Annexure 00

SCOPE OF WORK

Infrastructure Observation

Process Improvement Observation

Airport Service Quality Departure Survey

Passenger Evaluation of Stakeholder

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Rewards and Recognition

Service Excellence Rewards

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1   EXECUTIVE SUMMARY

Airports Company South Africa SOC Ltd (ACSA) owns and manages nine South African Airports. ACSA promises to drive a culture of excellence in customer service and because of this pledge, the company has invested in service feedback processes and system. This is aimed at measuring, monitoring, and improving service excellence to customers.

Airports Company's ACT 44 of 1993 requires that ACSA monitors and reports service level standards to the regulating committee to ensure customers are facilitated with the highest standards while infrastructure provided is sufficient and capable of facilitating airport users. The monitoring and reporting shall reflect operational efficiencies, timeliness and a good or bad perception of the airport, to enable benchmarking and continuous improvements.

Service standards monitoring is achieved through observations and perception surveys that are based on sound and proven statistical methodologies and practices. Outputs from the observations and surveys should be of the highest quality and benchmarked against best practice standards. The sequence of events for both observations and perception surveys include but are not limited to, the following activities:

•   Fieldwork,

•   Data capturing, and

•   Reporting

2   LIST OF ACRONOMS AND ABBREVIATIONS

Acronyms	Name
ACSA	Airports Company South Africa SOC Ltd
NPSSP	Network Planning, Service Standards & Performance
KPI/s	Key Performance Indicator/s
PPE	Personal Protective Clothing
SLA	Service Level Agreement
ORTIA	Oliver Reginald Tambo International Airport

CTIA	Cape Town International Airport
KSIA	King Shaka International Airport
CDSIA	Chief Dawid Stuurman International Airport
KPA	King Phalo Airport
GRJ	George Airport
BFIA	Bram Fischer International Airport
KIM	Kimberley Airport
UTN	Upington Airport
OM	Operations Management
PBA	Passenger Baggage and Aircraft

3 DEFINITIONS

Name	Description
Airside	The part of the airport nearest to the aircraft, the boundary of which is security check, customs, passport control, gate areas, etc.
Ground Handler	A service provider involved in the servicing of an aircraft while the aircraft is grounded. Typically involved in the loading and unloading of goods and baggage.
Landside	The side of the airport terminal to which the public has unrestricted access. For example, public parking area, landside terminal areas, etc.
Passenger	Any person transported or to be transported by any aircraft with the exception of flight crew and cabin staff operating the relevant aircraft.
Processing time	The time taken to process a passenger at a specified area in the airport.
Queuing time	The time a passenger queues at a specified area in the airport.
Regulatory Committee	The Department of Transport's Economic Regulatory body involved in determining airport passenger tariffs. The NPSSP team is required to report on the performance of Service Standards to this committee on a quarterly basis.
Restricted area	Areas not accessible to the public and requires an access permit to gain entry.
Terminal	The airport building where passengers transfer between ground transportation and the facilities that allows them to board and disembark from an aircraft.

4   BACKGROUND

Airports Company South Africa SOC Ltd (ACSA) owns and manages nine (9) South African Airports and promises to drive a culture of excellence in customer service and communication with its stakeholders and customers. Due to this this pledge the company has implemented service standards programs aimed at monitoring and improving service excellence to customers. The programs are implemented through quantitative and qualitative methods.

Through quality surveying and analysis of results, the closed loop as reflected below seeks to allow a dialogue between the organization and its customers. This will ensure a holistic view of satisfaction levels with products offered by the organization. The closed feedback loop in this instance comprises of Airport Service Quality Departure Surveys, Process Improvement Observations, Infrastructure Observations, Stakeholder Feedback Surveys and Query Management. Feedback provided will create opportunities to improve services and product offerings.
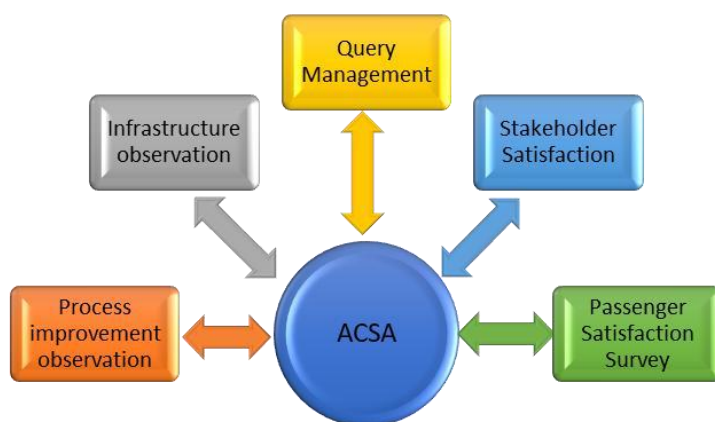

Figure 1: Closed Loop System

The closed loop system of monitoring, observing and surveying seeks to improve the experience of the passengers, airport users and maintaining a good relationship with

the airport stakeholders. The monitoring of service standards is to ensure customers (passengers, airports users and airport stakeholders) needs and experience is a reflective of operational efficiencies, timeliness and good perception of the airport. The monitoring therefore aims to achieve the following objectives:

(i) To observe the service efficiency of the infrastructure, facilities and resources provided at the respective airports.

(ii) To continuously increase the awareness to airport community and service providers of their services delivered (through constant monitoring and evaluation).

(iii) To promote a customer focused culture within the airport community at all ACSA airports.

(iv) To benchmark with other airports within the network and globally so as to provide insights and feedback for improvement.

(v) Gain an understanding of requirements from key stakeholders at the respective airports of the facilities and services that ACSA provides.

