

## ANNEXURE A

### Customer Relationship Management Solution

#### Scope of Work

## Glossary

Acronym	Description
ACSA	Airports Company South Africa
AD	Active Directory
ARR/DEP	Arrival/Departure
ASQ	Airport Service Quality
COE	Center of Excellence
CRM	Customer Relationship Management
HR	Human Resources
IT	Information Technology
KAP	Key Account Plan
KAM	Key Account Manager
VIP	Very Important Person
RFP	Request for Proposal
SLA	Service Level Agreement
SOW	Scope of Work
SO	Stakeholder Owner
XML	eXtensible Markup Language
W3C	World Wide Web consortium

Table 1 : Glossary

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## 1. Introduction

### 1.1. Purpose

Airports Company South Africa SOC Ltd (ACSA) hereby invite Bidders to submit proposals for a Customer Relationship Management (CRM) solution. The Service Provider will be expected to provide licences, implement the business requirements, support, and maintain the solution for a period of five (5) years.

### 1.2. Objective

To implement a CRM solution that will initially enable the following business areas:

- Network Planning Service Standards and Performance: for management of Customer Query VIP Services and Operational Stakeholder Management
- Corporate Services: for Stakeholder Relations Management
- IT: Sales Capability

The solution must have the capacity to be expandable to other business areas in the future.

### 1.3. Background

ACSA is focused on providing high-quality customer service across all nine (9) airports and increasing the customer satisfaction index. To achieve this, ACSA requires a solution that will enable the business to efficiently perform customer engagement and service in a standardised manner.

## 2. RFP Scope

2.1 The CRM solution must enable the following minimum business capabilities:

- Customer query management
- Key account management (Operational Stakeholders)
- Stakeholder relations management
- Sales Capabilities (In the Pipeline, module for future use)
- VIP Services

2.2 The CRM solution's scope will include users based at ACSA Corporate Office and 9 Airport sites and any other airport (s) that ACSA manages.

2.3 Implement a cloud-based CRM solution where data is hosted in countries with equal or better data privacy laws as South Africa, e.g., the European Union.

- 2.4 Integration with various systems in the environment, such as Microsoft Outlook, Active Directory, Enterprise Resource Planning (ERP) System, SharePoint, Voice Recording System, Call Management System, and Service Now.
- 2.5 Licences for the estimated types of users as indicated in the following table:

Function	Estimated number of users
Customer Query Management	200 (Super users = 5)
Key Account Management	50 (Super users = 3)
Stakeholder Relations Management	80 (Super users = 5)
Employees	2101
VIP Services	52 (Super users = 10)
<b>Total</b>	<b>2483</b>

Table 2: Scope of users

- 2.6 Software testing including but not limited to unit, functional, performance, penetration, and vulnerability testing.
- 2.7 All user groups training.
- 2.8 Change management.
- 2.9 Support and maintenance.
- 2.10 2.10 Send and Receive communication on all channels/platforms The solution must be accessible on Windows-based laptops, PCs, mobile devices, and tablets.

### 3. ACSA's Business Requirements

The following requirements are for the departments and functions in the initial scope of the Customer Relationship Management solution.

### 3.1. NETWORK PLANNING SERVICE STANDARDS AND PERFORMANCE: CUSTOMER QUERY MANAGEMENT

Operations Management (NPSSP) requires the conversion of the manual Query Management platforms tool they are currently utilising into an automated system. Passenger Services Agents use various platforms to respond to queries such as *The Infogate (wayfinding and video calling system)*, *Social media*, *Information desks*, *Call centres*, *Mobile App* and *the ACSA DECK*. The following requirements are based on the query management platforms that the Passenger Services Agent use.

REQUIREMENT ID	REQUIREMENT
BR1.1	<ul style="list-style-type: none"> <li>• The system must have query logging and tracking capability.</li> <li>• A query can be:               <ul style="list-style-type: none"> <li>➢ manually captured by an agent after resolving an issue or answering a question for record keeping.</li> <li>➢ received from various channels and/or manually captured on the system to go through a query management process.</li> </ul> </li> </ul>
BR1.2	All queries must have a unique identifier.
BR1.3	<p>The system must be able to receive and log queries from various channels such as (not limited):</p> <p>Email, Mobile Applications, SMS, Website, Live Chat, social media (Twitter, Facebook, Instagram, GooglePlus and WhatsApp) and Infogate (Wayfinding navigation totems).</p>
BR1.4	The system must automatically assign an airport name to a query, provided it was indicated as part of the query fields or mentioned as part of keywords on a query.
BR1.5	The system must instantly send a response as acknowledgement when a query is logged, in line with the business rules. This acknowledgement message should be sent via all platforms.
BR1.6	The system must have an option to manually assign an airport to a query and an agent to work on a query.
BR1.7	<ul style="list-style-type: none"> <li>• The business must be able to capture the turnaround times for each query type according to the applicable business rules.</li> </ul>

BR1.8	<ul style="list-style-type: none"> <li>• The agent must be able to update the status of a query and communicate with the customer and/or third parties directly from the system. The communication should be via all platforms.</li> <li>• The system must be able to receive the response to email/SMS from third parties and keep a response as part of the query history.</li> </ul>
BR1.9	The agent must be able to re-direct a query to Service Now (SNOW) if it requires resolution by IT Service Desk and Technical helpdesk for maintenance. This will be in the case of queries related to Wi-Fi, mobile application, infrastructure maintenance (incident) etc.
BR1.10	The system must automatically send the customer a message by email or SMS when a query is resolved. The message should be sent depending on the platform the customer was utilising.
BR1.11	If a customer is not satisfied with the query resolution – the system must allow automated re-opening of that query and allow an agent to manually re-open a query. The business rules for re-opened queries must be captured on the system.
BR1.12	<p><b>Query Escalation</b></p> <p>The unresolved query must be escalated based on escalation business rules that are captured on the system.</p>
BR1.13	<p><b>Social Media</b></p> <ul style="list-style-type: none"> <li>• There must be a module with a consolidated view of all ACSA Social Media pages.</li> <li>• The system must create and display a word cloud based on mentions that are related to ACSA.</li> <li>• The system must be able to identify and create a query from social media mentions and trends related to ACSA.</li> <li>• There must be a Chatbot (automated robot) that will respond to mentions on the social media platform and escalate to a live agent if the automated robot is unable to assist a customer.</li> </ul>
BR1.14	<b>Live Chat Capability</b>

	<ul style="list-style-type: none"> <li>• There must be a chatbot that will first respond to frequently asked questions (FAQs) and then escalate to an agent if unable to assist a customer.</li> <li>• There must be a capability to chat with customer(s) on the ACSA website.</li> <li>• A query resolved during a chat must be logged on the system as a closed query.</li> <li>• If an agent is unable to resolve a query during a chat, they must be able to convert the chat to a query that is logged on the system to follow the query management process.</li> </ul>
BR1.15	<p><b>Customer profile</b></p> <ul style="list-style-type: none"> <li>• The system must create and store a customer profile from a received query, e.g., from a unique identifier such as email address, cell phone number, social media id etc. The contact details on a customer profile will be used when communicating with a customer as and when required.</li> <li>• The queries that are in the system must be associated with a customer.</li> <li>• The system must allow users to generate and send messages (SMS, email, publish to the mobile application) to customers in alignment with POPIA.</li> </ul>
BR1.16	<p><b>Integration with CISCO call manager system</b></p> <ul style="list-style-type: none"> <li>• The system must integrate with the CISCO call manager system whereby when a call comes through, it should identify or retrieve the customers' profile in the CRM system and display it using the callers' cell phone number.</li> <li>• The customer details must be automatically populated on the form.</li> <li>• The CRM system must link a query logged to a call recording on the Web recall system. Users must be able to access a recorded call directly from the CRM system.</li> </ul>
BR1.17	<p><b>Spam detection</b></p> <ul style="list-style-type: none"> <li>• The system must be able to read the body of an email to detect whether the email received is a duplicate email or not before logging it as a query.</li> <li>• The system must be able to detect and flag spam emails.</li> </ul>
BR1.18	<p><b>Surveys</b></p> <ul style="list-style-type: none"> <li>• The system must allow users to create, update, and delete survey questions.</li> </ul>

	<ul style="list-style-type: none"> <li>• Users must be able to send/publish a survey. The customer's consent is required.</li> <li>• The system must be able to receive survey responses from customers.</li> <li>• The system must automatically send an automated satisfaction survey to a customer whenever a query is closed. The survey must be sent via a channel (email or SMS) used to communicate with a customer.</li> <li>• The system must analyse the survey responses and generate insights (built-in intelligence) based on responses.</li> </ul>
BR1.19	<b>SMS for flight information requests</b> <ul style="list-style-type: none"> <li>• The Service Provider must provide the capability to send and receive SMS.</li> <li>• The system must be able to receive the SMS for flight information status queries and respond to the customer with flight information details.</li> <li>• The system must keep on updating the customer whenever the status of the flight changes until the last status of that particular flight is reached.</li> </ul>
BR1.20	<b>Setting performance targets</b> <ul style="list-style-type: none"> <li>• The system must allow users to capture targets for a business unit (airport).</li> <li>• The system must track the business unit's performance against the set targets.</li> <li>• The system must track the agent's performance based on assigned queries.</li> </ul>
BR1.21	<b>Reports</b> <ul style="list-style-type: none"> <li>• The system must allow users to generate reports reflecting performance on query resolution per airport, organisation and per agent.</li> <li>• Customize Reports - The reports must be exportable to Excel and PowerPoint.</li> </ul>
BR1.22	<b>Dashboard</b> <p>The system must have a live dashboard that will show query breakdown per channel, query types, status, SLA violations, top trending query categories, agent, and airport performance, etc.</p>
BR1.23	<b>Archiving</b>

	The query records must be stored in line with ACSA Information Management Policy.
BR1.24	<b>Business Intelligence</b> <p>The system must provide business intelligence (BI) features to accurately monitor and measure customer service factors. The system needs to provide insights into customer satisfaction for better customer retention.</p>
BR1.25	<b>Search</b> <p>The system must have a data search function allowing users to search using various keywords.</p>
BR1.26	<b>Sales Capabilities</b> <p>The system must have sales pipeline capabilities. (<i>The capability must be priced as part of this RFP, and these licenses will not be included for the initial signed contract, will be only included as and when the business is ready for this functionality</i>)</p>

Table 3 Customer Query Management

### 3.2. NETWORK PLANNING SERVICE STANDARDS AND PERFORMANCE: KEY ACCOUNT MANAGEMENT (OPERATIONAL STAKEHOLDERS)

Operations Management (NPSSP) requires the conversion of the manual key account planning tool they are currently utilising into an automated system. The following requirements are based on the key account planning (KAP) tool that the key account managers use. The tool will be shared with Service Providers. Approximately 700 ACSA Stakeholders comprising of retail tenants, advertising concessionaires, airlines, ground handlers, Airside operators car rentals etc.

