRANSFER

16. Roles and Responsibilities - Account Management

Account Management Services are the activities associated with the ongoing management of the Service environment.

Number	Task/Activity	Provider	ACSA
Account Management			
1.	Define Account Management requirements.	I	R, A
2.	Develop, document, and maintain in the Standards Process and Procedures Manual Account Management procedures that meet requirements and adhere to defined policies.	R, A	I
3.	Review and approve Account Management process and procedures.	I	R, A
4.	Develop a detailed "IT" catalogue that details Services offered, including all Service options, pricing, installation time frames, order process (new, change and remove service) and prerequisites.	R, A	I
5.	Approve Service catalogue.	I	R, A
6.	Develop a Service ordering process that clearly defines how to order, change, or delete Services.	R, A	C, I
7.	Recommend criteria and formats for administrative, Service activity and Service-Level Reporting.	R, A	C, I

8.	Review and approve criteria and formats for administrative, Service activity and Service-Level Reporting.	I	R, A
9.	Develop and implement customer satisfaction program for tracking the Quality of Service (QoS) delivery to End Users.	R, A	I
10.	Review and approve customer satisfaction program for tracking the QoS delivery to End Users.	I	R, A
11.	Provide reporting (e.g., statistics, trends, audits, customer satisfaction results).	R, A	I
12.	provider to ensure the appropriate resource model is assigned to the account, including relationship manager, project managers, delivery manager, technical managers, etc. The relationship manager will be the single point of contact between the provider and ACSA-IT.	R, A	I
13.	Actively participate in meetings as defined in the report and meeting schedule.	R, A	I
14.	Ensure any planning is done prior to the meetings.	R, A	I
15.	Ensure reports and any required documents are circulated prior to the meeting.	R, A	I
16.	Ensure all actions documented from the meetings are addressed.	R, A	I
17.	Produce minutes of the meetings.	R, A	I
18.	Participate in regular reviews of the risk exposure of the relationship and overall transaction between ACSA and Service provider.	R, A	I
19.	Inform ACSA of any immediate risks requiring urgent attention.	R, A	I
20.	Co-develop risk mitigation strategies.	R, A	I

1.17   TABLE 19 - ROLES AND RESPONSIBILITIES - ACCOUNT MANAGEMENT

17. Roles and Responsibilities - Incident Resolution and Problem Management

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

b) Problem Management also includes minimising the adverse impact of Incidents and Problems on the business that are caused by errors in the in-scope Display Technology, and to prevent the recurrence of Incidents related to those errors. In order to achieve this goal, Problem Management seeks to get to the root cause of incidents and then initiate actions to improve or correct the situation.

Incident Resolution and Problem Management			
1.	Adhere to ACSA Problem Management process and procedures.	R, A	I

2.	Provide ACSA Problem Management process and procedures.	I	R, A
3.	If the provider requires calls to be logged to their service desk, an integration between ACSA and provider service desk must be provided by Service provider. All accountability and associated costs are for the Service provider. No manual call logging to provider's Service Desk will be in scope for ACSA. Any failure in communication between ACSA and the provider's service desk does not constitute grounds to miss SLA as the ACSA service desk is the tool to measure SLA.	R, A	I
4.	Accept, update and close calls as per service level agreements using the ACSA_IT call logging system.	R, A	I
5.	Provide, configure, and operate Incident and Problem Management system that tracks Incidents.	I	R, A
6.	Perform incident and problem management per ACSA process and procedures, which includes, but is not limited to: • Perform event management monitoring of the Services to detect abnormal conditions or alarms, log abnormal conditions, analyse the condition, and take corrective action. • Manage entire Incident/Problem life cycle including detection, diagnosis, status reporting, repair, and recovery. • Coordinate and take ownership of problem resolution by managing an efficient workflow of incidents including the involvement of Third-Party providers (e.g., vendors). • Assign problems to L2 & L3 technical maintenance and repair staff as required. • Review the state of open Problems and the progress being made in addressing these problems. • Interact on a regular basis with the IT service desk to ensure optimised efficient level of service delivery [scheduled meetings, reports, etc.]. • Updates must be provided to the service desk in a professional, timely manner in both verbal and in written formats [using the call logging application. • Manage and coordinate subcontractors and third parties in order to meet resolve Incidents/Problems. • Upon rectification of the Incident/Problem, the provider will immediately notify ACSA helpdesk that the Incident/Problem has been Resolved.	R, A	I, C

	• Update all change configuration data bases prior to closing any call		
7.	ASCA IT Engineer to review Incident and Problem management tasks by the provider in Monthly Care Review Meetings to ensure the provider is completing tasks in accordance with ACSA process and procedures.	I	R, A
8.	Provide status report detailing the Incident and Problem Management logs as defined in reporting schedule.	R, A	I,

