

Description and Commissioning of the Service

About this document

Contents

This document contains the following chapters:

Topic	See Page
Chapter 1: Methods to guarantee the service objectives	2
Chapter 2: Implementing the SLA	25
Chapter 3: Transferring information	36
Chapter 4: The Quality Management System (QMS)	37
Chapter 5: Organizational chart	41

Chapter 1: Methods to guarantee the service objectives

Overview

Introduction

This chapter describes the following:

- service objective at all levels
 - remote management, consultative and supportive activities through [NameClient] Service Organization
 - activities that maintain the Visual Docking Guidance System (VDGS) and Central Software
-

Contents

This chapter contains the following sections:

Topic	See Page
Section A: Service Objectives	3
Section B: Description of the SLA	10
Section C: Maintenance Management Activities	19

Section A: Service Objectives

Overview

Primary objectives

The service objectives are described in the ITT related Annexes. Briefly they are as follows:

- Deriving the service objectives from
 - Key Performance Indicators (KPIs) and
 - other requirements
- Dividing the service objectives as those related to
 - VDGS and Central Software and
 - additional requirements originating from SNBV answers provided during the tendering process
- Implementing the best practices and procedures about a secure operation and use of the platform and communicating it to the authorized personnel
- Exceeding the expectations of Schiphol Airport, and working together towards a shared vision
- Embracing the concept of Schiphol Airport to remain at the edge of the innovation, caring to optimize, improve, centralize, and digitalize its solutions

These objectives add up to maintain the docking solution in an optimal shape until the completion of the contract.

Responsibility

It is the Service Manager who makes sure the information is spread through the whole organization and understood as it should be.

Contents

This section contains the following topics:

Topic	See Page
VDGS and Central Software	4
Exceed expectations	5
Handling New Customer Requests	7
Cybersecurity	9

VDGS and Central Software

VDGS KPI objectives

Refer to Annex 1, requirements SR-85475 and SR-84565 referring to service availability and disruption threshold for VDGS KPI related objectives.

VDGS other requirements

VDGS other requirements are described in the Annex 4. These are requirements related to

- maintenance management activities
 - documents to be delivered
 - maintenance process control, and
 - interaction between stakeholders (the Supplier, SNBV, the Main Contractor).
-

Central Software KPI objectives

Central Software KPI related objectives are described in the Annex 6, requirements SR-84282, SR-85613 and SR-84245 referring to

- service availability
 - maximum downtime, and
 - lead-times for corrective activities.
-

Central Software other requirements

Central Software other requirements are described in the Annex 6. These are management related requirements.

Exceed expectations

Review and innovation meetings

Review meetings

Exceeding expectations is a process which needs to be continuously nurtured with reviews of operational data and reports. During those review meetings, issues or recommendations

- arise
- are studied, and
- are better defined to reach a mature request

The required setup already foresees regular review meetings.

Innovation meetings

After the review meetings, innovation meetings take place to evaluate constraints and make a proposal.