REQUIREMENT ID	REQUIREMENT
BR2.1	<p><b>Capture key account plan.</b></p> <ul style="list-style-type: none"> <li>• The system must have the function to allow users to capture key account plans.</li> <li>• The system must allow a Business to have multiple key account plans for instances where a key account has a presence in different airports.</li> <li>• A key account plan must be visible to the Business, Airport RGM, and users that report to the Airport RGM and Centre of Excellence.</li> <li>• The Business must be able to share the Key Account Plan with other airports.</li> <li>• The system must consolidate the Key Account Plans into a single view for Key Accounts with multiple plans.</li> </ul>
	<p><b>The key account plan must have the following areas:</b></p>
BR2.2	<p><b>Stakeholder understanding</b></p> <ul style="list-style-type: none"> <li>• An understanding of the Stakeholder’s business, Financial Performance and Strategic Outlook</li> <li>• The tab must consist of sections to capture:                             <ul style="list-style-type: none"> <li>➤ Stakeholder description, Address of the stakeholder, Industry, number of employees, financial year end, Current South African footprint.</li> <li>➤ Stakeholder’s Vision, Mission, Strategic Focus and Long-term goals/priorities.</li> <li>➤ Stakeholder’s Financial Performance to reflect the Annual Revenue generated by the stakeholder in the last five years and the Breakdown per region/airport of the stakeholder’s annual revenue history for the previous five years.</li> <li>➤ The system must be able to send an alert to prompt the Business to update the stakeholder understanding quarterly. There must be an option where a user can indicate if there are no changes to stakeholder understanding.</li> </ul> </li> </ul>

REQUIREMENT ID	REQUIREMENT
	<ul style="list-style-type: none"> <li>➤ The system must have a stakeholder matrix where the user can indicate whether a stakeholder has a high or low level of influence.</li> <li>➤ The system must display news related to a stakeholder and its country of origin.</li> </ul>
BR2.3	<p><b>Industry understanding</b></p> <ul style="list-style-type: none"> <li>• An understanding of the industry in which the Stakeholder operates, the competitive landscape in such industry as well as the local and global trends and events that may affect the Stakeholder and/or the industry as a whole.</li> <li>• The tab must consist of sections to capture:                             <ul style="list-style-type: none"> <li>➤ The Competitive Landscape, including industry players, Current South African footprint, and Revenue for the last financial year.</li> <li>➤ Local and global industry trends/events that may affect the Stakeholders and/or the industry as a whole more likely to affect the stakeholder.</li> <li>➤ The system must display news on this tab that is related to or affecting the stakeholder's industry.</li> </ul> </li> </ul>
BR2.4	<p><b>Stakeholder decision-making unit</b></p> <ul style="list-style-type: none"> <li>• Overview of the Stakeholder's current organisational structure and identifies the key decision makers and contact persons within the organisation as well as their key responsibilities.</li> <li>• The tab must consist of sections to capture:                             <ul style="list-style-type: none"> <li>➤ Stakeholder's decision-making units (executives, senior management etc.), including Name, Surname, Position, Key responsibilities/issues falling within their mandate, Telephone number, Email and Birthday.</li> <li>➤ Other relevant contact person within the stakeholder's organisation, including Name, Surname, Position, Key responsibilities/issues falling within his/mandate, Telephone number, and Email and Birthday.</li> </ul> </li> </ul>
BR2.5	<p><b>Stakeholder engagement plan</b></p> <ul style="list-style-type: none"> <li>• A view of important Stakeholder meetings for each KAM Team which allows for planning and preparation ahead of meetings.</li> <li>• The tab must consist of sections to capture.</li> </ul>

REQUIREMENT ID	REQUIREMENT
	<ul style="list-style-type: none"> <li>➤ The stakeholder or Internal (ACSA) activity indicator, Engagement type, Stakeholder owner, Business Owner, Attendees from the stakeholder team, Attendees from the Operations Management team, Frequency of engagement, Objectives of the engagements, Information to be sent to Stakeholder before the engagement, financial year calendar showing when the engagement is planned with distinction between stakeholder’s activities and Business activities.</li> <li>• Stakeholder Owner must be a drop-down list linked to active directory with selected people mandated to be stakeholder owners.</li> <li>• There must be an indicator to specify whether an activity is an internal or external activity.</li> <li>• The Objectives of the Engagement Before the Engagement and Information/Data to be Sent to Stakeholder Before the Engagement. It must only apply to internal activity.</li> </ul>
BR2.6	<p>Value captured.</p> <p>A view of the value generated from the Stakeholder and captured by ACSA (including both Financial and Non-Financial Value)</p> <ul style="list-style-type: none"> <li>• The tab must consist of sections displaying.                             <ul style="list-style-type: none"> <li>➤ Financial value derived by ACSA from the stakeholder for the last five years as Revenue per Financial Year, Projection/targets from current up to 5 years.</li> <li>➤ Non-financial value derived by ACSA from the stakeholder, including value category and description of the non-financial value captured.</li> <li>➤ The financial values should be from the Oracle Finance module with revenue breakdown based on an airport/region and as an aggregated/rolled up amount if the stakeholder is in multiple airports.</li> </ul> </li> </ul>
BR2.7	<p><b>Stakeholder journey</b></p> <ul style="list-style-type: none"> <li>• An overview of the phases within the Stakeholder journey and highlights the ACSA key role, activities and output to be delivered during under each phase.</li> <li>• The tab must consist of sections to capture.</li> </ul>

REQUIREMENT ID	REQUIREMENT
	<ul style="list-style-type: none"> <li>➤ The roadmap showing Stakeholder Journey Phases at Tender, Onboard, Move In, Operate, Re-tender, and Terminate; whether the system must automatically indicate which phase of the journey the stakeholder is in.</li> <li>➤ There must be a grid with phases of the road map with a column to capture the Role of the Operational Management team under each phase, Activities to be completed, and Outputs to be produced.</li> <li>• The system must show and track activities for each journey phase, except when a stakeholder is in the tender and operate phase.</li> <li>• The user (Business) must be able to add timelines for each journey phase.</li> <li>• The system must be able to send an alert to the business when a deadline for a phase is about to be reached.</li> <li>• The system must be capable of sending an escalation when a deadline for a phase is missed.</li> <li>• The system must have an additional column to track progress and capture an activity's output.</li> <li>• The user must be able to add additional activities to a list of predefined activities for a phase.</li> <li>• The system must monitor that the next phase of a journey is not initiated whilst the current stage still needs to be completed.</li> </ul>
BR2.8	<p><b>Contract/ Lease Agreement</b></p> <p>An overview of the terms and conditions of the Lease Agreement/Contract</p> <ul style="list-style-type: none"> <li>• The tab must consist of sections to capture.                             <ul style="list-style-type: none"> <li>➤ Upload the Contract/Lease Agreement from the Property System.</li> <li>➤ Capture Contract Manager, Start and End Date, Shop Number, Location and Size</li> </ul> </li> <li>• The system must auto-send alerts to the Business when a contract is about to reach an end (expiry) date.</li> </ul>

REQUIREMENT ID	REQUIREMENT
BR2.9	<p><b>Dependencies and Strategic Initiatives</b></p> <p>Description: Identify areas in which the Stakeholder particularly require assistance from ACSA and define strategic initiatives than can be implemented to assist the Stakeholder</p> <p><b>BR2.9.1</b> The tab must consist of sections to capture.</p> <p><b>BR2.9.1.1</b> Definitions for the types of decisions.</p> <p><b>BR2.9.1.2</b> List of decisions grid with decisions, Decision rights per Operations Management team members and Additional comments.</p> <p><b>BR2.9.1.3</b> Dependencies (areas a stakeholder depends on ACSA) include dependency, Impact on Stakeholder's Operations, Responsible Person within Stakeholder's organisation, and Additional Comments.</p> <p><b>BR2.9.1.4</b> Strategic initiatives for a financial year (to address stakeholders needs), including Initiative name, Strategic actions or Key opportunities, Owner, Initiative progress status, Target completion date, and additional comments.</p> <p><b>Issue Tracker</b></p> <p>Issues that affect the Stakeholder, capture feedback on a continuous basis, identify actions required to resolve the issue, monitor and track progress.</p> <p><b>BR2.9.1.5</b> Issue tracker with Issue reported Owner within Operations Management team, Proposed action to resolve the issue, Dependencies on other internal Departments, Target date to Resolve Issue (dd/mm/yyyy), Progress status, Progress report sent to Stakeholder (Yes/No), Additional comments.</p> <p>The system must allow the issue captured to reflect which Department is responsible to resolve and give feedback on the issue.</p> <p><b>BR2.9.2</b> The users must be able to select an activity type as Decision, Issue, or Initiative. The system must change the fields as per the selected option based on fields and apply the relevant SLA for a type of activity.</p> <p><b>BR2.9.3</b> The system must allow users to link an activity to a dependency.</p> <p><b>BR2.9.4</b> The system must be able to track the progress of each Dependency and Initiative.</p>