1.18   TABLE 20 - ROLES AND RESPONSIBILITIES - INCIDENT RESOLUTION AND PROBLEM MANAGEMENT

18. Roles and Responsibilities - IT Service Continuity and Disaster Recovery

a) IT Service Continuity and Disaster Recovery (DR) Services are the activities associated with providing such Services for all Display Technology components, and their associated infrastructure (e.g., CPU, servers, data, and output devices End-User devices) and associated infrastructure and Services will receive DR Services according to ACSA's Business Continuity Plan. provider must demonstrate that it will consistently meet or exceed ACSA's IT Service Continuity and DR Services requirements.

Number	Task/Activity	provider	ACSA
IT Services			
1.	As needed, assist ACSA in other IT continuity and emergency management activities.	R, A	I
2.	Develop and maintain a detailed DR plan to meet IT Service Continuity and DR requirements. Include plans for data, replication, backups, storage management and contingency operations that provide for recovering ACSA's systems within established recovery requirement time frames after a disaster affects ACSA's use of the Services.	R, A	I
3.	Participate in DR tests.	R, A	I, C, S
4.	Track and report DR test results to ACSA.	R, A	I
5.	Review and approve DR testing results.	I	R, A

1.19   TABLE 21 - ROLES AND RESPONSIBILITIES - IT SERVICE CONTINUITY AND DISASTER RECOVERY

19. Roles and Responsibilities - Service-Level Monitoring and Reporting

a) Service-Level Monitoring and Reporting Services are the activities associated with the monitoring and reporting Service Levels with respect to Service-Level Requirements (SLRs). In addition, provider shall report

system management information (e.g., performance metrics and system accounting information) to the designated ACSA representatives in a format agreed to by ACSA.

Number	Task/Activity	provider	ACSA
Service Level Monitoring and Reporting			
1.	Define Service-Level requirements.	I	R, A
2.	Define Service-Level Monitoring and Reporting requirements.	I	R, A
3.	Develop, document, and maintain in the Standards Process and Procedures Manual Service-Level Monitoring and Reporting procedures that meet requirements and adhere to defined policies.	R, A	I
4.	Review and approve Service-Level Monitoring and Reporting procedures.	C	R, A
5.	Report on SLR performance and improvement results.	R, A	I
6.	Coordinate SLR monitoring and reporting with designated ACSA representative and Third Parties.	R, A	I
7.	Measure, analyse and provide management reports on performance relative to SLRs.	R, A	I
8.	Conduct SLR Improvement Meetings to review SLRs and recommendations for improvements.	R, A	I
9.	Review and approve SLR improvement plans.	I	R, A
10.	Implement SLR improvement plans.	R, A	I
11.	Review and approve SLR metrics and performance reports.	C, I	R, A
12.	Provide ACSA access to performance and SLR reporting and monitoring system and data.	R, A	I

1.20 TABLE 22 - ROLES AND RESPONSIBILITIES - SERVICE-LEVEL MONITORING AND REPORTING

20. Roles and Responsibilities - Financial Management

a) Manage the financial aspects of the contract. This involves reconciling of billing and internal charge back. This also includes Processes for maintaining financial management of the contract through unnecessary cost elimination.

Number	Task/Activity	provider	ACSA
Financial Management			
1.	Adhere to ACSA Standards and Procedures Manual Financial/Chargeback Management and Invoicing procedures.	R, A	I
2.	Implement corrective actions for billing disparities.	R, A	I
3.	Provide data to conduct Penalties per ACSA requirements.	R, A	I
4.	Provide timely and correct invoices to ACSA and/or respective ACSA Operating Divisions.	R, A	I
5.	Provide ACSA Standards and Procedures Manual Financial/Chargeback Management and Invoicing procedures.	I	R, A
6.	Provide such information as it may reasonably request for it to perform Penalty processes.	I	R, A
7.	Identify billing disparities and work with the provider to identify corrective actions.	I	R, A
8.	Provide information to be used for budgeting in line with operating plan.	R, A	I
9.	Assist in monitoring and manage charging/invoicing.	R, A	I
10.	Set budgets in line with operating plan.		R, A
11.	Monitor and manage payment against budgets.		R, A
12.	Maintain an audit trail and records of all costs incurred under the Agreement.	R, A	I
13.	Proactively ensure that all unnecessary costs are eliminated, and that costs are managed in an efficient manner.	R, A	I
14.	Participate in financial review meetings.	R, A	I
15.	Identify areas for potential cost savings and provide input for innovation process where appropriate.	R, A	I
16.	Implement ACSA's invoicing and recharge requirements.	R, A	I
17.	Review and approve records of all costs incurred by the provider under the Agreement.	I	R, A
18.	Proactively ensure that all unnecessary costs are eliminated, and that costs are managed in an efficient manner.	I	R, A
19.	Participate in financial review meetings.	I	R, A