(vi) To improve and monitor facilitation of passengers at the respective airport.

4.1 MANDATE OF THE NETWORK PLANNING, SERVICE STANDARDS & PERFORMANCE DEPARTMENT

The Network Planning, Service Standards and Performance department within Operations Management division is responsible for research, development and implementation of programs and systems that enables the monitoring and reporting of key performance activities relating to customer satisfaction. To achieve this, the department is mandated to acquire the services of a service provider/s to measure, monitor and report on service standards for all ACSA airports. The department manages the relationship and service delivery of the service provider/s through service level agreements. While the execution of the services takes place at the ACSA Airports. The below figure demonstrates Service Standards being monitored:

Figure 2: Service Standards

4.2 TYPE OF SERVICES REQUIRED:

4.2.1 Infrastructure Observations

The purpose of infrastructure observations is to determine the extent to which various airport service elements and service providers adhere and comply with the contractual agreement conditions.

Outcome:

Submit business intelligence reports aligned with global industry best practices as it relates to observations, findings, and other related information.

4.2.2 Process Improvement Observations

The objective of the Process Improvement Observation is to measure passenger processing touchpoints throughout the airport. The observations seek to:

- Improve the passenger queueing experience.
- Measure resource allocation and utilization.
- Proactively identify bottlenecks in the operational process value chain and remedy accordingly.

- Optimize service delivery.
- Identify measures that contribute to enhancing the overall passenger experience.

Outcome:

Assess industry best practices that can be used to provide a framework that outlines the methodology, data collection method and data analysis techniques to measure passenger processing times at various touchpoints throughout their journey at the airport.

4.2.3 Airport Service Quality Departure Surveys (ASQ)

Airports Company South Africa (ACSA) uses the Airport Service Quality (ASQ) programme hosted by the Airport Council International (ACI), which is the world's leading airport passenger service and benchmarking programme measuring for passenger satisfaction whilst they are travelling through an airport. The ASQ programme provides research tools and management information to better understand passengers' views and what they want from an airport's products and services.

Outcome:

Automated performance reports are available on the ACI Reporting Portal to registered users. In addition to the automated reports, the service provider is required to provide passenger intelligence, audit findings and occurrences that may surface during fieldwork.

4.2.4 Passenger Evaluation Survey of Stakeholders

Surveys are used to uncover how passengers and customers understand and feels about the airport environment and services. The results of the surveys are used to improve relationships and service offerings to passengers and customers. In addition, the information is used as a methodology to reward Stakeholders with Service Excellence Awards.

Outcome:

A dashboard displaying the overall airport performance, category specific per airport and individual Stakeholder performance per airport.

4.2.5 Stakeholder Feedback Survey

Surveys are used to collect insights, opinions, and evaluations from Stakeholders. This information assist ACSA to identify concerns, enable a more collaborative approach and enhance stakeholder engagement.

Outcome:

A dashboard displaying feedback from Stakeholders per category and airport and recommendations how to improve Stakeholder relations.

4.2.6 Rewards and Recognition

The design of the Rewards and Recognition programme is aligned and integrated with the Pridein-Action behavioural training programme. Formal quarterly rewards ceremonies are held to recognise staff for excellence in customer service. These quarterly nominations are reviewed by a representative airport panel who recommends candidates for the annual Mystery Shopper process.

<u>Outcome</u>**:**

Candidates must be evaluated during customer interactions in his/her natural environment whilst busy with normal work activities. A consolidated report of the mystery shopper process must be submitted detailed how the average score was calculated for each candidate and the ranking of candidates.

4.2.7 Service Excellence Awards

The service excellence awards honour and recognise Airports Company South Africa's stakeholders that are performing well and providing passengers with a world-class experience. To encourage high standards of performance and service delivery, it is recognised that outstanding performance should be rewarded.

<u>Outcome</u>**:**

Integrate and consolidate the following reports to produce a final Service Excellence Award report:

• ASQ Departure Surveys
• Infrastructure improvement observations
• Process improvement observations
• Customer evaluation survey of Stakeholders
    Other internal data sources (eg safety compliance, OHS, Security, Stakeholder Survey completion and other service level agreement variables)

<u>Note</u>

The above reports carry various weightings when the overall score per stakeholder is calculated. These weightings will be provided by ACSA and the service provider is required to ensure that these weightings are included in the final report. Annexure 8 is a copy of the Service Excellence brochure that provides more details on the various service categories.

4.3 OBSERVATIONS AND SURVEYS

4.3.1 Infrastructure Observations

The ACI ASQ Survey measures outputs and is a scorecard that monitors the service delivery KPIs. In this regard, the ASQ metrics is regarded as a lagging performance indicator since it is easy to measure.

To influence passenger satisfaction proactively and positively, ACSA introduced Infrastructure Observations as a leading indicator to ASQ. The observations endeavour to be predictive in nature and communicates changes in the environment.

The objective of the Infrastructure Observations is to ensure that the airport areas of the Terminal, Landside, Airside and Commercial measures are used to determine how well infrastructure is managed. This in turn impacts on the passenger experience.

The sizes of the observation areas vary per airport and the average completion rate per observation is outlined in Annexure 5. The observations also measure stakeholder infrastructure compliance to Service Level Agreements in public areas accessible to passengers.

The observations are conducted in real-time and captured electronically on devices provided by ACSA.

*Note on devices:

ACSA provides the following number of devices per airport for the purpose of conducting observations and inspections:

AIRPORT	JNB	CPT	DUR	PLZ	ELS	GRJ	BFN	KIM	UTN
Number of devices	2	2	2	1	1	1	1	1	1

4.3.1.1 Sample Plan and Size

The sample sizes for the infrastructure observations are determined by NPSSP and is outlined in Annexure 6. It also gives a breakdown of the stakeholders per airport and is subject to change based on operational requirements and contractual agreements.