REQUIREMENT ID	REQUIREMENT
	<p><b>BR2.9.5</b> The decision-making matrix must have a field for capturing the summary of a stakeholder issue that requires a decision.</p> <p><b>BR2.9.6</b> The decision-making matrix must have column headings as Decision, Make, Approve, Input, and Notify User must be able to select a person's name and surname under each heading.</p> <p><b>BR2.9.10</b> The system must display the selected person's name, surname, and email address on the decision-making matrix from Active Directory.</p>
BR2.10	<p><b>Survey capability.</b></p> <p>Create a list of different type of surveys to select from, i.e. feedback from Stakeholder Engagement</p> <ul style="list-style-type: none"> <li>• The user must be able to create, change, update, and delete survey questions.</li> <li>• The user must be able to send surveys to a selected group of stakeholders with a selected level of authority identified in the decision matrix via SMS and email.</li> <li>• The system must be able to receive responses to a survey.</li> <li>• The system must be able to analyse responses and give insights.</li> <li>• The user must be able to generate a report based on survey responses.</li> <li>• The system must allow exporting of survey responses to Excel.</li> </ul>
BR2.11	<p><b>Engagement Capability</b></p> <p>Communication with Stakeholders on all platforms</p> <ul style="list-style-type: none"> <li>• Users must be able to create and send communication on all platforms to account stakeholders using the system.</li> <li>• The email or SMS must be stored as part of communication with stakeholders.</li> <li>• The system must show the stakeholder owner's outlook calendar.</li> <li>• The users must be able to send emails to an email group automatically created by the system. The email groups are based on the account category.</li> <li>• The users must be able to indicate or filter roles that should be added to the communication created from the system.</li> </ul>

REQUIREMENT ID	REQUIREMENT
	<ul style="list-style-type: none"> <li>• The users must be able to schedule an engagement directly from a stakeholder engagement plan.</li> <li>• The system must send reminders to all invitees a day before the meeting start time and two (2) hours before the meeting start time.</li> <li>• The system must send an email of the latest news related to an account to ACSA representatives invited to a meeting.</li> </ul>
BR2.12	<p><b>Dashboard</b></p> <p>The system must have a real-time dashboard showing details of the stakeholder activity.</p>
BR2.13	<p><b>Reports</b></p> <p>The system must allow users to create and generate their reports.</p>
BR2.14	<p><b>Search</b></p> <p>The system must be capable of searching for data in the system.</p>

Table 4: Key Account Management Requirement

### 3.3. NETWORK PLANNING SERVICE STANDARDS AND PERFORMANCE: VIP SERVICES

Operations Management (NPSSP) requires the conversion of the manual VIP Service booking tool they are currently utilising into an automated system. The following requirements are based on the VIP tool that the

VIP Service Agent uses. ACSA VIP Lounge is responsible for the facilitation of high-profile passengers and group delegates. The link will be shared with VIP PA's or other booking requesters. Approximately 400 ACSA VIP Stakeholders comprising of Government Ministers & Deputies, Premiers. Executive Mayors, ACSA Chairperson of ACSA Board of Directors, ACSA CEO & Executives etc.

Requirement ID	Requirement
BR3.1	<p><b>The system must have VIP booking logging and tracking capability.</b></p> <p>A booking can be:</p> <ul style="list-style-type: none"> <li>• Manually captured by a VIP Service Agent after receiving a call from the client requesting a booking record keeping.</li> <li>• Received bookings from various channels and/or manually captured on the system to go through a VIP Booking management process.</li> <li>• The system must be able to integrate with other platforms.</li> </ul>
BR3.2	All bookings must have a unique identifier.
BR3.3	<p>The system must be able to receive and log queries from various channels such as (not limited):</p> <p>Email, Mobile Applications, SMS, Website, Live Chat, via VIP universal contact centre.</p> <p><b>Booking information to be captured should include but not limited to:</b></p> <p>Type of Stakeholder (dropdown list), Name, Arrival or Departure, Date, Flight, Airline, Domestic or International, Require assistance with luggage, Refreshments needed, Meeting point (kerbside, parking etc), Number of passengers/delegates</p>
BR3.4	The system must automatically assign an airport name to a booking.
BR3.5	The system must instantly send a response as acknowledgement when a booking is logged, in line with the business rules. This acknowledgement message should be sent via all platforms.
BR3.6	The system must generate and send a workflow notification to the person requesting a booking to accept or reject the booking.
BR3.7	The system must have an option to manually assign an airport to a booking and a VIP agent to work on a booking. The manual must include reassigning the booking to the right airport.

BR3.8	The business must be able to capture the turnaround times for each booking type according to the applicable business rules.
BR3.9	<ul style="list-style-type: none"> <li>• The VIP agent must be able to update the status of a booking and communicate with the person who made the booking, and/or third parties directly from the system. The communication should be via all platforms.</li> <li>• The system must be able to receive the response to email/SMS from third parties and keep a response as part of the booking history.</li> </ul>
BR3.10	The system must automatically send the person that made the booking a message by email or SMS when a booking has been finalised. The message should be sent depending on the platform the person requesting for a booking was utilising.
BR3.11	If a person that made a booking is not satisfied with the turnaround time of the booking/response received relating to the booking – the system must allow automated re-opening of that booking and allow a VIP Agent to manually re-open a booking. The business rules for re-opening a booking must be captured on the system.
BR3.12	<p><b>Booking Escalation</b></p> <p>The unresolved/finalised bookings must be escalated based on escalation business rules that are captured on the system.</p> <p>If an agent is unable to finalize a booking, they must be able to convert the booking to an escalation to management. The Agent must follow the SOP for the system management escalation process.</p>
BR3.13	<p><b>Mobile App Booking Capability</b></p> <ul style="list-style-type: none"> <li>• There must be a capability to book VIP service on the mobile App.</li> <li>• When the booking is received via the mobile App it must automatically generate a response with a unique identifier and link to the CRM system. All the VIP Services bookings must be handled by the VIP Agents via the CRM system.</li> </ul>
BR3.14	<p><b>Customer profile</b></p> <ul style="list-style-type: none"> <li>• The system must integrate with Active Directory to retrieve create and store a VIP profile from a received booking, e.g., from a unique identifier such as email address, cell phone number, mobile app profile ID etc. The contact details of a booking requester will be used when communicating with a person who made a booking as and when required.</li> </ul>

	<ul style="list-style-type: none"> <li>• The bookings that are in the system must be associated with a booking requester.</li> <li>• The system must allow users to generate and send messages (SMS, email, publish to the mobile application) to the booking requester in alignment with POPIA.</li> </ul>
BR3.15	<p><b>Integration with CISCO call manager system (Contact Center)</b></p> <ul style="list-style-type: none"> <li>• The system must integrate with the CISCO call manager system whereby when a call comes through, it should identify or retrieve the booking requester’s profile in the CRM system and display it using the caller’s cell phone number.</li> <li>• The booking requester’s details must be automatically populated on the form.</li> <li>• The CRM system must link a booking logged to a call recording on the Web recall system. Users must be able to access a recorded call directly from the CRM system.</li> </ul>
BR3.16	<p><b>Spam detection.</b></p> <ul style="list-style-type: none"> <li>• The system must be able to read the body of an email to detect whether the email received is a duplicate email or not before logging it as a booking.</li> <li>• The system must be able to detect and flag spam emails.</li> </ul>
BR3.17	<p><b>Surveys</b></p> <ul style="list-style-type: none"> <li>• The system must allow users to create, update, and delete survey questions.</li> <li>• Users must be able to send/publish a survey. The person requesting a booking consent is required.</li> <li>• The system must be able to receive survey responses from the person requesting a booking.</li> <li>• The system must automatically send an automated satisfaction survey to a person requesting a booking whenever a booking is closed. The survey must be sent via a channel (email or SMS) used to communicate with a person requesting a booking. The system must automatically send an automated satisfaction survey to a person requesting a booking whenever a booking is closed. The survey must be sent via a channel (email or SMS) used to communicate with a person requesting a booking.</li> <li>• The system must analyse the survey responses and generate insights (built-in intelligence) based on responses.</li> </ul>
BR3.18	<p><b>SMS for booking information requests.</b></p>

	<ul style="list-style-type: none"> <li>• The Service Provider must provide the capability to send and receive SMS.</li> <li>• The system must be able to receive the SMS for booking status and respond to the booking requester with booking details.</li> <li>• The system must keep on updating the booking requester whenever the status of the booking changes until the last status of that booking is reached.</li> </ul>
BR3.19	<b>Setting performance targets</b> <ul style="list-style-type: none"> <li>• The system must allow users to capture targets for a business unit (airport).</li> <li>• The system must track the business unit's performance against the set targets.</li> <li>• The system must track the agent's performance based on assigned queries.</li> </ul>
BR3.20	<b>ACSA Website Booking Capability</b> <ul style="list-style-type: none"> <li>• There must be a capability to booking VIP service on the ACSA Website.</li> <li>• When the booking is received via the ACSA website it must automatically generate a response with a unique identifier and link to the CRM system. All the VIP Services bookings must be handled by the VIP Agents via the CRM system.</li> </ul>
BR3.21	<b>Reports</b> <ul style="list-style-type: none"> <li>• The system must allow users to generate reports reflecting performance on the booking timeline, Status of the booking, resolution per airport, organisation and VIP agent.</li> <li>• Customize Reports - The reports must be exportable to Excel and PowerPoint.</li> </ul>
BR3.22	<b>Dashboard</b> <p>The system must have a live dashboard that will show VIP bookings breakdown per channel, type of bookings, status, SLA violations, agent, airport performance, etc.</p> <p>Display real-time information on the upcoming bookings that are planned/scheduled for the day.</p> <p>Display the consolidated view of all VIP bookings progress.</p>
BR3.23	<b>Archiving</b> <p>The booking records must be stored in line with ACSA Information Management Policy.</p>
BR3.24	<b>Business Intelligence</b>

	<p>The system must provide business intelligence (BI) features to accurately monitor and measure VIP service factors. The system needs to provide insights into booking requester's satisfaction for better customer retention.</p>
<p>BR3.25</p>	<p><b>Search</b></p> <p>The system must have a data search function allowing users to search using various keywords.</p>

Table 5 VIP Services

### 3.4. CORPORATE SERVICES: STAKEHOLDER RELATIONS MANAGEMENT:

Stakeholder relations management performs two core functions which are the management of engagement plans and corporate projects.

