



AIRPORTS COMPANY SOUTH AFRICA

Scope of Work

Airport Service Quality Departure Survey

Airport Service Quality Commercial Survey

Infrastructure Observations

Process improvement Observations

Service Excellence Performance Survey

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1 EXECUTIVE SUMMARY

Airports Company South Africa SOC Ltd (ACSA) owns and manages nine South African Airports. ACSA promises to drive a culture of excellence in customer service and communication. Because of this pledge the company has invested in a three-way service feedback loop system which is aimed at monitoring and improving service excellence to customers.

The monitoring of service standards is reflective of 3 key indicators that provide the passenger with an experience which is reflective of efficiency, timeliness and a good perception of the airport. The outcomes of this objectives are: To observe the service efficiency of the facilities and resources; Increase the awareness of service delivery of stakeholders; To observe the service efficiency of the facilities and resources provided at the respective airports; Promote a customer focused culture within the airport community at all airports; To benchmark with other airports globally and provide insights and feedback for improvement.

The Airport Management division (Client and Passenger Services hereafter referred to as CPS) at ACSA Corporate is responsible for monitoring and reporting on the key performance indicators (KPIs) of passenger and stakeholder satisfaction. In this regard CPS is mandated to acquire the services of a service provider/s to measure, monitor and report on service excellence performance.

To this end, the CPS department requires the services of a research company to measure, monitor and report on service excellence. This is achieved through observations and perception surveys that are based on sound and proven statistical methodologies and practices. Outputs from the observations and surveys should be of the highest quality and benchmarked against best practice standards. The sequence of events for both observations and perception surveys includes but are not limited to, the following activities:

- Fieldwork,
- Data capturing, and
- Reporting

2 LIST OF ACRONOMS AND ABBREVIATIONS

ACI	Airport Council International
AM	Airport Management
ACSA	Airports Company South Africa SOC Ltd
ASQ	Airport Service Quality
BFN	Bram Fischer International Airport
CPS	Client and Passenger Services Department at ACSA Corporate Office
CTIA	Cape Town International Airport
ELS	East London Airport
GRJ	George Airport
KAM	Key Account Management (stakeholder engagement in this context)
KIM	Kimberley Airport
KPI/s	Key Performance Indicator/s
KSIA	King Shaka International Airport
ORTIA	O.R. Tambo International Airport
PLZ	Port Elizabeth International Airport
PPE	Personal Protective Clothing
SLA	Service Level Agreement and Penalties
SPMT	Sample Planning Management Tool
UTN	Upington International Airport

3 DEFINITIONS

Airside	The part of the airport nearest to the aircraft, the boundary of which is security check, customs, passport control, gate areas, etc.
Business Accounts	A Key Account Management (KAM) area comprising of airport retail stores and food and beverage outlets
Cargo	A Key Account Management (KAM) area comprising of all activities involved in the transportation of goods. This includes airlines, forwarders and ground handlers
Ground Transportation	A Key Account Management (KAM) area focusing on transportation (and transportation services) of passengers to and from the airport such as shuttles, valet services and car rental
Ground Handler	A service provider involved in the servicing of an aircraft while the aircraft is grounded. Typically involved in the loading and unloading of goods and baggage
Landside	The side of the airport terminal to which the public has unrestricted access. For example, public parking area, landside terminal areas, etc.
Passenger	Any person transported or to be transported by any aircraft with the exception of flight crew and cabin staff operating the relevant aircraft.
Processing time	The time taken to process a passenger at a specified area in the airport
Queuing time	The time a passenger queues at a specified area in the airport
Regulatory Committee	The regulatory body involved in determining airport passenger tariffs. CPS is required to report on performance to this committee
Restricted area	
Terminal	The building at the airport where passengers transfer between ground transportation and the facilities that allows them board and disembark from an aircraft.

4 BACKGROUND

Airports Company South Africa SOC Ltd (ACSA) is committed to deliver on its promises to drive a culture of excellence in customer service and communication (ACSA, 2018). Through the investment of a three-way service feedback loop system, ACSA aims at monitoring and improving service excellence to customer.

The three-way feedback loop is depicted in Figure 1 below and comprises of: Airport Service Quality Surveys, Infrastructure and Process Improvement Observations and Service Excellence Perception Surveys.