The sample plan is compiled by the service provider based on the sample sizes and the following provisions:

(i)   The Service Provider must conduct observations quarterly.

(ii) Observations must be scheduled over operational peak and off-peak hours and days as per the flight schedule.

(iii) Observations must be scheduled to meet reporting deadlines.

The sample plan must be presented as an annual calendar segmented quarterly and communicated to COE one month prior to the end of the calendar year for the next calendar year.

4.3.1.2 Administration

The Service Provider is required to adhere to the prescribed sample plan and coordinate resources accordingly.

Coordination of resources will include:

(i) Have enough resources to execute fieldwork.

(ii) Schedule resources to execute fieldwork.

(iii) Collect observation devices at the airport prior to observations.

(iv) Participate in observation query resolution.

Observation query resolution refers to individual observations conducted by a fieldworker who can provide insight into improvements and corrective action.

Participate in the change control process. Annexure 4 is an overview of the change control process.

(v) Fieldwork is an important component of research and as the agents perform activities in public areas, dress code is regarded as a very important aspect. All fieldwork agents are always expected to dress and behave professionally.

4.3.1.3 Technical requirements

ACSA will provide orientation on airport sites, facilities, and observation systems.

To conduct the quarterly observations, fieldworkers are required to be suitably skilled and experienced and demonstrate the following skills and competencies:

• Possess competencies on various research methods via a traceable reference.

• Problem solving

• Willingness to learn.

• Systematic, following the observation to completion.

• Customer centric

• Good communication skills

• Annexure 2 explains the measurement responses to the observation questions.

• Fieldworkers are required to synchronize the audit device after the completion of the audit. to ensure that the data pulls through for reporting purposes.

4.3.1.4 Data Capturing

• Auditors to observe infrastructure efficiency.

• Identify malfunctions.

- Record and log findings at the end of each day by submitting a list to IMC desk at each airport.

- Obtain reference number and keep record of it.

4.3.1.5 Reporting

In addition to the system generated reports, the service provider is required to submit:

(i) Monthly and Quarterly data and gap analysis reports

(ii) Quarterly Gap Analysis Reports

4.3.2 Process Improvement Observations

Process Improvement Observation is to measure passenger processing times at various touchpoints throughout their journey at the airport. The purpose of this process is to measure and improve:

(i) End-to-end passenger processing

(ii) Passenger queueing experience

(iii) Assess the efficacy of resource allocation and utilization.

(iv) Identify bottlenecks upfront so that changes can be made to optimize service delivery.

(v) Assess all milestones/processes/resources that passengers go through/use during departure and arrival process.

(vi) Service level delivery while benchmarking against best in class.

4.3.2.1 Observation / Areas to measure.

Below is a list of processes and resources measured during process improvement observations:

Departures/ Outbound	Arrivals / Inbound
Parking time to terminal	Arrivals processing time to Port Health
Baggage carts / Trolleys	Immigration
Check-in (Economy, Business, Machine, Bag drop)	Baggage delivery (first and last bag)
Security	Customs (Red and Green channel)
Emigration	Customs
Boarding	Time to parking (kerbside to exit parking)
	Counter Utilization
	Availability of baggage carts
	Car Rental

4.3.2.2 Methodology

The Service Provider must provide a framework that outlines the methodology, data collection method and data analysis techniques to measure passenger processing times at various touchpoints throughout their journey at the airport. The survey must be conducted twice a year at all nine (9) ACSA airports.

The methodological approach must describe the process to ensure that the collection of data is reliable and valid and must include:

(i) <u>Research design</u>

Explain the overall approach that will be used to conduct the survey.

(ii) <u>Sample plan and size</u>

The sample plan must be calculated per airport.

(iii) <u>Data collection method</u>

Describe the method and tools that will be used to conduct the observations.

(iv) <u>Data analysis technique</u>

Describe the method and software that will be used to analyze the data.

(v) <u>Validity and reliability of the observation</u>

Explain the measures that will be in place to ensure the validity and reliability of the observations.

(i) <u>Research results</u>

Provide a report of the results per airport in electronic format.

4.3.2.3 Sample size and plan

The sample sizes for the process improvement observations must be calculated considering the departing passenger numbers per airport for the period April 2023 to March 2024. It must be noted that the sample sizes are subjected to change based on operational requirement and contractual agreements. **Figure 6 below shows the geographical location of all nine (9) ACSA airports.**
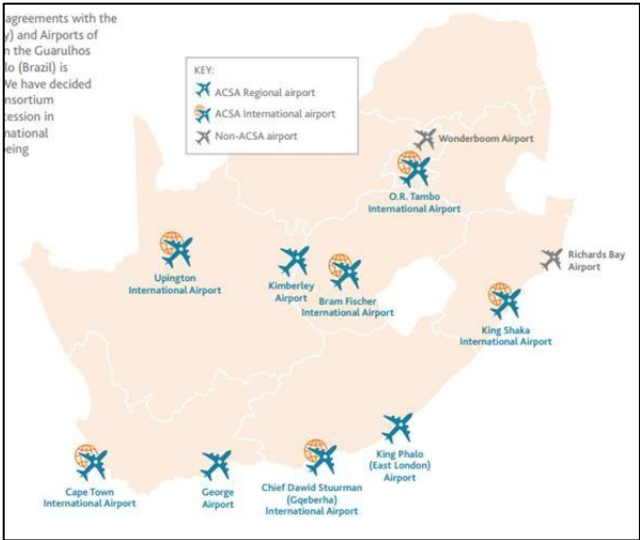
Departing passenger numbers for the period April 2023 to March 2024 per airport are listed below:

OR TAMBO INTERNATIONAL AIRPORT

INTERNATIONAL					DOMESTIC			
Month	ARR	DEP	TOTAL			ARR	DEP	TOTAL
Apr	265 832	289 745	555 577	A	Apr	407 879	400 589	808 468
May	256 787	265 068	521 855	N	May	399 829	385 993	785 822
Jun	250 756	281 349	532 105	Jt	Jun	382 004	372 980	754 984
Jul	326 197	282 926	609 123	Jt	Jul	402 954	418 597	821 551
Aug	296 533	323 128	619 661	A	Aug	394 354	395 110	789 464
Sep	299 052	311 274	610 326	S	Sep	419 617	420 212	839 829
Oct	330 568	305 096	635 664	O	Oct	440 639	449 261	889 900
Nov	285 182	286 010	571 192	N	Nov	425 506	426 568	852 074
Dec	332 930	354 635	687 565	D	Dec	457 796	509 331	967 127
Jan	312 095	292 742	604 837	Ja	Jan	430 834	387 970	818 804
Feb	256 117	255 533	511 650	F	Feb	396 722	401 578	798 300
Mar	289 978	305 083	595 061	N	Mar	438 725	440 619	879 344

Total	3 502 027	3 552 589	7 054 616	Total 356 844 996 350 358 008 878 078	10 005 667

CAPE TOWN INTERNATIONAL AIRPORT

INTERNATIONAL			
Month	ARR	DEP	TOTAL
Apr	94 541	110 226	204 767
May	72 829	89 901	162 730
Jun	73 367	87 404	160 771
Jul	103 442	83 740	187 182
Aug	85 578	99 652	185 230
Sep	91 597	94 207	185 804
Oct	118 028	104 379	222 407
Nov	130 624	127 294	257 918
Dec	154 704	145 582	300 286
Jan	152 007	150 649	302 656
Feb	137 764	144 291	282 055
Mar	142 485	160 114	302 599
Total	1 356 966	1 397 439	2 754 405

DOMESTIC			
	ARR	DEP	TOTAL
Apr	285 008	289 520	574 528
May	269 922	278 840	548 762
Jun	240 054	263 630	503 684
Jul	298 528	272 145	570 673
Aug	273 157	269 360	542 517
Sep	300 875	300 177	601 052
Oct	328 182	320 615	648 797
Nov	299 923	304 760	604 683
Dec	354 025	334 872	688 897
Jan	290 791	299 771	590 562
Feb	292 911	283 652	576 563
Mar	316 351	326 223	642 574
Total	3 549 727	3 543 565	7 093 292

KING SHAKA INTERNATIONAL AIRPORT

AIRPORTS COMPANY SOUTH AFRICA

INTERNATIONAL			
Month	ARR	DEP	TOTAL
Apr	10 592	11 794	22 386
May	10 790	11 230	22 020
Jun	10 250	11 839	22 089
Jul	12 980	10 947	23 927
Aug	8 556	12 313	20 869
Sep	9 985	11 940	21 925
Oct	12 643	11 887	24 530
Nov	10 171	11 035	21 206
Dec	12 883	14 422	27 305
Jan	13 097	12 502	25 599
Feb	9 020	10 171	19 191
Mar	11 353	12 482	23 835
Total	**132 320**	**142 562**	**274 882**

DOMESTIC			
	ARR	DEP	TOTAL
Apr	190 392	188 936	379 328
May	190 472	192 393	382 865
Jun	195 669	184 830	380 499
Jul	198 255	208 074	406 329
Aug	185 987	186 569	372 556
Sep	196 489	198 520	395 009
Oct	202 380	203 948	406 328
Nov	195 641	191 784	387 425
Dec	225 736	217 231	442 967
Jan	186 595	198 973	385 568
Feb	183 484	189 480	372 964
Mar	201 382	193 291	394 673
Total	**2 352 482**	**2 354 029**	**4 706 511**

CHIEF DAWID STUURMAN INTERNATIONAL AIRPORT **KING PHALO AIRPORT** **GEORGE AIRPORT**

DOMESTI		DE
Month	ARR	
Apr	53 553	5
May	49 703	5
Jun	50 110	5
Jul	58 396	5
Aug	55 871	5
Sep	61 399	6
Oct	63 814	6
Nov	58 759	5
Dec	77 192	6
Jan	57 635	6
Feb	58 966	5
Mar	65 121	6
Total	**710 519**	**71**

DOMEST		
Month	ARR	
Apr	33 521	3
May	31 903	3
Jun	32 135	3
Jul	35 628	3
Aug	32 549	3
Sep	34 493	3
Oct	36 147	3
Nov	34 406	3
Dec	43 448	3
Jan	30 425	3
Feb	29 971	3
Mar	36 662	3
Total	**411 288**	**4**

DOMESTIC			
Month	ARR	DEP	TOTAL
Apr	33 594	36 412	70 006
May	30 706	32 558	63 264
Jun	29 339	28 820	58 159
Jul	31 920	32 417	64 337
Aug	30 811	31 013	61 824
Sep	32 408	31 954	64 362
Oct	32 803	35 787	68 590
Nov	31 439	32 309	63 748
Dec	45 340	38 370	83 710
Jan	30 274	38 795	69 069
Feb	30 463	31 340	61 803
Mar	36 027	35 928	71 955
Total	**395 124**	**405 703**	**800 827**