REQUIREMENT ID	REQUIREMENT
BR4.1	<p><b>External stakeholder profiling</b></p> <ul style="list-style-type: none"> <li>• The Stakeholder Relations Coordinators must be able to capture, delete and/or edit external stakeholder profiles. Other system users must be able to view only.               <ul style="list-style-type: none"> <li>➤ The external stakeholder should consist of stakeholder name, surname, position held, contact details, organisation, organisation address, classification, category, email address, phone number, mobile number, personal assistant name, personal assistant contact number, stakeholder matrix (level of influence/significant impact), priority level.</li> <li>➤ Data collection should be aligned with the Protection of Personal Information Act (POPIA).</li> </ul> </li> <li>• The system must be able to suggest names of external stakeholders while the user is typing based on stakeholder names stored on the database.</li> <li>• The system must allow a user to add a new stakeholder with a name and surname similar to an existing stakeholder.               <ul style="list-style-type: none"> <li>➤ The system must add an organisation name to the saved stakeholder's name to make it unique if a stakeholder already has a similar name.</li> </ul> </li> </ul>
BR4.2	<p><b>Stakeholder Owner (ACSA Executive) profile</b></p> <ul style="list-style-type: none"> <li>• The stakeholder relations coordinators must be able to add, edit, and delete stakeholder owner profiles.</li> <li>• The system must integrate with Active Directory to retrieve the stakeholder owner's name, surname, position held, division, office number, email address and mobile number.</li> </ul>
BR4.3	<p>The system must have user contact groups and automatically add the external stakeholder to email, SMS and/or mail (letters) group(s).</p>

REQUIREMENT ID	REQUIREMENT
	<ul style="list-style-type: none"> <li>➤ The group for SMS must consist of the stakeholder's name, mobile number, and the company represented.</li> <li>➤ The email and mail (letters) group must consist of the stakeholder's name, email address, company represented, and position held.</li> </ul>
BR4.4	There must be a capability to search for a stakeholder profile by name, surname, or company.
BR4.5	<p><b>View a profile.</b></p> <ul style="list-style-type: none"> <li>• The system must have a screen showing a list of all stakeholders that have been created.</li> <li>• The user must be able to view a stakeholder profile. The details of the stakeholder and the picture associated with the profile must be displayed when viewing a profile.</li> </ul>
BR4.6	<p><b>Capture a Corporate Project</b></p> <ul style="list-style-type: none"> <li>• The system must have the capability to allow users to capture a project by adding these minimum fields: project name, description, project duration, project owner, and stakeholders.</li> <li>• The users must be able to update the fields captured for a project.</li> </ul>
BR4.7	The system must generate a unique identifier for the engagement plan and each engagement objective on the plan.
BR4.8	<p><b>Engagement plan</b></p> <ul style="list-style-type: none"> <li>• The coordinator must be able to capture the executive(s) engagement plans. The engagement plan can be for a stakeholder owner and/or for a project.</li> <li>• The coordinator must capture a master / consolidated plan for the organisation with targets for engaging stakeholders.</li> </ul>
BR4.9	<p><b>Executive engagement plan for a Stakeholder Owner (Executive)</b></p> <ul style="list-style-type: none"> <li>• The system must allow a coordinator to capture a new engagement plan for an executive at the beginning of each financial year. The executive engagement plan must be valid for a financial year.</li> </ul>

REQUIREMENT ID	REQUIREMENT
	<ul style="list-style-type: none"> <li>The engagement plan should consist of the following minimum fields: external stakeholder name, ACSA/stakeholder issues, Group KPI engagement approach, divisional strategic objectives, relationship status, frequency, planned date, priority level and stakeholder commercial value.</li> <li>The system must generate and send a workflow notification to a stakeholder owner (executive) to accept or reject the engagement plan.</li> </ul>
BR4.10	<p><b>Engagement Plan for a Corporate Project</b></p> <ul style="list-style-type: none"> <li>The engagement plan must consist of external stakeholder(s), stakeholder needs and expectations, engagement approach, strategic divisional objective, planned engagement date, the status of the planned engagement, and stakeholder owner.</li> <li>The engagement plan must be valid for the duration of a project.</li> <li>The system must allow a stakeholder owner who is added to an approved project's engagement plan to have access to capture feedback for an engagement.</li> <li>The system must generate and send a workflow notification to a project owner to accept or reject a plan.</li> </ul>
BR4.11	<p>The system must notify the stakeholder relations coordinator who created a plan when rejected or approved.</p>
BR4.12	<p><b>Engagement objectives</b></p> <p>The Executive Assistant and/or Executive must be able to capture a planned engagement into the executive's engagement plan. A planned engagement objective should have the following statuses:</p> <ul style="list-style-type: none"> <li>Pending after being added.</li> <li>Scheduled when there is a scheduled engagement.</li> <li>Pending feedback when feedback is not captured.</li> <li>Completed when feedback is added.</li> </ul>
BR4.13	<p>The system must be able to display the stakeholder owners (executives) that have external stakeholder (s) linked to their pending planned engagements.</p> <p>The system must be able to flag outstanding engagements at the end of each quarter in line with commitments in the uploaded engagement plan.</p>

REQUIREMENT ID	REQUIREMENT
	The system must have the capability to upload files which can then auto-upload issues against stakeholders already on the system.
BR4.14	<p>The system must monitor and track the executive, project-specific, and master plans performance; and display the following:</p> <ul style="list-style-type: none"> <li>• Actual against target total number of engagements per week, month, quarter, and year.</li> <li>• Actual against projected stakeholder value adds.</li> <li>• Average status of external stakeholder relationships.</li> <li>• Stakeholder level of influence (based on the value of the stakeholder profile).</li> <li>• Graphical comparison of planned engagement VS completed engagement.</li> <li>• Key themes of engagements done to ensure the business is engaging in line with divisional objectives in the plan</li> </ul>
BR4.15	<ul style="list-style-type: none"> <li>• The stakeholder relations coordinators must be able to update a rejected and/or approved master plan and re-send it to Stakeholder Owner or Project Owner for approval.</li> <li>• The system must notify the stakeholder owner (executive) of changes made to the approved plan.</li> </ul>
BR4.16	<p><b>Schedule an engagement that is linked to Plan.</b></p> <ul style="list-style-type: none"> <li>• The users must be able to schedule an engagement linked to the engagement objective on the plan. The minimum details to be captured are as follows: <ul style="list-style-type: none"> <li>➤ To field defaulting to external stakeholders.</li> <li>➤ Meeting organizer(s) defaulting to stakeholder owners.</li> <li>➤ Engagement method.</li> <li>➤ Location.</li> <li>➤ Start time and End time.</li> <li>➤ Body/content of email.</li> </ul> </li> <li>• The system must display stakeholder owners that have the external stakeholder linked to their pending engagement objectives.</li> </ul>

REQUIREMENT ID	REQUIREMENT
	<ul style="list-style-type: none"> <li>• The system must have the option to allow users to select and add the other Stakeholder Owner(s) that have pending engagements with a particular stakeholder. All Stakeholder Owners should reflect as meeting organisers.</li> <li>• The system must link the scheduling function to the Outlook calendar to reflect the diary of Stakeholder Owner(s) and/or internal stakeholders.</li> <li>• The users must be able to send an invitation for a scheduled engagement.</li> <li>• The system must automatically change the status of the engagement objective to 'scheduled' for all Stakeholder Owner(s) captured as meeting organisers.</li> </ul>
BR4.17	<p>Schedule an ad hoc engagement not linked to a Stakeholder Owner or Project.</p> <ul style="list-style-type: none"> <li>• The system must allow users to schedule an ad hoc engagement not part of the engagement plan.</li> <li>• The user must be able to capture an external stakeholder email address that does not exist (not have a profile created) when scheduling an unplanned engagement.</li> </ul>
BR4.18	<p>The system must be able to receive the response for an engagement invitation from external stakeholders and Stakeholder Owner(s).</p>
BR4.19	<p>The system must notify the Stakeholder Owner(s) and stakeholder relations coordinators when there is a response to the invitation from an external stakeholder.</p>
BR4.20	<p><b>Engage the external stakeholders.</b></p> <ul style="list-style-type: none"> <li>• The users must be able to engage with external stakeholders via Microsoft Teams and/or email directly from the system.</li> <li>• The system must keep an audit trail of engagements conducted directly from the system. The following minimum information should be stored on the record of each engagement:             <ul style="list-style-type: none"> <li>➤ Stakeholder contacted.</li> <li>➤ Name of the person who contacted the stakeholder.</li> <li>➤ Date.</li> <li>➤ Timestamp.</li> <li>➤ Audio recording.</li> </ul> </li> <li>• The Stakeholder Owner must have the option to record an engagement session.</li> </ul>