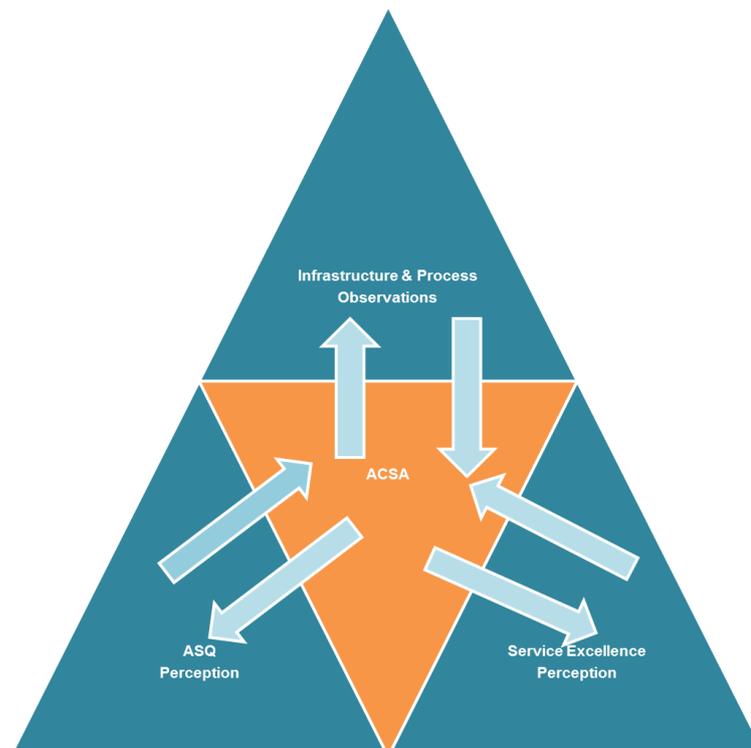


Figure 1: Service Excellence Feedback Loop

The monitoring of service standards is reflective of 3 key indicators that provide the passenger with an experience which is reflective of efficiency, timeliness and a good perception of the airport.

The three-way system of observation and surveying seeks to improve the experience of the passenger and maintaining a good relationship with airport stakeholders (i.e. Airlines,

Passengers, Retailers, Government Agencies, Security, Property, and Ground Handlers). These processes aim to achieve the following specific goals:

- To observe the service efficiency of the facilities and resources provided at the respective airports;
- To continuously increase the awareness to service providers of their service delivered (through constant monitoring and evaluation);
- To promote a customer focused culture within the airport community at the ACSA airports;
- To benchmark with other airports globally and provide feedback for improvement;
- Gain an understanding from key stakeholders at the respective airports of the facilities and services that ACSA provides;
- To improve and monitor facilitation of passengers at the respective airports.

4.1 Mandate of the Client and Passenger Services Department

The Client and Passenger Services Department at ACSA Corporate (CPS) is a division within Airport Management responsible for monitoring and reporting on the key performance indicators (KPIs) of passenger and stakeholder satisfaction. In this regard CPS is mandated to acquire the services of a service provider/s to measure, monitor and report on service excellence performance.

The CPS contractually manages the relationship and service delivery from the service provider through the service level agreement. However, execution of the services is to the Airport Management Division, which are the nine ACSA Airports. In this regard, the service provider will announce themselves to the airport site Client and Passenger Services Department for the purpose of measuring and monitoring airport service elements only.

4.2 Type of Services Acquired

To deliver on its mandate, the CPS requires the services of a research company to perform observations and perception surveys.

4.2.1 Infrastructure Observations

Observations are conducted by fieldworkers using a pre-defined set of questions and processed through an electronic interface. The purpose of the observations is to determine the extent to which various airport service elements and service providers adhere and comply with the contractual agreement conditions. Figure 2 below sequence the events of observation.