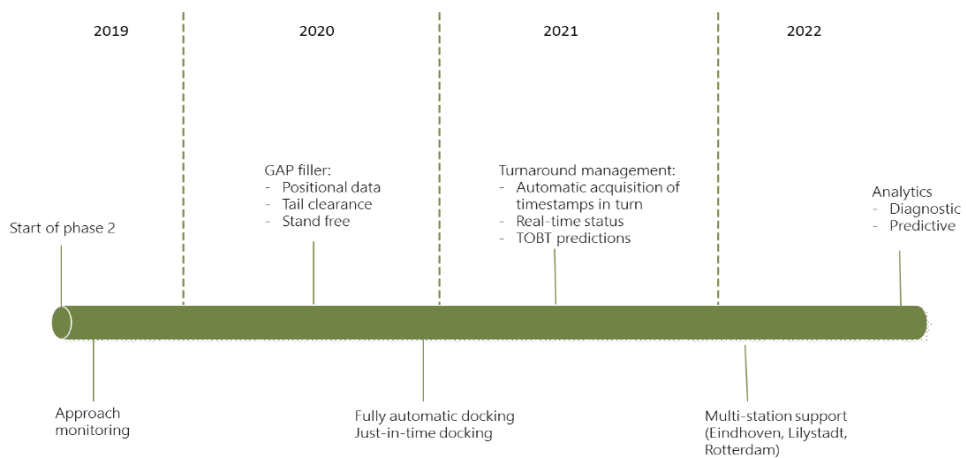
Roadmap: docking solution

From the beginning of a contract, [NameClient] intends to build a roadmap about the docking solution with the actual options available and on-going developments. These are mandatorily defined when the options and the vested agreement are evaluated. At that time, all stakeholders should give their input, during the “Kick-off Innovation meeting”.

Once the roadmap is established, [NameClient] is ready to cooperate with Schiphol to develop new requirements or ideas and test them in an operational environment.

Example

An example of a roadmap is depicted in the figure below:



Continued on next page

Exceed expectations, Continued

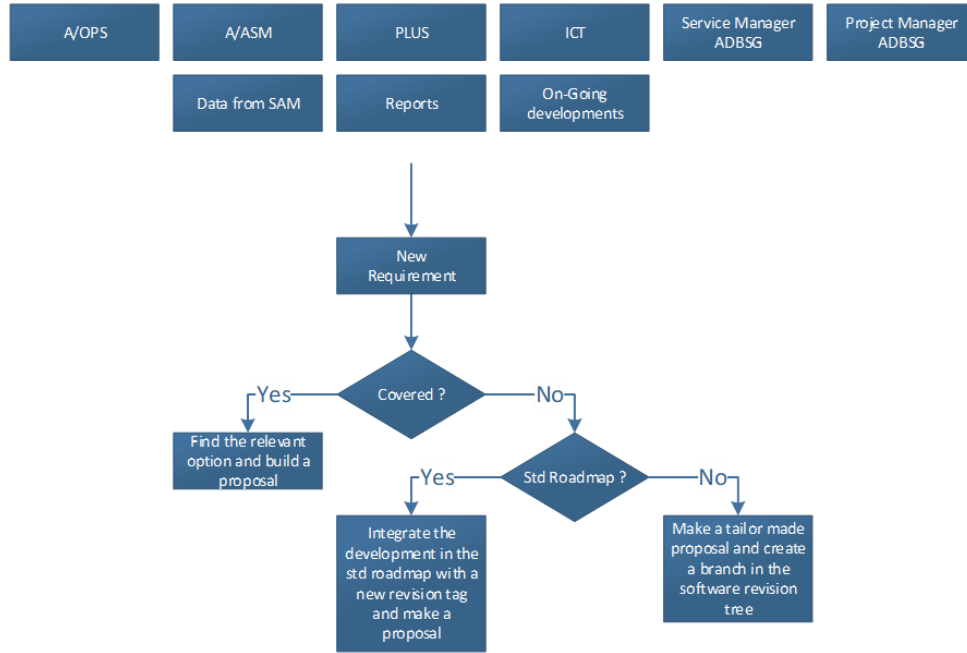
**[NameClient]
and SNBV: a
strong
partnership**

[NameClient] would benefit from the experience of a strong partner. Schiphol Airport would stay at the edge of docking solutions by being able to participate actively in the elaboration of new solutions, in terms of hardware and software.

Handling New Customer Requests

**Procedure:
flowchart**

The flowchart below provides the flow of new customer requests coming in during the implementation of the service:



**Procedure:
overview table**

Do as follows when handling new customer requests:

Step	Action
1	Receive the new requirement(s).
2	Is the requirement already covered? <ul style="list-style-type: none"> • <i>If yes,</i> <ul style="list-style-type: none"> – find the relevant information and – build a proposal. • <i>If no,</i> go to step 3.
3	Is the requirement part of the standard roadmap? <ul style="list-style-type: none"> • <i>If yes,</i> <ul style="list-style-type: none"> – integrate the development in the standard roadmap with a new revision tag, and – make a proposal. • <i>If no,</i> <ul style="list-style-type: none"> – make a customized proposal, and – create a branch in the software revision tree.