REQUIREMENT ID	REQUIREMENT
BR4.21	<p><b>Capture feedback after an engagement.</b></p> <ul style="list-style-type: none"> <li>• The system must have a form for capturing engagement feedback. Each feedback form must be linked to the engagement objective, stakeholder needs and expectations.</li> <li>• The system must activate a feedback form when the start time for the engagement commences.</li> <li>• The system must notify the Stakeholder Owner(s), and meeting organisers, with a link to capture engagement feedback after the engagement end time; and change the status of an engagement objective to pending feedback.</li> <li>• The stakeholder owner must have the option to mark the captured feedback as public or private. There must be an option to add people with access to private feedback.</li> <li>• The system must automatically change the status of an engagement objective to completed once the feedback is submitted.</li> <li>• The system must automatically generate a 'thank you' email on behalf of the Stakeholder Owner to the external stakeholder engaged when the feedback form is submitted.</li> </ul>
BR4.22	<p><b>Action items</b></p> <ul style="list-style-type: none"> <li>• The Stakeholder Owner(s) must be able to capture action items that resulted from the engagement. The action must be linked to an engagement objective that had occurred. <ul style="list-style-type: none"> <li>➤ The action item should have an Action owner defaulting as Stakeholder Owner name, Action name, Impact (low, medium, high), Details, Responsible Person, Status (open, resolved, closed). The responsible person must be selected from the Active Directory.</li> </ul> </li> <li>• The system must apply relevant SLAs based on the impact assigned to an action.</li> <li>• The system must automatically send an email notification with a logged action summary to the Responsible Person and the stakeholder relations coordinator.</li> <li>• The system must allow the Responsible Person access to capture comments on an action item and change the action status to resolved.</li> </ul>

REQUIREMENT ID	REQUIREMENT
	<ul style="list-style-type: none"> <li>• The system must automatically notify the Stakeholder Owner and stakeholder relations coordinator when an action is changed to resolved.</li> <li>• The system must only allow the stakeholder relations coordinator and stakeholder owner to close an action.</li> <li>• The system must automatically send an escalation email to the Stakeholder Owner and Group Manager for Stakeholder Relations when an action SLA is violated.</li> </ul>
BR4.23	<p><b>Bulk emails and letters</b></p> <ul style="list-style-type: none"> <li>• The system must allow users to generate letters and send emails.</li> <li>• The user must be able to manually create a mailing group to send an email or letter(s).</li> <li>• The user must be able to add the group automatically created by the system as the recipient for email or mail.</li> <li>• The system must have the option to allow users to remove an email address from the automatically created emailing group when adding a group as an email recipient.</li> <li>• The system must automatically populate the stakeholder's name and surname on the email greeting.</li> <li>• The system must send an email from a generic email address.</li> <li>• The system must have a function for capturing and printing letters.                             <ul style="list-style-type: none"> <li>➤ The system must allow users to create letter templates with letterheads for each airport that can be used when generating letters.</li> <li>➤ The user must be able to select a specific template to use when capturing the letter's content.</li> <li>➤ The user must be able to remove the stakeholders who are not supposed to receive a letter from the automatically created mailing group.</li> <li>➤ The system must auto-populate the letter with a stakeholder's company address and have the salutation as the stakeholder's name and surname.</li> </ul> </li> </ul>
BR4.24	<p><b>Update notifications.</b></p> <p>An administrator must be able to add, change and remove stakeholder relations coordinators from the notification function.</p>
BR4.25	<p><b>Archiving</b></p>

REQUIREMENT ID	REQUIREMENT
	The executive, projects and master engagement plan with its corresponding feedback and action plans must be kept for a period of 5 years.
BR4.26	<p><b>Real-time dashboard</b></p> <ul style="list-style-type: none"> <li>• Display the engagements that are planned and occurred with external stakeholders.</li> <li>• Display the consolidated view of ALL Stakeholder Owner’s engagement progress.</li> <li>• Display the consolidated view of ALL engagements for Corporate Projects.</li> </ul>
BR4.27	<p><b>Reports</b></p> <ul style="list-style-type: none"> <li>• The Service Provider to enhance the current reports generated from SharePoint.</li> <li>• The system must generate the engagement plan progress report for ALL Stakeholder Owners.</li> <li>• The system must generate the engagement plan progress report for ALL Corporate Projects.</li> <li>• The system must generate the report for action items with their corresponding status for the period.</li> <li>• The users must be able to generate reports on an ad hoc basis and export them to Excel, Word, and PowerPoint.</li> </ul>
BR4.28	<p><b>Business Intelligence</b></p> <p>The system must provide business intelligence (BI) features to accurately monitor and measure customer service factors. The system must align with the current BI outputs on PowerBI.</p> <p>The system must give ACSA insight into customer satisfaction for better customer retention. BI will also allow ACSA to monitor new customer acquisitions to gain client references in future.</p>
BR4.29	<p><b>Search function.</b></p> <p>The user must be able to search for data on the system.</p>

Table 5: Stakeholder Relations Management Requirements

## 4. Non-Functional Requirements

### 4.1. Physical locations

4.1.1. Must be available in all nine (9) ACSA sites and corporate office.

### 4.2. User Volumes and permissions

#### 4.2.1. Operations Management (Customer query management)

4.2.1.1. Read-only (185 users).

4.2.1.2. Full functionality (15 users).

#### 4.2.2. Operations Management (Key Account Management)

4.2.2.1. Read-only (10 users).

4.2.2.2. Full functionality (40 users).

#### 4.2.3. Corporate Services (Stakeholder Relations Management)

4.2.3.1. Read and update (72 users).

4.2.3.2. Full functional rights (8 users).

### 4.3. Platform performance (Speed & Latency)

4.3.1. The system must respond in less than 5 seconds. The Service Provider is to provide the estimated bandwidth requirements.

4.3.2. The system must respond immediately when attaching a document(s).

4.3.3. The system must handle 1000 minimum queries during peak times.

### 4.4. Scalability

4.4.1. Must cater for 5% to 10% growth per year for additional users.

### 4.5. Usability

4.5.1. The solution must be web-based.

### 4.6. Reliability & Availability (Days/Hours)

4.6.1. The solution must be available 24/7 with a minimum availability of 99.8%. Past performance reports and/or statistics must be provided to this effect.

4.6.2. The solution must cater for high availability backups and disaster recovery.

4.6.3. The solution must be able to backup daily and have offsite storage for backup storage.

- 4.6.4. The solution must be able to recover deleted data from backups. The recovery point objective (RPO) must be at most one (1) day.

#### 4.7. Security

- 4.7.1. The Service Provider must provide ACSA with their security best practices or controls detailing how they will secure the proposed solution.
- 4.7.2. The solution must ensure that data is transmitted in a non-readable format (encrypted / Ciphertext) and has strong key management. The solution must provide encryption capabilities for stored data to ensure that data at rest is protected. For example, Transport Layer Security (TLS) must be version 1.3 or higher.
- 4.7.3. The Service Provider must ensure that Server-level security features are in place for the solution. They must provide information related to the following: patching, anti-virus, vulnerability scanning, intrusion detection with real-time alerts etc.
- 4.7.4. The Service Provider must ensure that Data Centre security features are in place. They must provide information related to the following: Physical security measures, which include an integrated security management solution such as around-the-clock on-site security personnel, video surveillance, and monitoring—as well as industry-leading policies and practices.
- 4.7.5. The solution must also detect anomalies in functionality, user accessibility, traffic flows, and tampering.
- 4.7.6. Authentication – the solution must uniquely identify users and authenticate them. Administrator accounts must be segregated from normal user accounts.
- 4.7.7. Authorization – the solution must enable users and/or role-based permissions to be configured to control what solution features and data users can access.
- 4.7.8. Audit – the solution must keep an audit trail of all activities performed in the solution (includes but is not limited to the following: who created, updated, and deleted (must be authorised by super users) the record, with time and date stamp.
- 4.7.9. Assurance – the solution must maintain data integrity and quality. The solution must be a single source of truth regarding data and calculations.
- 4.7.10. Availability – the solution must be secured to prevent denial of service to ACSA users. It must also provide threat protection.

- 4.7.11. Asset Protection – the solution must protect ACSA data from being viewed by unauthorised personnel.
- 4.7.12. The solution must limit access to suspicious visitors and monitor for traffic spikes to prevent overloads like DDoS attacks etc.
- 4.7.13. The Bidder must issue ACSA with a certificate of compliance or external audit reports detailing how they comply with data management and/or Information Security Management, e.g., ISO 27001 or SOC.

#### **4.8. User Access Rights**

The solution must enable users and/or role-based permissions to be configured to control what system features and data users can access.

##### **4.8.1. Operations Management (Customer query management)**

- 4.8.1.1. Contact Centre and Info counters(face-to-face) agents: create view.
- 4.8.1.2. Query administrator: create, view, edit.
- 4.8.1.3. Supervisor: view and edit.
- 4.8.1.4. Centre of Excellence: View and edit.
- 4.8.1.5. Airport General Manager for Operations Management: View and edit.

##### **4.8.2. Operations Management (Key Account Management)**

- 4.8.2.1. Business Managers: Create, view, edit.
- 4.8.2.2. Group executives: View only.
- 4.8.2.3. Chief Executive Officer: View only.
- 4.8.2.4. Chief Operations Officer: View only.
- 4.8.2.5. Centre of excellence: View and edit.
- 4.8.2.6. Airport General Manager: View only.
- 4.8.2.7. General Manager: View only.
- 4.8.2.8. Airport operations manager: View only.
- 4.8.2.9. Airport General Manager for Operations Management: View and edit.