20.	Identify areas for potential cost savings and provide input for innovation process where appropriate.	I	R, A
21.	Implement ACSA's invoicing and recharge requirements.	I	R, A

1.21   TABLE 23 - ROLES AND RESPONSIBILITIES - FINANCIAL MANAGEMENT

21. Roles and Responsibilities - Human Resources

a) Human Resource Management Services include the activities associated with the provision and adjustment of appropriate human resources, per workloads, to perform the required Services at the required Service Levels.

Number	Task/Activity	provider	ACSA
Skills and Staffing			
1.	Ensure that staffing and skill levels are adequate to achieve SLA.	R, A	I
2.	Train and up skill staff as required.	R, A	I
3.	Provide ACSA with staff training plans (especially onsite staff).	R, A	I
4.	Monitor the staff development.	I	R, A
Capacity Management			
5.	Proactively keep the provider informed of any requirements that would potentially impact on the Service provider's HR resource requirements.	I	R, A
6.	Define any constraints for the use of Subcontractors.	I	R, A
7.	Approve or reject recommended Subcontractors.	I	R, A
8.	Analyse the impact of any new requests made by ACSA to be implemented by the provider and propose HR resources (skills and staffing) solution.	R, A	I
9.	Analyse the impact of enhanced SLAs (if required by ACSA) on the allocated human resources and propose solution.	R, A	I
10.	Recruit and provide the human resources necessary for the performance of required Services in compliance with SLAs.	R, A	I
11.	Manage Employees time off and replacement.	R, A	I
12.	Recommend Subcontractors for delivery of Services, if applicable.	R, A	I

Number	Task/Activity	provider	ACSA
Performance Monitoring			
13.	Continuously monitor the performance of all the human resources made available to ACSA to ensure that the Services comply with the SLAs.	R, A	I
14.	Perform Annual Employee performance reviews.	R, A	I
15.	Consider ACSA satisfaction a key component of the assigned Employee performance reviews.	R, A	I
Change Management			
16.	On request by ACSA designate certain members of staff as Key Employees.	R, A	I
17.	Inform ACSA with a minimum of two weeks' notice of any potential Key Employee staffing changes and of any new Employee assignments planned for new projects and Services.	R, A	I
18.	Assign a new provider Relationship Manager as necessary to discharge the Service provider's responsibilities.	R, A	I
19.	Provide staff turnover data relevant to the Agreement when requested by ACSA.	R, A	I
20.	ACSA to nominate key employees where required.	I	R, A
21.	Request provider staff turnover data when required.	I	R, A
22.	Communicate changes to internal ACSA Stakeholders.	I	R, A

Table 24 - Roles and Responsibilities - Human Resources

22. Roles and Responsibilities - Security

a) Security Services are the activities associated with maintaining physical and logical security of all Service components (hardware and software) and data, virus protection, access protection and other Security Services in compliance with ACSA's Security requirements.

b) Physical Security focuses on the physical access controls implemented to ensure the security of ACSA's and provider's data processing equipment, facilities, and its associated management systems.

c) Data Security consists of the activities associated with the classification, management, security and encryption of sensitive/confidential data, and the storage of media containing that data.

d) Identity and Access Management Services consist of the activities to authorise, authenticate, and provide access control to the Display Technology and components.

Number	Task/Activity	provider	ACSA
General			
1.	Install Security patches per ACSA's Change Management process and procedures, including acquiring required ACSA approval.	R, A	I
Physical Security			
2.	Provide physical security in conformance with policies, procedures, and practices.	R, A	I
3.	Physically secure data processing equipment, facilities, and storage media from unauthorised access.	R, A	I
4.	Physically protect and store fixed and portable media (e.g., tape, optical, portable hard drives, flash drives) containing sensitive data.	R, A	I
5.	Ensure only authorised personnel have access to data processing equipment, facilities, and storage media.	R, A	I
6.	Track and monitor all physical access and activities performed on data processing equipment and facilities.	R, A	I
7.	Review logs to show the access to data processing equipment was business-justified.	R, A	I
8.	Provide capability to immediately revoke access to data processing equipment, facilities, and storage media.	R, A	I
9.	Maintain physical access audit logs.	R, A	I
10.	Physically secure management systems from unauthorised access.	R, A	I
11.	Ensure only authorised personnel have access to management systems.	R, A	I
12.	Track and monitor all changes performed on management systems.	R, A	I
13.	Provide capability to immediately revoke access from management systems.	R, A	I
14.	Maintain change audit logs on management systems.	R, A	I
Data Security			
15.	Assume custodial responsibility for all storage media Related to services provided.	R, A	I
16.	Protect portable media while in transit and maintain transmittal records.	R, A	I