AIRPORTS COMPANY
SOUTH AFRICA

| **BRAM FISCHER INTERNATIONAL AIRPORT** | | **KIMBERLEY INTERNATIONAL AIRPORT** | | **UPINGTON AIRPORT** | | |

	DOMESTI			DOMEST		DOMESTIC		
Month	ARR	DE	Month	ARR	[	Month	ARR	DEP	TOTAL
Apr	13 418	1	Apr	5 947		Apr	1 744	1 802	3 546
May	14 294	1	May	6 344		May	2 263	2 112	4 375
Jun	13 711	1	Jun	6 710		Jun	2 255	2 205	4 460
Jul	14 216	1	Jul	6 612		Jul	2 356	2 191	4 547
Aug	14 098	1	Aug	6 910		Aug	2 366	2 327	4 693
Sep	14 779	1	Sep	6 519		Sep	2 184	2 214	4 398
Oct	15 875	1	Oct	7 066		Oct	2 495	2 263	4 758
Nov	14 455	1	Nov	6 639		Nov	2 307	2 278	4 585
Dec	13 415	1	Dec	5 691		Dec	1 606	1 641	3 247
Jan	11 676	1	Jan	4 963		Jan	1 701	1 561	3 262
Feb	13 613	1	Feb	5 931		Feb	2 027	1 974	4 001
Mar	15 153	1	Mar	6 696		Mar	2 047	2 101	4 148
Total	**168 703**	**17**	**Total**	**76 028**		**Total**	**25 351**	**24 669**	**50 020**

4.3.2.4 Administration

The service provider is required to:

(i)   Have enough resources to execute fieldwork.

(ii) Schedule resources to execute observation.

(iii) Participate in process review engagements to ensure accuracy, relevance, and alignment to operational requirements.

(iv) Participate in observation query resolution. This includes providing insight or answers to queries raised by ACSA and stakeholders relating to observations conducted.

(v) Participate in the change control process. See Annexure 4 for the change control process.

(vi) Fieldwork is an important component of research and as the fieldwork agents perform activities in public areas, dress code is regarded as a very important aspect. All fieldwork agents are always expected to dress and behave professionally.   Bidders are required to submit a fieldworker dress code and code of conduct as part of their bid documentation.

4.3.2.5 Technical Requirements

ACSA will provide orientation on airport sites, facilities, and the end-to-end processes. Service providers are required to:

(i)   Employ a sound and proven statistical methodology to measure all processes with traceable references as evidence.

(ii)   Employ a system with a tracible reference of hosting large datasets with proven reporting capabilities.

(iii)   Fieldworkers are required to be suitably skilled and experienced to conduct observations.

(iv)   Possess competencies on fieldwork/data collection processes via traceable references.

(v)   Analyse, interpret and utilize data.

(vi)   Problem solving.

(vii)   Willingness to learn.

(viii)   Systematic, following the observation to completion.

(ix)   Customer centric

(x)   Good communication skills.

The bidder should explicitly describe (step-by-step) the technique that will be employed to measure and calculate waiting and processing times in terms of:

(i) Data collection/Fieldwork

(ii) Data Processing

(iii) Reporting of data

Short listed bidders will be required to demonstrate the flow of the research methodology submitted in the bid document. The demonstration will be in the form of a live PowerPoint presentation and bidders must illustrate the following in terms of the research methodology:

- Measure single queue that serves multiple counters (for example check-in and boarding)

- Measure multiple queues serving multiple counters (for example immigration, customs and security following processes in the presentation

- Measure resource utilization (for example the number of counter allocated versus counters open/in use)

- Measure time from kerbside (entrance/exit to terminal building) to exiting the parking boom

4.3.2.6 Reporting

The service provider will provide the following reports:

(i) Dashboard displaying results per airport including:

      a.   Overall performance

      b.   Individual Stakeholder performance

      c.   Resource Utilization and availability (ii) Provide raw data in an excel format.

(iii) Annual business intelligence reports that outline and highlights performances in (i) and (ii) above.

4.3.3 Airport Service Quality Departure Survey

Airports Company South Africa (ACSA) subscribes to the Airport Council International (ACI) Customer Satisfaction Measurement Program called Airport Service Quality (ASQ) which is the world's leading airport passenger service and benchmarking programme measuring for passenger satisfaction whilst they are travelling through an airport. The ASQ programme provides research tools and management information to better understand passengers' views and what they want from an airport's products and services.

The ASQ Departures benchmarking allows ACSA's airports to compare their performance against other airports and gain access to industry best practices. Using key performance indicators (KPI's), one will see where the airport under-and-over-performs; where improvements are required; and where investment is most likely to deliver the biggest return.

Figure 3 and 4 below, sequence the events of perception surveys and the ACI Airport Service Quality Categories.
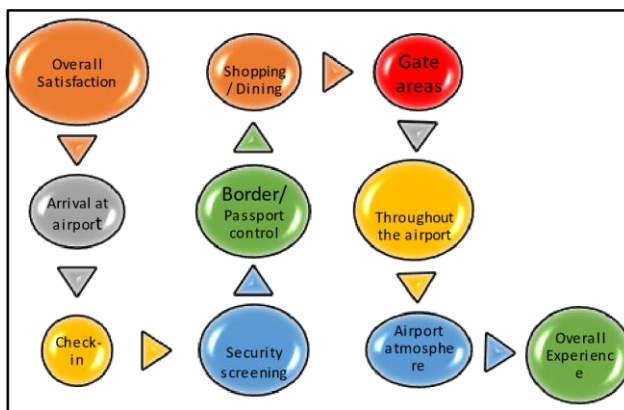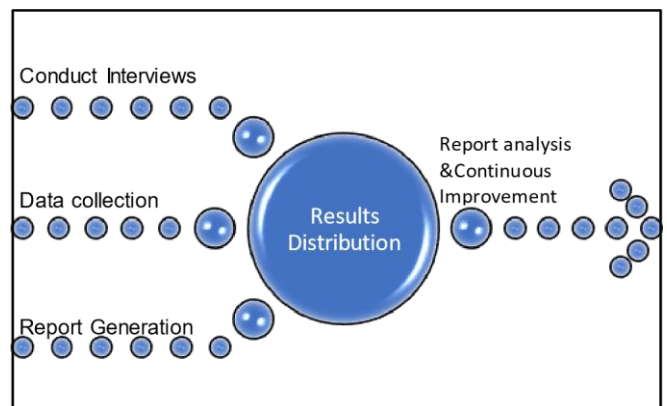