##### **4.8.3. Corporate Services (Stakeholder Relations Management)**

- 4.8.3.1. External Stakeholder Relations Coordinators at Corporate: View & edit all airports and corporate executives' masterplans, schedules, feedback, actions, and reports.
- 4.8.3.2. External Stakeholder Relations Coordinators at Airport: View & edit all airport-specific masterplan, schedules, feedback, actions, and reports. Must not have access to ACSA Corporate platform.
- 4.8.3.3. Group Executives: View all & edit own page view all other executives and airport stakeholder owner engagement plans, feedback, and actions.
- 4.8.3.4. Airport stakeholder owner: cannot view group executive pages, however, can only view other airport stakeholder owner's pages.

#### **4.9. Integrity**

- 4.9.1. Must be a single source of truth regarding data and calculations where applicable.

#### **4.10. Privacy and data ownership**

- 4.10.1. Comply with ACSA's Information Security policies and standards, including POPI Act. The ACSA's Information Security policies are to be provided before the contract agreement.
- 4.10.2. All data to remain the property of ACSA.

#### **4.11. Audit Trail**

- 4.11.1. There must be an audit trail of who created, updated, and deleted (must be authorised by super users) the record, with time and date stamp.

#### **4.12. Service access.**

- 4.12.1. Query management, Key account management and Employee query management functions must be accessible via laptop, desktop, and tablet.
- 4.12.2. Stakeholder management function must be accessible via laptop, desktop, mobile, or tablet.

#### **4.13. Operational**

- 4.13.1. Business hours are between 8 am and 7 pm. However, system availability must be 24/7.

#### **4.14. Business Continuity**

- 4.14.1. The system must have an alternative way to ensure business continuity in cases where there is an unfortunate downtime event.
- 4.14.2. Must be able to perform business functions during downtime, and the system must be synchronised with activities that took place when the system was down.

- 4.14.3. Disaster recovery instance of the solution must be at a separate physical location, at least 25 km from the production instance. The sites should have different utility feeds, e.g., power, water, network, etc.
- 4.14.4. IT Service continuity strategy for the solution must align with the recovery time and point objectives identified by the Airports Company South Africa SOC Ltd. The IT Service continuity strategy will be provided to the Service Provider before the contract agreement)
- 4.14.5. Periodically (i.e., at least once annually), through testing, assure the Airports Company South Africa SOC Ltd regarding the effectiveness and adequacy of the IT service continuity strategy.
- 4.14.6. There must be an updated business continuity plan that demonstrates your company's continuity arrangements for operational disruptions.

#### **4.15. Local Support**

- 4.15.1. The solution's first-line support must be based locally (international support can form part of the 2nd and 3rd line support).

#### **4.16. Look and Feel**

- 4.16.1. The solution must be white labelled to align with ACSA's Corporate identity and branding.

#### **4.17. Data Centre**

- 4.17.1. The solution must be hosted in a Tier level 3 or higher data centre Tier.
- 4.17.2. Regulatory and compliance certificates must be provided, e.g., ISO27001.

#### **4.18. Technology Roadmap**

- 4.18.1. The Service Provider to provide a roadmap of their CRM solution.

#### **4.19. Development Environment**

- 4.19.1. The solution must be able to migrate customisations created in a development environment to a production environment.

#### **4.20. Integration**

- 4.20.1. Integration with existing on-premises systems (service provider to inform us about their APIs, extensions, and plugins) etc.
  - 4.20.1.1. Web Recall (for accessing call record).
  - 4.20.1.2. CISCO call manager system (identification of a caller's cell phone number and search profile on CRM).

- 4.20.1.3. Social media (ACSA social media pages into one platform).
- 4.20.1.4. Active directory (users' profiles).
- 4.20.1.5. Outlook (emails and calendar).
- 4.20.1.6. FIDS (flight information display system).
- 4.20.1.7. Oracle Finance (Revenue details per stakeholder).
- 4.20.1.8. SharePoint (website and storage of attachments).
- 4.20.1.9. Mobile Application
- 4.20.2. The CRM solution interface must interface with the IBM ESB, i.e., message based.
- 4.20.3. The data format passed by the interface must use industry standards, e.g., W3C standards such as XML.
- 4.20.4. The CRM solution must support a two-way data sync, i.e., between the CRM solution and back-end on-premises systems.

## 5. Required Services from the Bidder

The bidder's proposal must indicate how they will meet the following:

### 5.1 Solution Implementation

- 5.1.1 The solution implementation of all business requirements stated under ACSA business requirements (section 3).
- 5.1.2 Implementation of all non-functional requirements (section 4).

### 5.2 Quality Assurance

- 5.2.1 Unit testing, Functional testing, Performance testing and Penetration and Vulnerability testing must be performed to ensure system quality.
- 5.2.2 Solution must be fit for purpose.
- 5.2.3 Solution must be delivered in accordance with the specification and service level agreement.
- 5.2.4 Solution must adhere to timelines for delivery.

### 5.3 Documentation

The Service Provider must be produced the following project-related documentation during the project implementation:

- 5.3.1 Project Management deliverables as per ACSA Methodology.
- 5.3.2 Architectural design as per best practice Architecture Principles.
- 5.3.3 Functional Specification.
- 5.3.4 Technical Specification.
- 5.3.5 Quality Assurance Specific Documentation (Test Strategy, Test Plan, Test Cases, Defect Reports and Test Completion Reports for all conducted tests)
- 5.3.6 Operational Manuals
- 5.3.7 Training Manuals.

### 5.4 Training requirement

The bidder is expected to conduct training for the following user groups.

- 5.4.1 Administrators, Technical, IT Help Desk and End User training across all nine (9) airport sites and corporate office (Aviation Park).

### 5.5 Support and Maintenance Services

The support and maintenance requirements are outlined in this document (SOW)

### 5.6 ROLE AND RESPONSIBILITIES

In this SOW, we use the 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 realized by the Responsible individual. This individual also holds the budget to back the mandate.	Only one individual is accountable for any given activity.  Accountable is a reactive role.
S	Supporting	Individuals who support the Responsible individual in realizing the sourcing activity. They actively participate in realizing/executing/performing the activity. Supportive individuals report to the Responsible individual.	Multiple individuals can participate in support of the Responsible individual for any given activity.  Supporting is a proactive role.
C	Consulted	Individuals who should be consulted in realizing/executing/performing the activity, on the scope, budget, time, and value of the activity.	Multiple individuals can be required to be heard for any given activity.  Consulted is a reactive role.
I	Informed	Individuals who need to be informed but have no role in the realization/execution/performance of an activity, other than being informed of the result of the activity.	Multiple individuals can be informed of the results of any given activity.  Informed is a passive role.

Table 6 - Definition of RASCI Model

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

#### 5.6.1 Roles and Responsibilities- General

Sub area	Number	Task/Activity	Service Provider	ACSA
General	6	Provide Services and the supporting processes that support ACSA business needs, technical requirements, and End-User requirements	R, A	C
	7	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

8	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
9	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, A
10	Report performance against Service-Level Requirements (SLRs)	R, A	I
11	Coordinate all Changes to the IT systems that may affect the SLRs of any other Service	R, A	C, I
12	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
13	Adhere to IT service management (ITSM) best practices and Key Performance Indicators (KPIs)	R, A	I
14	Approve the use of the ITSM best practices and KPIs	C, I	R, A

Table 7 - Roles and Responsibilities – General

**5.6.2 Roles and Responsibilities - Management, Planning, and Design**

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

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

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

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.

Sub area	Number	Task/Activity	provider	ACSA
Architecture Planning	15	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

<b>ng and Analysis</b>	16	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
	17	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
	18	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
	19	Define Services, standards, timeframes and reporting requirements for planning, project management, and analysis activities	C,S,I	R,A
	20	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
	21	Provide ACSA documentation format standards. Review and approve updated documentation presented by Service provider	I	R,A
	22	Review and update the existing Services, standards and project management practices for Planning and Analysis activities	I	R,A
<b>Technical Architecture</b>	23	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
	24	Document current and future Technical Architecture in the agreed formats and update these throughout the service lifecycle	R,A	C,S,I
	25	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
	26	Define and approve any new architecture standards	C,S,I	R,A
	27	Conduct technical and business planning sessions to review standards, architecture, and project initiatives to align with best practises	R,A	C,S,I
<b>Continuous Improvement and Innovation Planning</b>	28	Conduct technical reviews and provide recommendations for improvements that increase efficiency, effectiveness and reduce costs	R,A	C,I
	29	Perform ad hoc investigations as requested by ACSA and submit recommendations for ACSA’s consideration.	R,A	C,I
	30	Conduct on-going, regular planning and recommendations for technology refresh and upgrades	R,A	C,I
	31	Showcase new technology enhancements to ACSA hence allowing ACSA the option to upgrade to any new productised technology.	R,A	C,I
	32	Review and approve any technical improvement recommendations	C,I	R,A
	33	Review and approve any requested ad hoc investigations	C,I	R,A
	34	Review and approve recommendations for technology refresh and upgrades	C,I	R,A
	35	Review any new technology enhancements presented	C,I	R,A