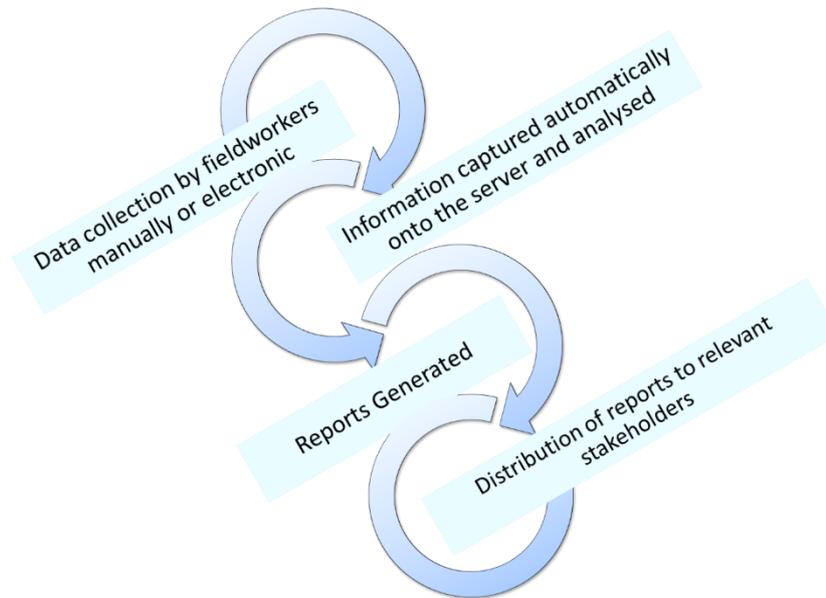


Figure 2: Sequence of infrastructure observation events

4.2.2 Process Improvement Observations

Observations are conducted by fieldworkers using a proven statistical methodology to measure total queuing times and resource utilization. The purpose of the observations is to determine the extent to which various airport service elements and service providers adhere and comply with the contractual agreement conditions. Figure 3 below sequence the events of observation.

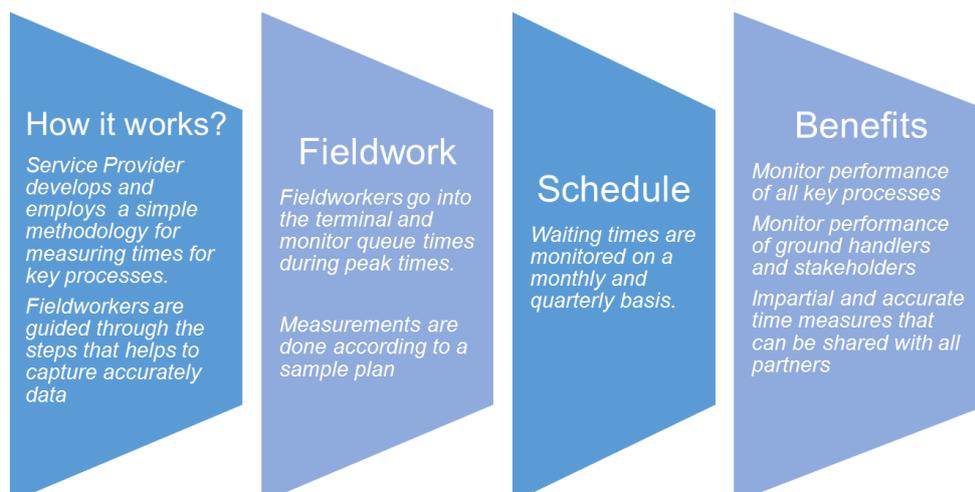


Figure 3: Sequence of process observation events

4.2.3 Perception Surveys

Perception surveys are used to uncover how passengers and customers understand and feels about the airport environment and services. The results of the perception surveys are used to improve relationships and service offerings to passengers and customers. In addition, the information is used as a methodology to reward stakeholders and airport staff with Service Excellence Awards. Figure 4 below sequence the events of perception surveys.

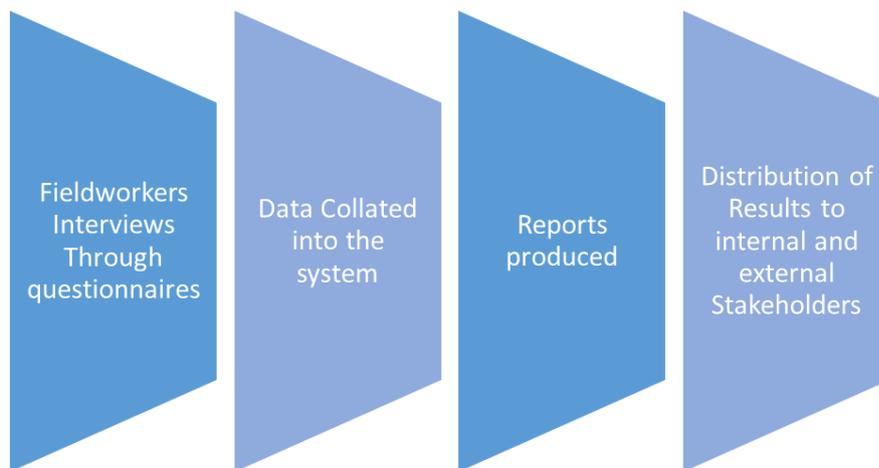


Figure 4: Sequence of perception survey events

5 AIRPORT SERVICE QUALITY DEPARTURE SURVEY

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

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

The ACI ASQ survey programme runs for a full calendar year, with surveys conducted quarterly:

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

Fieldwork should be distributed evenly over the three months of a given period and must collect the minimum number of recommended surveys.