17.	Eradicate all data from storage media (server memory, disk, tape, optical, other) before redeployment or disposal, in accordance with ACSA's procedures.	R, A	I
18.	Perform periodic (e.g., monthly) reconciliation reporting of all data media and perform annual audit to reconcile all storage media.	R, A	I
19.	Report reconciliation discrepancies to ACSA and take corrective action to address issue.	R, A	I
Identity and Access Management			
20.	Provide Identity and Access Management in conformance with ACSA practices, policies, and procedures.	R, A	I
21.	Establish roles, authorised activities and minimum rights granted to Service provider personnel (including non-user accounts).	R, A	I
22.	Establish roles, authorised activities and minimum rights granted to ACSA personnel (including non-user accounts).	I	R, A
23.	Approve roles and authorisation activities performed by provider.	I	R, A
24.	Establish and manage the process for defining, granting, modifying, and revoking user accounts and enforcing role restrictions.	R, A	I
25.	Establish and manage process to support temporary access.	R, A	I
26.	Review and approve user and system user account management process.	I	R, A
27.	Approve Service provider personnel who are authorised to manage user accounts.	I	R, A
28.	Provide IT Identity and Access Management technology solution that integrates with ACSA systems.	I	R, A
29.	Support and maintain IT Identity and Access Management technology solution for Display Technology.	R, A	I
30.	Perform engineering, configuration and ongoing management of IT Identity and Access Management technology solution.	R, A	I
31.	Provide and implement a solution to interface ACSA and Service provider's Identity and Access Management processes.	R, A	I
32.	Approve solution to interface ACSA and Service provider's Identity and Access Management processes.	I	R, A
33.	Define logging and archiving policies and requirements.	I	R, A

34.	Provide logging and archiving specifications/design.	R, A	I
35.	Approve logging and archiving specification/design.	I	R, A
36.	Log and archive user/account activity according to approved logging and archiving specification/design.	R, A	I
37.	Monthly audit production system access logs and activities to identify malicious or abnormal behaviour in accordance with established ACSA policies and standards.	R, A	I
38.	Conduct monthly review of all privileged user accounts to ensure the accounts are valid/required, removing inactive and unneeded accounts in accordance with established ACSA policies and standards.	R, A	I
39.	Conduct monthly review of End-User accounts to ensure each user has appropriate minimal permissions required to perform their job function in accordance with established ACSA policies and standards.	R, A	I
40.	Conduct monthly review of privileged user accounts to ensure each user has appropriate minimal permissions required to perform their job function in accordance with established ACSA policies and standards.	R, A	I
Security Configuration Management			
41.	Certify engineering and Configuration Management are secure.	R, A	I
42.	Review and approve engineering designs and Configuration Management security.	I	R, A
43.	Certify equipment meets ACSA's security requirements and provide evidence of compliance.	R, A	I
44.	Periodically review equipment configurations and address any deficiencies or inconsistencies and provide ACSA with results with detailed recommendations to remediating issues that are found.	R, A	I
45.	Review and approve remediation approach.	I	R, A
46.	Provide ACSA with secure baselines for standard components (e.g., routers, servers, DBMS, peripherals etc.).	R, A	I

47.	Establish a baseline for the secure configuration of Equipment based on ACSA's technical control specifications (e.g., CIS benchmark).	I	R, A
48.	Recommend changes to baseline to meet ACSA requirements.	I	R, A
49.	Configure equipment to approved security requirements.	R, A	I

50.	Provider collaborates with ACSA on plan to implement security patches.	I, S, R	R, A
51.	Install security patches per the Change, Configuration and Release Management processes and procedures.	R, A	I
52.	Establish logging and archiving specifications.	R, A	I
53.	Identify logging and archiving specifications in order to support business requirements.	I	R, A
54.	Approve logging and archiving specifications.	I	R, A
55.	Log and archive user and system activity.	R, A	I
56.	Provide ACSA with reports on any server logs/intrusion detection activities, anomalies or deficiencies that could result in a compromise of the ecommerce system's data confidentially, integrity or system performance.	R, A	I
57.	Provide ongoing support (patches, upgrades, signatures), tuning and management.	R, A	I

1.22   TABLE 25 - ROLES AND RESPONSIBILITIES - SECURITY

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