Figure 3: ASQ Categories

Figure 4: Surveying sequence

The Passenger Satisfaction Survey program runs for a full calendar year, with surveys conducted monthly to meet the quarterly requirements:

Quarter	Month 1	Month 2	Month 3
Quarter - Q1	Month 1 - January	Month 2 - February	Month 3 - March
Quarter - Q2	Month 1 - April	Month 2 - May	Month 3 - June
Quarter - Q3	Month 1 - July	Month 2 - August	Month 3 - September
Quarter - Q4	Month 1 - October	Month 2 - November	Month 3 - December

Fieldwork should be distributed evenly over the three months for a given period and the minimum number of surveys as outlined in the sample size requirements must be collected.

Under the Airports Company Act of 1993, ACSA is required to continuously provide feedback on the airports' compliance with quality airport services standards to the Regulating Committee. Participating in the ACI ASQ programme enables ACSA to deliver on this mandate as the programme provides the tools to measure and report on KPIs that are aligned to the airports service quality elements.

4.3.3.1 Administration

All survey forms will be provided electronically by ACI to ACSA. ACSA in turn will ensure that the service provider receives the qualified quota of survey forms per airport site. The service provider is required to:

(i) Complete the compulsory ASQ Field Agent Certification

- This is a free online course.
- The quality of the ASQ data relies on the agents' performance in the field, therefore <u>all</u> agents assigned to the Departures Survey must be successfully certified **before** going into the field.

(i) The course provides guidelines for distributing and collecting ASQ questionnaires measuring passengers' satisfaction whilst agents are at the departure gate.

(ii) Strict adherence to the ACI compliance framework and departure methodology (See Annexure 1) for Guidelines, Standards and Sample size.

(iii) Effectively and proactively manage the ACI online Sample Planning Management Tool (SPMT)

- Use the capacity tab on the SPMT to ensure no under-sampling occurs. Capacity refers to the number of surveys conducted per airline.
- Log capacity changes and adjust sample sizes per airline. Approval must be obtained from NPSSP prior to the capacity change being affected with the following supporting documentation:

- Revised monthly report stipulating the number of surveys completed for the given month to ensure adherence to the sample size.

(iv) Attend meetings with NPSSP to discuss concerns, progress, scope of work and other related matters.

(v) Complete ad-hoc requests from NPSSP

(vi) Capture completed surveys data by the agreed deadline date.

(vii) Ensure that the surveys are uploaded by the stipulated deadline date.

(viii) NPSSP must be informed of unaccounted surveys at the end of each quarter.

<u>***NOTE:***</u>
ACSA requires all fieldwork agents to have completed the fieldwork induction training before a fieldwork agent can conduct fieldwork. Any agents that have not attended the induction

training will not be allowed to collect data (survey customers). ACSA has the right to inspect training records of the service providers at any time to verify compliance in this regard.

4.3.3.2 Sample Size

ACSA as an ACI airport member agrees to fully comply with the ACI Fieldwork and Sample Plan Rules and Guidelines and fulfill the minimum criteria.

The service provider is required to interview passengers at the departure hall, it is imperative and compulsory that fieldworkers adhere to the fieldwork and sample plan rules and guidelines as outlined by the Sample sizes per airport per quarter (see Annexure 1).

4.3.3.3 Technical Requirements

The service provider is required to:

(i) Collect and capture survey data at the respective airports as per ACI standards (see Annexure 1).

(ii) Adhere to the ACI sample plans and number of days required at each airport to execute on fieldwork (see Annexure 1).

(iii) Ensure all fieldwork is completed by ACI accredited fieldworkers before going into the field.

(iv) Comply with ACI awards eligibility requirements.

(v) Comply with ACI Fieldwork and Sample Plan Rules and Guidelines

(vi) Ensure that the compliance rates are met per airline and time period (see Annexure 1)

(vii)Completed data is delivered to NPSSP by specified deadlines and comply to sample size requirements (see Annexure 1)

 (viii) Use their own tablets to collect surveys.

4.3.3.4 Reporting

The service provider is required to:

(i) Provide a post-fieldwork observer report per airport (See Annexure 3)

(ii) This report comprises of a summary of the airport's occurrences in the field during the sampling process. The report should also highlight any missed flights that were not sampled and a description of why these were not conducted.

(iii) If data is collected manually for any reason, it shall be captured from each survey into the electronic platform as outlined in the ACSA fieldwork standards and guidelines (Annexure 1)

4.3.4   Passenger Evaluation of Stakeholder

Perception surveys are used to uncover how passengers and customers understand and feels about the airport environment and services. The results of the perception surveys are used to improve

relationships and service offerings to passengers and customers. In addition, the information is used as a methodology to reward stakeholders with Service Excellence Awards.

This study focuses on surveying customer perception on services offered by stakeholders. The respective areas are:

- Retail
- Ground Transportation
- Government Agencies
- Airline Lounges

Annexure 10 is an example of a Service Excellence Perception Survey template with an overview of the questions in the template.