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

5.1 Sample Plan and Sample Size

ACSA as an ACI airport member agrees to fully comply with the ACI Fieldwork and Sample Plan Rules and Guidelines and fulfill the minimum criteria. See Annexure 1 for the fieldwork and sample plan rules and guidelines.

The service provider is required to interview passengers at the departure hall and it is imperative that fieldworkers adhere to the fieldwork and sample plan rules and guidelines as outlined by the ASQ Departures: Sample sizes per airport per quarter (see Annexure 2).

5.2 Administration

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

- (i) Complete the compulsory ASQ Field Agent Certification.
 - This is a free online course.
 - The quality of the ASQ data relies on the agents' performance on the field, therefore all agents assigned to the Departures Survey must be successfully certified before going on the field.
 - The course provides guidelines for distributing & collecting ASQ questionnaires measuring passengers' satisfaction whilst agents are at the departure gate.
- (ii) Strict adherence to the ACI compliance framework and departure methodology (see Annexure 1 and Annexure 2).
- (iii) Effectively and proactively manage the ACI online Sample Planning Management Tool (SPMT)
 - Use the capacity tab on the SPMT to ensure no under-sampling occurs. Capacity refers to the number of surveys conducted per airline.
 - Log capacity changes and adjust sample sizes per airline. Approval must be obtained from CPS prior to the capacity change being affected with the following supporting documentation:
 - Revised monthly report stipulating the number of surveys completed for the given month to ensure adherence to the sample size.
- (iv) Attend meetings with CPS to discuss concerns, progress, scope of work and address concerns.
- (v) Complete ad-hoc requests from CPS.

- (vi) Track the shipping of surveys.
 - Ensure surveys are returned to CPS a week before the stipulated ACI deadline (See Annexure 3).
 - Log the waybill number on the SPMT.
- (vii) Ensure that all unused surveys are accounted for and returned to CPS.
 - CPS must be informed of unaccounted surveys at the end of each quarter.
- (viii) Adjust any language changes or number of surveys needed for the next quarter on the SPMT.
- (ix) Proactively adjust sample sizes per the flight schedule changes.

5.3 Technical Requirements

The service provider is required to:

- (i) Collect, capture and disseminate data at the respective airports as per the ACI standards (see Annexure1 and Annexure 2).
- (ii) Adhere to ACI sample plans and number of days required at each airport to execute on fieldwork (see Annexure1 and Annexure 2).
- (iii) Ensure all fieldwork is completed by ACI accredited fieldworkers before going into the field.
- (iv) Comply with ACI awards eligibility criteria see (Annexure1 and Annexure 4)
- (v) Comply with ACI Fieldwork and Sample Plan Rules and Guidelines (Annexure 1).
- (vi) Ensure that compliance rates are met (per airline and time period) (see Annexure 2).
- (vii) Completed data is delivered to CPS by specified deadlines and comply to sample size requirements (see Annexure 1, Annexure 2 and Annexure3).

5.4 Reporting

Automated performance reports are available on the ACI Reporting Portal to registered users. In addition to the automated reports, the service provider is required to:

- (i) Provide monthly Passenger Observer Reports per airport.
 - This report comprises of a thorough analysis of the best and worst experiences as outlined per survey. The service provider is required to capture and consolidate these comments and provide a monthly report highlighting these areas as well as key focus areas per airport.
- (ii) Provide a quarterly airline performance report for all airport sites.

- This report is extrapolated from the fieldwork raw data provided by CPS.
 - The report is currently a basic pivot table which shows the scores per airline.
- (iii) Provide quarterly passenger intelligence, audit findings and occurrences that may surface during fieldwork.

6 AIRPORT SERVICE QUALITY COMMERCIAL SURVEY

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

The ASQ Commercial benchmarking allows ACSA's airports to compare their performance against other airports and gain access to industry best practices. Using key performance indicators (KPIs), one will see gain better insight into passenger requirements and perceptions.