<b>Management and Testing Tools</b>	36	Use existing System management tools to monitor measure, manage and document the environment.	R,A	C,I
	37	Provide access to existing System management tools to monitor measure, manage and document environment	C,I	R,A
<b>Research</b>	38	Provide expert advice and research latest technologies on a constant basis and formally submit these presentations to ACSA IT Infrastructure on a 3-monthly basis.	R,A	C,I
	39	Participate in in-scope IT-Commercial initiatives as requested ACSA-IT – this includes understanding the required solution and outcome, provide solution design and architecture documentation relating to this service tower	C,I	R,A
	40	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
	41	Review the latest technologies presented by the Service provider.	C,I	R,A
	42	Request provider to participate in in-scope IT-Commercial initiatives.	C,I	R,A
<b>Design and planning</b>	43	Develop, document, and maintain detailed technical design/engineering plans and environment configuration based on ACSA's business requirements	R,A	C,I
	44	Provide design documentation for quarterly audits as requested by ACSA	R,A	C,I
	45	Provide input into design plans through coordination with the appropriate ACSA technology standards groups and design architects	C,I,S	R,A
	46	Quarterly audit of design documentation	C,I,S	R,A
	47	Adhere to production acceptance test criteria	R,A	C,I
	48	Conduct and document test plans and results	R,A	C,I
	49	Define and document production acceptance test criteria	C,I	R,A
	50	Review and approve test plans and results	C,I	R,A

Table 8 - Roles and Responsibilities - Management, Planning, and Design

### 5.6.3 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").

Sub area	Number	Task/Activity	provider	ACSA
<b>Project Management App</b>	51	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
	52	Perform project management review and oversight, attend scheduled project meetings, ensure key milestones are achieved by Service provider, ensure all ACSA	C,I	R,A

roa ch		project governance processes are in place and are being achieved throughout the project		
Defi ne Project Pla n	53	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
	54	Provide, maintain, and update detailed project planning, identify critical path dependencies.	R,A	C,I
	55	Approve project plan, critical milestones, budget forecast, and project deliverables	C,I	R, A
	56	Attend scheduled weekly project meetings to review detailed project plan and critical path dependencies	C,I	R, A
Ma nag e Exe cuti on of the Proj ect Pla n	57	Manage, follow up and track execution of project plan.	R,A	C,I
	58	Ensure project plan management activities are carried out and ensure updated communication to project stakeholders is done.	C,I	R, A
Mo nito r Proj ect Pro gre ss	59	Report on project progress, budget, risk, issues	R,A	C,I
	60	Review and escalate any issues risks etc. for action to higher governance authorities as required	C,I	R, A

Table 9 - Roles and Responsibilities - Project Management Services

**5.6.4 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.

Sub area	Number	Task/Activity	provide r	ACS A
Documentation	61	Ensure that the entire in scope infrastructure is well documented and constantly updated	R,A	C,I
	62	Compile a checklist and all documentation for carrying out of maintenance tasks related to in scope infrastructure (detailed maintenance plan). Provide exception reports where risks and issues cannot be addressed via the maintenance plan	R,A	C,I
	63	A detailed checklist template will be presented to the ACSA for approval.	R,A	C,I

64	Specify the content, purpose, format, and production schedule of all documents	R,A	C,I
65	Store all copies of documents on ACSA Microsoft Teams sites provided.	R,A	C,I
66	Review and approve in scope documentation to ensure infrastructure is well documented and constantly updated	I	R,A
67	Review checklist and implement action plans based on any exception reports and recommendations	I	R,A
68	Work with provider to specify the content, purpose, format, and production schedule of all documents within scope	C,I	R,A
69	Provide space to store physical copies of all document and share folder for digital copies of the documents	I	R,A
70	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
71	Manage all documentation in accordance with Configuration Management standards and guidelines	R,A	C,I
72	Document standard operating procedures (e.g., boot, failover/disaster recovery/COOP, spool management, batch processing, backup)	R, A	I
73	Review and approve standard operation procedures Documentation	I	R,A

**Table 10 - Roles and Responsibilities – Documentation**

### 5.6.5 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.

Sub area	Number	Task/Activity	Service Provider	ACSA
Maintenance	74	Define Maintenance requirements	I	R, A
	75	Develop, document, and maintain in the Standards and Procedures Manual Maintenance procedures that meet requirements	R, A	I
	76	Develop Maintenance schedules (OEM recommended preventative maintenance to be considered)	R, A	
	77	Review and approve Maintenance procedures and schedules	I	R, A
	78	Ensure appropriate Maintenance coverage for all Service components	R, A	C, I
	79	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
	80	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
	81	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
	82	Approve Vendor-provided patches and/or service packs	C, I	R, A
	83	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
	84	Install patches per ACSA's Change Management process and procedures including acquiring required ACSA approval	R, A	C, I
	85	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
	86	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
	87	Perform Maintenance-related software distribution and version control, both electronic and manual	R, A	C, I
	88	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
89	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	

90	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. <ul style="list-style-type: none"> <li>o Inspections and alerts investigations</li> <li>o Syslog analysis – Continuous monitoring and responding with corrective actions to warnings and alerts.</li> <li>o Health Checks</li> <li>o Configuration Backups</li> <li>o Log Analysis</li> <li>o Device performance monitoring for high memory and CPU utilization</li> <li>o Software upgrades on management systems</li> <li>o Capacity Management</li> <li>o Redundancy Testing</li> <li>o Firmware Upgrades</li> <li>o Advise / recommend improvement for the 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</li> </ul>	R,A	C,I
91	Initiate projects to execute on approved preventative maintenance recommendations	I,C	R,A
92	Provide detailed monthly reports on capacity, assets, changes, faults, potential risks, etc. as defined in the report schedule	R,A	C,I

Table 11 - Roles and Responsibilities – Maintenance

**5.6.6 Roles and Responsibilities - Infrastructure Monitoring, Operations and Administration**

Monitoring, Operations and Administration Services of all in scope infrastructure 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 Infrastructure will always be done in consultation with ACSA-IT Infrastructure and Operations and no decisions can be made without approvals and written consent of ACSA.

Sub area	Number	Task/Activity	Service Provider	ACSA
<b>Management and Administration</b>	1.	Utilise ACSA Monitoring tools to monitor the infrastructure that will meet the monitoring and service level reporting requirement	R,A	C,I
	2.	Implement measures for proactive monitoring to limit infrastructure outages.	R,A	C,I
	3.	Manage all in scope infrastructure 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 the infrastructure management system for event monitoring and availability reporting.	I	R,A

Sub area	Number	Task/Activity	Service Provider	ACS A
	7.	Implement measures for proactive monitoring to limit infrastructure outages	I	R,A

Table 12 - Roles and Responsibilities - Infrastructure Monitoring, Operations and Administration

**5.6.7 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 IT Infrastructure, services and supporting IT organization 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 IT Infrastructure 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 IT Infrastructure systems and components. The goal of the Availability Management process is to optimize the capability of the IT Infrastructure, services and supporting organization 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:

- Determining business unit availability requirements for a new or enhanced IT Service and formulating the availability and recovery design criteria for the IT Infrastructure to ensure IT Services are designed to deliver the appropriate levels.
- 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 minimize impact to the business.
- Identifying opportunities to optimize the availability of the IT Infrastructure to deliver cost-effective improvements that deliver tangible business benefits.
- Supporting the targets for availability, reliability and maintainability for the IT Infrastructure components that underpin the IT Service, to enable these to be documented and agreed within SLAs and contracts.
- Establishing measures and reporting of availability, reliability and maintainability that reflect the business, End-User, and IT support organization perspectives.
- Monitoring and trend analysis of the availability, reliability and maintainability of IT systems and components

- Reviewing IT Service, system, and component availability, identifying unacceptable levels and ensuring appropriate corrective actions are taken to address IT availability shortfalls.
- Investigating the underlying reasons for unacceptable availability and providing recommendations for resolution
- Producing and maintaining a forward-looking Availability Plan, which prioritizes and plans overall IT availability improvements aimed at improving the overall availability of IT Services and Infrastructure components to ensure that existing and future business availability requirements can be met.
- Providing IT availability reports to ensure that agreed levels of availability, reliability and maintainability are measured and monitored on an ongoing basis.

Sub area	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, process, 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-authorized 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 infrastructure design	R, A	I
	10.	Participate in creating availability and recovery design criteria to be applied to upgrades and/or new IT Infrastructure system 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 optimization opportunities	R, A	C, I
	12.	Define the availability measures and reporting required for the IT Infrastructure and its components that underpin an upgraded and/or	I	R, A

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Sub area	Number	Task/Activity	provider	ACSA
		new IT Service, as the basis for an SLA that reflects business, End-User, and IT support organization requirements		
	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 IT 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 optimization, 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.	Coordinate and take ownership of Availability Management across all IT service areas within ACSA and Third-Party Service Vendors (e.g., public carriers, Internet service providers, Third-Party providers, etc.)	R, A	I
	20.	Participate in Problem Management review sessions as appropriate, specifically those problems related to outages of critical systems	R, A	C, I
	21.	Monitor actual IT availability achieved versus targets and ensure shortfalls are addressed promptly and effectively	R, A	I
	22.	Conduct Availability Assessment review sessions and provide cost-justified improvement recommendations	R, A	I
	23.	Participate in availability improvement review sessions	I	R, A
	24.	Review and approve cost-justifiable improvement recommendations that ACSA deems appropriate to enhance ACSA IT and business performance needs	I	R, A
	25.	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
	26.	reduce and maintain an Availability Plan that prioritizes and plans approved IT availability improvements	R, A	I
	27.	Review and approve Availability Plan	I	R, A
	28.	Provide IT availability reporting to ensure that agreed levels of availability, reliability and maintainability are measured, reported, and monitored on an ongoing basis	R, A	I
	29.	Promote Availability Management awareness and understanding within all IT support organizations, including Third-Party Service Vendors	R, A	I
	30.	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
	31.	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

Table 13 - Roles and Responsibilities - Availability Management

### 5.6.8 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:

- Monitoring of performance and throughput of IT Services and supporting IT components
- Understanding current demands and forecasting for future requirements
- Developing capacity plans which will meet demand and SLRs.
- Developing modelling and conducting simulations to manage capacity.
- Conducting risk assessment of capacity recommendations
- Developing and implementing a capacity plan including the financial impact of the Service
- Undertaking tuning activities

Sub area	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	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 IT 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 infrastructure components	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 optimize use of existing IT resources and minimize ACSA costs to deliver Services at agreed-to SLRs	R, A	I

Sub area	Number	Task/Activity	provider	ACSA
	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 utilization and capital efficiency	I	R, A

*Table 14 - Roles and Responsibilities - Capacity Management*

### 5.6.9 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:

- Monitoring of performance and throughput of IT Services and supporting IT components
- Assessing the results of the reports
- Conducting trending analysis
- Providing recommendations to tune
- Performing tuning activities
- Updating on a periodic basis (at least annually)

Sub area	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	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
	6.	Provide monitoring and reporting of Tower component performance, utilization and efficiency based on specified time frame 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

**Table 15 - Roles and Responsibilities - Performance Management**

### 5.6.10 Roles and Responsibilities - Configuration Management

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.).