4.3.4.1 Sample Plan and Size

The sample plan is developed by the service provider and is based on the sample sizes. The sample sizes are determined by the NPSSP and is based on the number of transactions per outlet. Annexure 11 outlines the quarterly sample sizes for the perception surveys.

4.3.4.2 Administration

The service provider is required to meet the below:

(i) Employ enough resources to execute fieldwork.

(ii) Schedule resources to execute observations.

(iii) Data input must pass a validation test.

(iv) Participate in the review of perception templates as and when required operationally.

(v) Participate in the review of perception sampling sizes to ensure that statistical validity matches airport growth.

(vi) Participate in perception query resolution.

  o Perception query resolution refers to individual observations conducted by a fieldworker and can give insight to improvements and corrective action.

(vii)Participate in the change control process. Annexure 4 illustrates the change control process

4.3.4.3 Technical Requirements

ACSA will provide orientation on airport sites, facilities and end-to-end processes. To conduct the perception surveys, service provider and fieldworkers are required to be suitably skilled and experienced and demonstrate the following:

(i)   System with a traceable reference of hosting large datasets with proven reporting capabilities (industry average benchmarks).

(ii)   Analyse, interpret and utilise data.

(iii)   Possess competencies on various research methods via a traceable reference.

(iv)   Problem solving

(v)   Willingness to learn

(vi)   Systematic, following the observation to completion.

(vii)   Customer centric

(viii) Communication skills

4.3.4.4 Reporting

The Service Provider will provide the following reports:

(i) Dashboard displaying monthly, quarterly and annual year-to-date performance results per airport including:

(ii) Overall airport performance

(iii) Fieldwork compliance

(iv) Category specific per airport

(v) Individual Stakeholder performance per airport

(vi) Provide raw data in an Excel format

4.3.5 Stakeholder Feedback Survey

The objective is to enable users of the airports to provide an enhanced and responsive customer experience. By gauging stakeholder feedback, ACSA can proactively improve on stakeholder satisfaction.

4.3.5.1 Sample Plan and Size

The sample size is determined by COE and is outlined in Annexure 10. It also gives a breakdown of the Stakeholders per airport and is subject to change based on operational requirements and contractual agreements.

4.3.5.2 Administration

The Service Provider is required to adhere to the prescribed sample plan and distribute the surveys monthly.

4.3.5.3 Technical Requirements

Staff must demonstrate the following skills and competencies:

- Problem solving
- Good communication skills

4.3.5.4 Reporting

A dashboard displaying feedback from Stakeholders per category and airport and recommendations how to improve Stakeholder relations.

4.3.6 Rewards and Recognition Survey

ACSA offers a customer service behavioural training programme at all airports currently called "Pride in Action". The training programme is aimed at both internal and external airport staff, with the ultimate objective to:

- Enhance the passenger experience and
- To improve the Airport Service Quality (ASQ) ratings

The training programme is linked to the Rewards and Recognition programme, which has a three phased evaluation process namely:

- Customer nominations
- Panel evaluations, and
- Mystery shopper

The winners of the Mystery Shopper process at each airport receive a prize at the annual Service Excellence Awards Ceremony at the applicable airport.

4.3.6.1 Sample Plan and Sample Size

The sample size for the mystery shopper is outlined in the Rewards and Recognitions Standards Document and is as follows:

AIRPORT	NOMINATIONS / CANDIDATES
JNB	0 – 10
CPT	0 – 10

DUR	0 – 10
Local Airports (UTN, KIM, BFN, ELS, PLZ, GRJ)	0 – 5 per airport

The service provider is required to execute the mystery shopper process within 14 days (the service provider is required to complete the process within the 14-day period) and travel to the airport sites to execute on the mystery shopper process.

4.3.6.2 Administration

The Service Provider is required to:

(i) Develop a program that satisfies ACSA's needs. Annexure 7 outlines the current Mystery Shopper Criteria

(ii) Provide a script of common scenarios and create a checklist of procedures for mystery shoppers to use.

(iii) Have enough shoppers available to mystery shop all ACSA airports within a specified timeframe.

4.3.6.3 Technical Requirements

To conduct the mystery shopper observations, the shopper is required to:

- Ensure that the mystery shopping set-up matches the service behaviour that is the subject of the test.
- Remain anonymous.
- When performing an assignment, shoppers must not reveal themselves as a mystery shopper unless they are instructed to.
- Reliability
- All shoppers to be reliable, self-disciplined, and assignments must be completed within the specified period.

- Objectivity, Honesty, and Professionalism
- Honest opinions must be recorded, and all answers must be objective and professional. • Accuracy
- Questions must be read accurately to ensure there is no contradictory answers.
- Have good communication skills.

4.3.6.4 Reporting

The service provider is required to supply the following reports:

- Data analysis per airport ○ A basic description on how the average score was calculated for each candidate. ○ Ranking of candidates
- Final consolidated report of the Mystery Shopper process

4.3.7 Service Excellence Awards

The service excellence awards honour and recognise Airports Company South Africa's stakeholders that are performing well and providing passengers with a world-class experience. To encourage high standards of performance and service delivery, it is recognised that outstanding performance should be rewarded.

The objectives of the awards are:

(i) To recognise service excellence

(ii) To build business partnerships with our service providers

(iii) Continuous awareness to service providers of level of services delivered through constant monitoring and evaluation

(iv) To create a customer-centric culture within the airport community across all Airports Company South Africa's airports

4.3.7.1 Reporting

All administrative functions and technical requirements are achieved through the observations and perception surveys. The service provider is required to integrate and consolidate the following reports to produce a final Service Excellence Award report:

(i) ASQ Departure surveys

(ii) Infrastructure improvement observations

(iii) Process improvement observations

(iv) Service excellence perception surveys

(v) Other internal data sources (eg safety compliance, OHS, security, cleaning, completion of Stakeholder Satisfaction Survey and other service level agreement variables)

Note:

The above reports carry various weightings when the overall score per stakeholder is calculated. These weightings will be provided by ACSA and the service provider is required to ensure that these weightings are included in the final report. Annexure 8 is a copy of the Service Excellence brochure that provides more details on the various service categories.