6.1 Sample Plan and Sample Size

ACSA as an ACI airport member agrees to fully comply with the ACI Fieldwork and Sample Plan Rules and Guidelines and fulfill the minimum criteria (*information will be circulated when released by ACI, alternatively please visit www.aci.aero*) for the fieldwork and sample plan rules and guidelines.

The service provider is required to interview passengers at the departure hall and it is imperative that fieldworkers adhere to the fieldwork and sample plan rules and guidelines as outlined by the ACI compliance framework (*information will be circulated when released by ACI, alternatively please visit www.aci.aero*). For this tender, bidders are required to calculate pricing based on five hundred (500) surveys per quarter.

6.2 Administration

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

- (i) Complete the compulsory ASQ Field Agent Certification.
 - This is a free online course.
 - The quality of the ASQ data relies on the agents' performance on the field, therefore all agents assigned to the Commercial Survey must be successfully certified **before** going on the field.
 - The course provides guidelines for distributing & collecting ASQ questionnaires measuring passengers' satisfaction whilst agents are at the departure gate.
- (ii) Strict adherence to the ACI compliance framework and commercial methodology (*information will be circulated when released by ACI*)
- (iii) Effectively and proactively manage the ACI online Sample Planning Management Tool (SPMT)
- (iv) Attend meetings with CPS to discuss concerns, progress, scope of work and address concerns.
- (v) Complete ad-hoc requests from CPS.
- (vi) Track the shipping of surveys.
- (vii) Ensure that all unused surveys are accounted for and returned to CPS.
- (viii) Adjust any language changes or number of surveys needed for the next quarter on the SPMT.
- (ix) Proactively adjust sample sizes per the flight schedule changes.

6.3 Technical Requirements

The service provider is required to:

- (i) Collect, capture and disseminate data at the respective airports as per the ACI standards.
- (ii) Adhere to ACI sample plans and number of days required at each airport to execute on fieldwork.
- (iii) Ensure all fieldwork is completed by ACI accredited fieldworkers before going into the field.
- (iv) Comply with ACI awards eligibility criteria.

- (v) Comply with ACI Fieldwork Guide and Schedules publication.
- (vi) Ensure that compliance rates are met (per commercial outlet and time period).
- (vii) Completed data is delivered to CPS by specified deadlines and comply to sample size requirements.

All technical information regarding the above will be circulated when released by ACI.

6.4 Reporting

All reporting information regarding the Commercial Surveys will be circulated when released by ACI.

In addition to the automated reports, the service provider is required to:

- (i) Provide monthly Commercial Observer Reports per airport.
 - This report comprises of a thorough analysis of the best and worst experiences as outlined per survey. The service provider is required to capture and consolidate these comments and provide a monthly report highlighting these areas as well as key focus areas per airport.
- (ii) Provide a quarterly commercial performance report for all airport sites.
 - This report is extrapolated from the fieldwork raw data provided by CPS.
 - The report is currently a basic pivot table which shows the scores per airline.
- (iii) Provide quarterly commercial intelligence, audit findings and occurrences that may surface during fieldwork.

7 INFRASTRUCTURE OBSERVATION

The ACI ASQ Surveys (both Departures and Commercial) measures outputs and is a scorecard that monitor's the service delivery KPIs. In this regard, the ASQ metrics is regarded as a lagging performance indicator since it is easy to measure, though not that easy to influence.

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

The objective of the Infrastructure Observations is to ensure that the airport areas of the Terminal, Landside, Airfield, Business Accounts and Ground transportation measures are

used to determine how well infrastructure is managed. This in turn impacts on the passenger experience. The sizes of the observation areas vary per airport and the average completion rate per observation is outlined in Annexure 5. The observations also measure stakeholder infrastructure compliance to Service Level Agreements in public areas accessible to passengers.

The observations are conducted in Realtime and captured electronically on devices provided by ACSA. The service provider is required to complete all observation questionnaires in full according to the observation template. See Annexure 6 as an example of an observation template with an overview of the questions in the template.

7.1 Sample Plan and Sample Size

The sample sizes for the infrastructure observations are determined by CPS and is outlined in Annexure 7. Annexure 8 gives a breakdown of the stakeholders per airport and is subject to change based on operational requirement and contractual agreements.

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

- (i) All observations must be completed by the last day of each calendar month, except for the third month of each period where observation must be completed by the 25th of that month.
- (ii) Observations must be scheduled over operational peak and off-peak hours and days as per the flight schedule.
- (iii) Observations must be scheduled to meet reporting deadlines.