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 infrastructure and correct any exceptions. The following table identifies the Configuration Management roles and responsibilities that provider and ACSA will perform.

Sub area	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	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 authorization 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

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Table 155 - Roles and Responsibilities - Configuration Management

### 5.6.11 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.

Sub area	Number	Task/Activity	provider	ACSA
Software License 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

Table 16 - Roles and Responsibilities - Software License Management

**5.6.12 Roles and Responsibilities - Change Management**

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

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 utilized to support the Service components.

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.

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
- Prioritization 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

Sub area	Number	Task/Activity	provider	ACSA
<b>Change Management</b>	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

Sub area	Number	Task/Activity	provider	ACSA
	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.	Authorize 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

Table 17 - Roles and Responsibilities - Change Management

### 5.6.12 Roles and Responsibilities - Training and Knowledge Transfer

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

- 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.
- 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.
- Selected classroom-style and computer-based training (case-by-case basis) for standard COTS and Software as a Service (SaaS) applications, including new employee training, upgrade classes and specific skills.

Sub area	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	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 a 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 1-supported 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

Sub area	Number	Task/Activity	provider	ACSA
	14.	Provide ACSA-selected classroom-style and computer-based training (case-by-case basis) for standard COTS applications, as requested by ACSA	R, A	C, I

Table 18 - Roles and Responsibilities - Training and Knowledge Transfer

**5.6.14 Roles and Responsibilities - IT Service Continuity and Disaster Recovery**

IT Service Continuity and Disaster Recovery (DR) Services are the activities associated with providing such Services for ACSA applications, and their associated infrastructure (e.g., CPU, servers, network, data and output devices, End-User devices). ACSA applications, associated infrastructure 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.

Sub area	Number	Task/Activity	provider	ACSA
IT Service Continuity and Disaster Recovery	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

Table 20 - Roles and Responsibilities - IT Service Continuity and Disaster Recovery

**5.6.15 Roles and Responsibilities - Service-Level Monitoring and Reporting**

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.

Sub area	Number	Task/Activity	provider	ACSA
Service-Level Monitoring	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	R, A	I

Sub area	Number	Task/Activity	provider	ACSA
	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

Table 21 - Roles and Responsibilities - Service-Level Monitoring and Reporting

### 5.6.16 Roles and Responsibilities - Financial Management

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.

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

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16.	Sign-off all delivery notes / Proof of delivery	I	R, A
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

**Table 22 - Roles and Responsibilities - Financial Management**

### 5.6.17 Roles and Responsibilities - Human Resources

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

Sub area	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
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 23 - Roles and Responsibilities - Human Resources

### 5.6.18 Roles and Responsibilities - Security

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.

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.

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.

Identity and Access Management Services consist of the activities to authorize, authenticate, and provide access control to the IT Infrastructure

Sub area	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 unauthorized 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 authorized 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 unauthorized access	R, A	I
	11.	Ensure only authorized 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
16.		Protect portable media while in transit and maintain transmittal records	R, A	I

Sub area	Number	Task/Activity	provider	ACSA
	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
<b>Identity and Access Management</b>	20.	Provide Identity and Access Management in conformance with ACSA practices, policies, and procedures	R, A	I
	21.	Establish roles, authorized activities and minimum rights granted to Service provider personnel (including non-user accounts)	R, A	I
	22.	Approve roles and authorization activities performed by provider	I	R, A
	23.	Establish and manage process to support temporary access	R, A	I
	24.	Review and approve user and system user account management process	I	R, A
	25.	Approve Service provider personnel who are authorized to manage user accounts	I	R, A
	26.	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
	27.	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
	28.	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
	29.	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
<b>Security Configuration Management</b>	30.	Certify engineering and Configuration Management are secure	R, A	I
	31.	Review and approve engineering designs and Configuration Management security	I	R, A
	32.	Certify equipment meets ACSA's security requirements and provide evidence of compliance	R, A	I
	33.	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
	34.	Review and approve remediation approach	I	R, A
	35.	Provide ACSA with secure baselines for standard components (e.g., routers, servers, DBMS, etc.)	R, A	I
	36.	Establish a baseline for the secure configuration of Equipment based on ACSA's technical control specifications (e.g., CIS benchmark)	I	R, A
	37.	Recommend changes to baseline to meet ACSA requirements	I	R, A
	38.	Configure equipment to approved security requirements	R, A	I
	39.	provider collaborates with ACSA on plan to implement security patches. This is something	R, A	I
	40.	Install security patches per the Change, Configuration and Release Management processes and procedures	R, A	I

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Sub area	Number	Task/Activity	provider	ACSA
	41.	Establish logging and archiving specifications	R, A	I
	42.	Identify logging and archiving specifications to support business requirements	I	R, A
	43.	Log and archive user and system activity.	R, A	I
	44.	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 confidentiality, integrity or system performance	R, A	I
	45.	Provide ongoing support (patches, upgrades, signatures), tuning and management	R, A	I

Table 246 - Roles and Responsibilities – Security

**6.0 SERVICE MANAGEMENT**

**6.1 Objectives**

- 6.1.1 A key objective of this Managed Service agreement is to attain SLRs.
- 6.1.2 SLRs applicable are identified in this Service Management SOW below.
- 6.1.3 Specific Service Management SLRs are specified with Fee Reductions, where business is impacted through failure to meet their respective SLRs. SLRs are detailed in the Service-Level Requirements section, and those associated with Fee Reductions are identified in Error! Reference source not found. Error! Reference source not found..
- 6.1.4 provider shall provide written reports to Senior Manager: Applications and Operations regarding provider's compliance with the SLRs specified.

**6.2 Reports**

- 6.2.1 The provider shall report to ACSA its performance of the Services against each SLA monthly beginning on the Effective Date, along with detailed supporting information. As part of the standard

monthly Service Level reports, the provider shall notify ACSA of any (i) Service Level Failures, and (ii) Penalties to which ACSA becomes entitled.

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

### 6.3 **Root cause analysis**

6.3.1 The provider shall promptly investigate and correct Service Level Failures in accordance with the procedures for Root Cause Analysis

### 6.4 **Support services.**

6.4.1 This refers to day to day support activities performed to resolve incidents that are logged by users of the system or logged by the monitoring tools or alarm and error logs generated by the system's internal monitoring.

6.4.2 The provider will be required to attend to and resolve all incidents in line with ACSA incident management processes.

6.4.3 The response and resolution times depicted below must be adhered to. This will form part of the SLAs that will be agreed to between the provider and ACSA.

6.4.4 Penalties will be incurred by the provider if the agreed SLA times are not met.

6.4.5 A good performance on an SLA cannot compensate a bad performance on another one.

6.4.6 The fact that an SLA is not associated with a specific service does not mean that this SLA is not important to ACSA.

**6.5 SERVICE-LEVEL REQUIREMENTS (SLRs)**

The following Service-Level Requirements (SLRs) represent minimum Service levels required. Providers must consistently meet or exceed the following SLRs.

**6.5.1 Review of Service Levels and KPIS**

6.5.1.1 On an annual basis after the initial start-up (90 days), ACSA can request a change to any service level by providing notice to the provider that a service level needs to be changed.

6.5.1.2 This change can take effect only after the provider has had sufficient time (maximum 3 weeks) to review the requested change and determine if any modifications are required to the delivery of the support and maintenance services. Should changes be required by the provider, then ACSA must allow the provider reasonable time to make such changes before the service-level change takes place.

**6.5.2 Priority levels**

Priority Level 1 — Emergency/Urgent <i>Critical Business Impact</i>	The incident has caused a complete and immediate work stoppage affecting a critical function or critical infrastructure component, and a primary business process or a broad group of users (an entire department, floor, branch, line of business or external customer). No workaround available
Priority Level 2 — High <i>Major Business Impact</i>	A business process is affected in such a way that business functions are severely degraded, multiple users are impacted, a key customer is affected, or a critical function is operating a significantly reduced capacity or functionality. A workaround may be available but is not easily sustainable.
Priority Level 3 — Medium <i>Moderate Business Impact</i>	A business process is affected in such a way that certain functions are unavailable to End Users or a system and/or service is degraded. A workaround may be available.
Priority Level 4 — Low <i>Minimal Business Impact</i>	An incident that has little impact on normal business processes and can be handled on a scheduled basis. A workaround is available or there is minimal negative impact on a user's ability to perform their normal daily work.
Priority Level 5 — Service Requests	End User service requests logged via the Service.

**Table 25– Priority Levels**