5. ADDITIONAL INFORMATION – AIRPORT RELATED

For the service provider to fulfill the contractual obligations, access to the airports unrestricted, controlled and restricted areas are required. To this end it is compulsory for the service provider to:

- Obtained, a valid airport access card (permit).
- Attend induction training.
- Acquire the correct personal protective equipment.
- Acquire insurance cover for resources performing fieldwork (where applicable).

5.1 ACSA Access Permits

Being part of the airport environment requires one to have access to areas that are not accessible to the public, known as restricted and controlled areas. To access these areas, one requires an airport permit which is strictly controlled and enforced by airport security regulations.

Most access permits are valid for two years and requires renewal. Access permits are issued per individual and the cost per application is for the account of the service provider. In addition, permit access zones must be reactivated annually, at no cost to the service provider.

An access permit card is only valid for the airport site where the application was submitted for and processed. In other words, if an individual requires a permit card for more than one ACSA airport, such individual must make application to all the airports and carry the cost incurred per airport. Table 1 below shows the permit cost per airport. In addition, the international airports add a cost per icon required on the permit. For the purpose of this contract, the additional icons required are that of a cell phone and a tablet.

To gain access to airside zones (areas), it is compulsory to attend the airport airside induction training certification program. It is the responsibility of the service provider to ensure training is booked timeously for its employees. Only on presentation of the airside induction training certificate, will the relevant airside zones be added to the access card or will the permit be issued.

As part of the permit application process. applicants are vetted (criminal record check). Failure to pass the vetting process will result in a permit not being issued.

5.2 Airside Induction Training

The initial airside induction training is applicable to all persons entering the Airside at ACSA airports. Training is presented by an approved ACSA facilitator.

As the airports differ in size and layout, each airports airside induction training is specific to the airport site. An individual who requires an access permit card at more than one ACSA airport, must attend the airside induction training of the specific airport. Similar to the permit application process, there is

a cost per airport site, which is for the account of the service provider. The cost for the airside induction is shown in table 1 below.

Permit holders with airside access zones shall attend airside induction refresher training every two years from the date of issue of the certificate. The cost for the refresher training is shown in table 1 below.

Table 1: Cost for permits and airside induction training (cost is subject to an annual increase and was correct at the time of publishing the tender document) **TO BE UPDATED**

AIRPORT	TEMPORARY PERMITS	2 YEARS PERMITS	AIRSIDE INDUCTION	AIRSIDE REFRESHER	PERMIT ICON CHARGE
CPT	1 Day=R270 2-5 days = R270	R270 (plain permit)	**TRAINING** R 655.50	**TRAINING** R 478.40	R70 for icons e.g., Cell phone, camera, iPad & tools
DUR	1 Day permit= R179.55 2-5 days	R 217.07	R 570.00	R 416.00	R50.60
GRJ	R240.07 1 Day = R29.78 2-5 Days =	R199.10	R 460	R 322	R60.00
KIM	R38.54 1 Day =R 29.05 2-5 Days R	206,72	R 538	R 329	R60,10
PLZ	1 Day = R28.80/ R37.27	R207,78	R 505.77	R 354.05	R60,10
UTN	1-5 Days= R451.00	R242,00	No costs	No costs	R50
ELS	1 Day = R36.17 2 – 5 Days=	R259.56	R 378.97	R 265.28	R61,17
JNB	R530R50.37 1 – 5	R270	R 655.50	R 478.40	R89
BFN	1 Day= R34.50 2-5 Days= R47.71	R 230,00	R 295.51	R 206.86	R60,10

All employees need to sign the non-disclosure form, ACSA reserves the right to conduct the screening on all employees by Secret Service Agency (SSA).

5.3 Personal Protective Equipment (PPE)

The organisation requires that ALL staff, regardless of employer, who enters the airside at any operated Airport, shall always wear the following prescribed PPE: Prescribed high visibility retro reflective garments in the form of a jacket or tabard. Additionally, the following prescribed PPE shall be worn by all staff, regardless of employer, who enters the airside at any operated.

Airport and who is required to work in those operational areas and workplaces where specific hazard identification and risk assessments processes have shown that further PPE is to be worn. Namely:

(i) Safety shoes

(ii) Hearing protection

(iii) Eye protection

(iv) Face, and/or Nose and Mouth protection

(v) Body protection

(vi) Hand protection

(vii) And or Sun protection

The service provider shall: bear to cost for

the PPE of its employees,

conform to the ACSA standards and specifications of PPE

5.4 INSURANCE

The service provider, during the Term of the contract, shall keep in full force and effect insurance as prescribe by ACSA, where it is applicable.

6. RESOURCES

ACSA's promise to drive a culture of excellence in customer service and communication, implies that the company necessitates its service providers to consistently deliver a high quality of service at all nine airports.

The Service Provider is requested to provide a structure of the research team detailing their roles and responsibilities.

7. MEETINGS AND REPORTING REQUIREMENTS

It is compulsory for Managers to schedule and attend monthly service review meetings with the NPSSP team. The purpose of the meetings is to discuss whether the service delivery is aligned to the contract and enables continual service improvement and refinement. These meetings will be formally tracked and recorded.

8. SERVICE LEVEL AGREEMENT

The Service Provider shall provide the services in accordance with the Performance Standards and the Targets set out in Annexure 9