The sample plan must be presented as an annual calendar segmented monthly and communicated to CPS one months prior to the end of the calendar year for the next calendar year.

7.2 Administration

The service provider is required to adhere to the prescribes sample plan and coordinate resources accordingly. Coordination of resources will include:

- (i) Having enough resources to execute fieldwork.
- (ii) Schedule resources to execute fieldwork.
- (iii) Collect observation devices at the airport prior to observations.
- (iv) Participate in the review of observation templates as and when required operationally.

- (v) Participate in the review of observation sampling sizes to ensure that statistical validity matches airport growth.
- (vi) Participate in observation query resolution.
 - Observation query resolution refers to individual observations conducted by a fieldworker who has the ability to provide insight into improvements and corrective action.
- (vii) Participate in the change control process. Annexure 9 is an overview of the change control process.

7.3 Technical Requirements

ACSA will provide orientation on airport sites, facilities and observation systems. To conduct the observations, fieldworkers are required to be suitably skilled and experienced and demonstrate the following skills and competencies:

- (i) Analyse, interpret and utilise data
- (ii) Possess competencies on various research methods via a traceable reference
- (iii) Problem solving
- (iv) Willingness to learn
- (v) Systematic, following the observation to completion
- (vi) Customer centric
- (vii) Good communication skills
- (viii) Annexure 10 explains the measurement responses to the observation questions.
- (ix) Fieldworkers are required to synchronise the audit device after the completion of the audit to ensure that the data pulls through for reporting purposes.

ACSA will grant the service provider access to electronic platforms to view automated reports.

7.4 Reporting

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

- (i) Monthly Observation Control Forms
 - Stakeholders are required to sign a register upon the fieldworker's completion of an observation.
- (ii) Monthly and Quarterly Gap Analysis Reports

- A summary of observation, findings and comments not captured in the audit template.

8 PROCESS IMPROVEMENT OBSERVATION

The objective of the Process Improvement Observation is to measure the total waiting times of passenger processing which comprises of queuing and processing times. The processes that will be measured includes:

Departures/ outbound	Arrivals/ Inbound
Parking	Landing to Immigration
Check-in	Immigration
Security	Baggage delivery
Emigration	Customs
Boarding	Time to parking
Counter Utilisation	Counter Utilisation
Availability of baggage carts	Availability of baggage carts
Car Rental	Car Rental

The observations seek to:

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

8.1 Sample Plan and Sample Size

The sample sizes for the process improvement observations are determined by CPS and is outlined in Annexure 11. Annexure 8 gives a breakdown of the stakeholders per airport and is subject to change based on operational requirement and contractual agreements.

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

- (iv) All observations must be completed by the last day of each calendar month.

- (v) Observations must be scheduled over operational peak and off-peak hours and days as per the flight schedule.
- (vi) Observations must be scheduled to meet reporting deadlines.

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

8.2 Administration

The service provider is required to:

- (i) Employ a sound and proven statistical methodology (via traceable examples) to measure all processes with traceable references as evidence.
- (ii) Have enough resources to execute fieldwork.
- (iii) Schedule resources to execute observation.
- (iv) Participate in the review of observation templates as and when required operationally.
- (v) Participate in the review of observation sampling sizes to ensure that statistical validity matches airport growth.
- (vi) Participate in observation query resolution.
 - Observation query resolution refers to individual observations conducted by a fieldworker and can give insight to improvements and corrective action.
- (vii) Participate in the change control process. See Annexure 9 for the change control process.

8.3 Technical Requirements

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

- (i) Employ a sound and proven statistical methodology (via traceable examples) to measure all processes with traceable references as evidence.
- (ii) Employ a system with a traceable reference of hosting large datasets with proven reporting capabilities (industry average benchmarks).
- (iii) Analyse, interpret and utilise data.
- (iv) Possess competencies on various research methods via a traceable reference.
- (v) Problem solving.

- (vi) Willingness to learn.
- (vii) Systematic, following the observation to completion.
- (viii) Customer centric.
- (ix) Good communication skills.
- (x) Observations will be measured in accordance to industry standards.

8.4 Reporting

The service provider will provide the following reports:

- (i) Dashboard displaying monthly, quarterly and annual year-to-date performance results per airport including:
 - Overall performance (see Annexure 13).
 - Individual Stakeholder performance (see Annexure 14).
 - Resource Utilisation and availability (see Annexure 14).
- (ii) Provide raw data in an Excel format.
- (iii) Historical database containing performance information for all nine airports.
- (iv) Quarterly airline performance reports.

9 SERVICE EXCELLENCE PERCEPTION SURVEY

This study focuses on surveying customer perception on services offered by stakeholders at all the Key Account Areas of the Client and Passenger Services division. The Key Account Areas for the respective stakeholders are shown below:

Key Account	Stakeholders
Business Accounts	Retail outlets (Region Airports) Food & Beverage outlets (Region Airports) Banks (International and Region Airports)
Ground Transportation	Car Hire Shuttle Services Taxis Valet Parking Gautrain (Perception& AQI)
Government agencies	Department of Home Affairs (Immigration and Emigration) Customs

Annexure 15 is an example of a Service Excellence Perception Survey template with an overview of the questions in the template.

9.1 Sample Plan and Sample Size

The sample plan I developed the service provider and is based on the sample sizes. The sample sizes are determined by the CPS and is based on the number of transactions per outlet. Annexure 16 outlines the sample sizes for the perception surveys.

9.2 Administration

The service provider is required to:

- (i) Employ a sound statistical proven methodology to measure all processes with traceable references as evidence.
- (ii) Enough resources to execute fieldwork.
- (iii) Schedule resources to execute observation.
- (iv) Data input must pass a validation test.
- (v) Participate in the review of perception templates as and when required operationally.
- (vi) Participate in the review of perception sampling sizes to ensure that statistical validity matches airport growth.
- (vii) Participate in perception query resolution.
 - Perception query resolution refers to individual observations conducted by a fieldworker and can give insight to improvements and corrective action.
- (viii) Participate in the change control process. Annexure 9 illustrates the change control process.

9.3 Technical Requirements

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

- (i) Employ a sound statistical proven methodology to measure all processes with traceable references as evidence.
- (ii) System with a traceable reference of hosting large datasets with proven reporting capabilities (industry average benchmarks)
- (iii) Analyse, interpret and utilise data

- (iv) Possess competencies on various research methods via a traceable reference
- (v) Problem solving
- (vi) Willingness to learn
- (vii) Systematic, following the observation to completion
- (viii) Customer centric
- (ix) Communication skills

9.4 Reporting

The services provider will provide the following reports:

- (i) Dashboard displaying monthly, quarterly and annual year-to-date performance results per airport including:
 - Overall airport performance
 - Category specific per airport
 - Individual Stakeholder performance per airport
- (ii) Provide raw data in an Excel format

10 SERVICE EXCELLENCE AWARDS

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

The objectives of the awards are:

- to recognise service excellence;
- to build business partnerships with our service providers;
- continuous awareness to service providers of level of services delivered through constant monitoring and evaluation;
- to create a customer-centric culture within the airport community across all Airports Company South Africa's airports.

10.1 Reporting

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

- (i) ASQ Departures surveys
- (ii) ASQ Commercial surveys
- (iii) Infrastructure improvement observations
- (iv) Process improvement observations
- (v) Service excellence perception surveys

11 REWARDS AND RECOGNITION SURVEY

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

- enhance the passenger experience, and
- to improve the Airport Service Quality (ASQ) ratings.

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

- (i) customer nominations,
- (ii) panel evaluations, and
- (iii) mystery shopper.

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

11.1 Sample Plan and Sample Size

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

Airport	Nominations/Candidates
ORTIA	0 – 10
CTIA	0 – 10
KSIA	0 – 10
Regional airports (UTN, KIM, BFN, ELS, PLZ, GRJ)	0 – 5 per airport

The service provider is required to execute the mystery shopper process within 14 days and travel to the airport sites to execute on the mystery shopper process.

11.2 Administration

The service provider is required to:

- (i) Develop a program that satisfies ACSA's needs. Annexure 17 outlines the current Mystery Shopper criteria.
- (ii) Provide a script of common scenarios and create a checklist of procedures for mystery shoppers to use.
- (iii) Have enough shoppers available to mystery shop all ACSA airports within a specified timeframe.
- (iv) Have enough shoppers available to avoid sending the same people over again.

11.3 Technical Requirements

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

- (i) Ensure that the mystery shopping set-up matches the service behaviour that is the subject of the test.
- (ii) Remain Anonymous
 - When performing an assignment, shoppers must not reveal themselves as a mystery shopper unless they are instructed to
- (iii) Reliability
 - All shoppers to be reliable, self-disciplined, and assignments must be completed within the specified period.
- (iv) Objectivity, Honesty and Professionalism
 - Honest opinions must be recorded, and all answers must be objective and professional.
- (v) Accuracy

- Questions must be read accurately to ensure there is no contradictory answers.
- (vi) Have good communication skills

11.4 Reporting

The service provider is required to supply the following reports:

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

12 ADDITIONAL INFORMATION – airport related

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

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

12.1 ACSA Access Permits

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

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

An access permit card is only valid for the airport site where the application was submitted for and processed. In other words, if an individual requires a permit card for more than one ACSA airport, such individual must make application to all the airports and carry the cost

incurred per airport. The current cost per permit application at OR Tambo International Airport is R259.00 and the cost escalates annually. The permit cost per airport varies.

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

12.2 Airside Induction Training

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

As the airports differ in size and layout, each airports airside induction training is specific to the airport site. An individual who requires an access permit card at more than one ACSA airport, must attend the airside induction training of the specific airport. Similar to the permit application process, there is a cost per airport site, which is for the account of the service provider. The current cost for the airside induction training is R650.00, and the prices escalates annually.

Permit holders with airside access zones shall attend airside induction refresher training every two years from the date of issue of the certificate. The cost for the refresher training per individual is R650,00 and for the account of the service provider. The cost is subject to an annual price increase.

12.3 Personal Protective Equipment (PPE)

The organisation requires that ALL staff, regardless of employer, who enters the airside at any operated Airport, shall wear the following prescribed PPE at all times: Prescribed high visibility retro reflective garments in the form of a jacket or tabard. Additionally, the following prescribed PPE shall be worn by all staff, regardless of employer, who enters the airside at any operated Airport and who is required to work in those operational areas and workplaces where specific hazard identification and risk assessments processes have shown that further PPE is to be worn. Namely:

- Safety shoes
- Hearing protection

- Eye protection
- Face, and/or Nose and Mouth protection
- Body protection
- Hand protection
- And or Sun protection

The service provider shall:

- bear to cost for the PPE of its employees,
- conform to the ACSA standards and specifications of PPE

12.4 INSURANCE

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

13 RESOURCES

ACSA's promise to drive a culture of excellence in customer service and communication, implies that the company necessitates its service providers to consistently deliver a high quality of service at all nine airports. In this regards the service provider is required to operate the below structure with the minimum resources.



Fieldworkers

Fieldworkers are agents assigned to the various airport sites to do work in the field, as research, exploration, observations, surveying and interviewing. In order to service all nine ACSA airports the service provider is required to employ a minimum of forty-five (45) Fieldworkers with the following minimum requirements:

- An NQF Level 4 qualification, with a pass in English as a subject, and
- Six (6) months' work experience

Team Leaders/Supervisors

Team Leaders/Supervisors provides guidance, direction and leadership to a group of Fieldworkers for the purpose of achieving the key outputs as stipulated in the service level agreement. The team leader monitors the qualitative and quantitative achievements of the team and reports to the manager. The service provider is required to employ a minimum of Six (6) Team Leaders/Supervisors with the following minimum requirements:

- An NQF Level 6 qualification, and
- Twelve (12) months' work experience.

Manager

The Manager/s oversee or manager's the administration and support of the company. Managers will coordinate the efforts of the employees (Team Leaders/Supervisors and Fieldworkers) to achieve the objectives of the SLA through the application of available resources such as financial, natural, technology and human resources. The service provider is required to employ a minimum of three (3) Managers with the following minimum requirements:

- An NQF Level 7 qualification, and
- Five (5) years' work experience.

See Annexure 21 SAQQ NQF Level descriptive.

14 MEETING AND REPORTING REQUIREMENTS

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

ACSA expects the delivery of monthly and quarterly reports to be of the highest quality and standards. To this end the service provider is required to employ a resource/s with:

- An Information Systems qualification,
- A minimum of three (3) years' work experience in structured query language (SQL), and
- A minimum of two (2) years' work experience in front-end reporting.

Please refer to the various reporting sections in the scope document for the required monthly, quarterly and annual reports.

15 SERVICE LEVEL AGREEMENT AND PENALTIES

The Service Provider shall provide the services in accordance with the Performance Standards and the Targets set out in Annexure 18. The Penalties invoked shall be applied by way of discounting the Charges payable to the Service Provider.

16 EVALUATION CRITERIA

Annexure 19 outlines the functional criteria for the evaluation of the tender.