Continued on next page

Handling New Customer Requests, Continued

Sources of new request The new request can arrive from any of the sources listed below:

- A/OPS
 - A/ASM
 - PLUS
 - ICT
 - Service Manager
 - Project Manager
 - Data from SAM
 - Reports
 - On-going developments
-

Risk assessment A risk assessment is always needed to assess if the investment in the innovation is in the best interest of all parties.

Cybersecurity

Internal security policies [NameClient] already has internal IT security related policies in its development competence center at Graz, Austria.

Correct operations Defining from the start the right methods and procedures is vital for correct operations.

During operation Physical and network security policies at Schiphol Airport, and the software restricted access methods at [NameClient] are as follows:

- **Strict access policies:** Schiphol Airport has these policies to sensitive locations including the rooms where the servers and workstations from SAM will be installed. Excluding *de facto*, no person is authorized to access these systems.
- **SAM system:** This setup excludes any outside attack or inside leakage as it is installed at Schiphol airport through a dedicated network environment strictly firewalled from the rest of Schiphol's IT infrastructure. It includes the following:
 - **No link to an open network** such as internet except through the secured remote VPN connection, activated only on request.
 - **Restricted access to the SAM system** through an Active Directory on Windows Domain. The accounts will be documented in the manuals.

Standards applied Refer to the IEC standard IEC21827 and ISO27000 for the policies and best practices.

Additional features [NameClient] implements the following (but not limited to) additional features:

- **TLS ciphering for communications** included in the offered SAM: allows secured TCP/IP communications
- **Win2012Svr migration to Win2016Svr:** avoids the end of the [extended support period from Microsoft for Win2012Svr](#)
- **Applying regular updates** to the docking solution
- **Regularly maintaining** the Active Directory resource, access rights, access badges by indicating personnel who left and new joiners

Section B: Description of the SLA

Overview

**[NameClient]
Service
Organization**

[NameClient] Service Organization acts as SNBV's contractor, providing service for VDGS and Central Software.

These are remote maintenance, supportive and consultative activities brought by third line support and the Service Project Manager position dedicated for this contract.

Contents

This section contains the following topics:

Topic	See Page
Roles and Responsibilities	11
Third line and Onsite Support, Backup Service, Updates and Upgrades	13
Project and Stock Management	15
Documentation, Tests and Maintenance	16
Roadmap reviews and Cybersecurity assessment	17
Aftercare and Project handover	18

Roles and Responsibilities

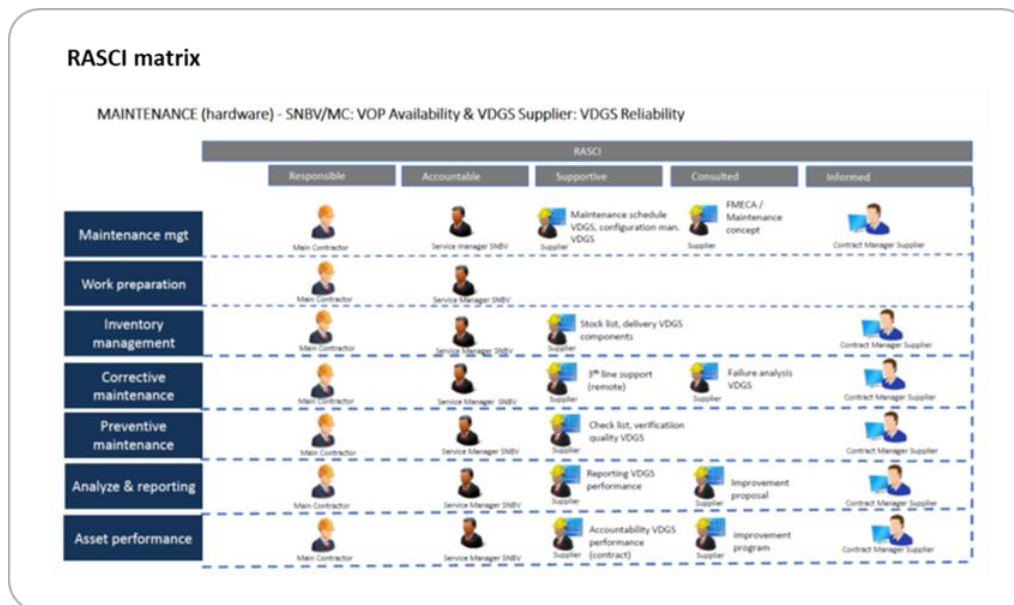
Main stakeholders

The table below provides the responsibilities of the main stakeholders involved:

Role	Responsibility
Main Contractor	<ul style="list-style-type: none"> • Manages maintenance. • Prepares work. • Manages inventory. • Provides corrective and preventive maintenance. • Analyzes and reports. • Monitors asset performance.
SNBV Service Manager	Accountable for the maintenance process, on a regular basis. All activities and performance of the service provider will be coordinated with and reported to the SNBV Service Manager
Supplier	Provides extensive support for: <ul style="list-style-type: none"> • user’s questions • VDGS operational questions • requests for advice or other issues

RASCI Matrix

The figure below (*quality*) shows the RASCI matrix for each stakeholder involved in the implementation:

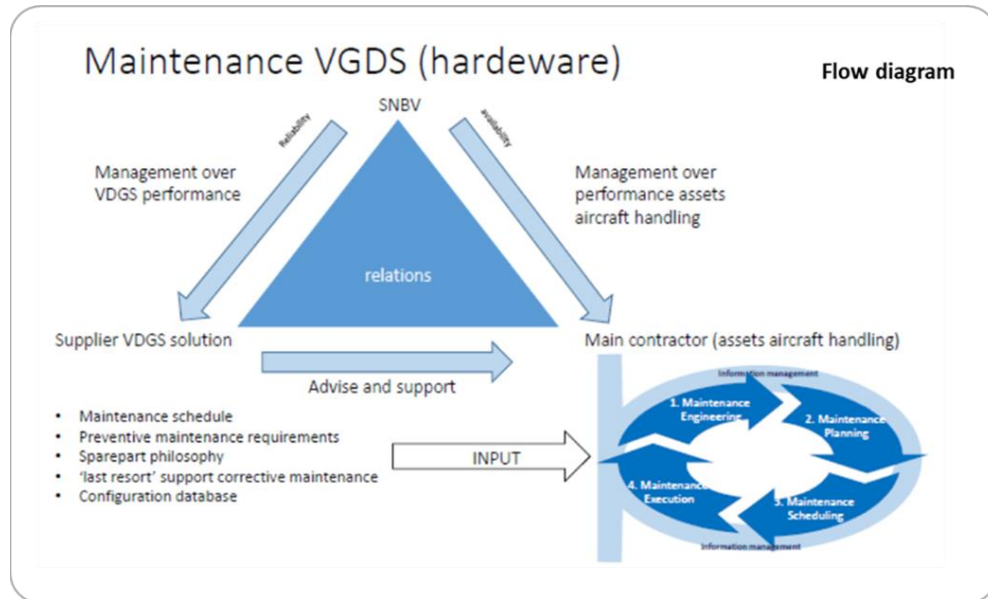


Continued on next page

Roles and Responsibilities, Continued

Stakeholders

The diagram below (*quality*) displays the relationship among the involved stakeholders:



Third line and Onsite Support, Backup Service, Updates and Upgrades

Functional sub-structure

A dedicated [NameClient]’s Service Organization sub-structure exists to realize contractual obligations to SNBV and the Main Contractor from the end of Pilot 1.

Therefore, until the end of Pilot 1 (its duration is estimated for 2.5 months), a set-up of a dedicated service project is complete. This includes

- assurance of the availability of appropriate resources for the third line support
 - setting up the project dedicated JIRA platform
 - nominating a Service Project Manager
 - setting up a consultation structure with the Main Contractor
 - setting up stock of spare parts, and
 - elaborating/gathering, and approving, if needed, of all required documents.
-

Third line support

Using the third line support product competent consultants (service specialists, language: English) **available 24/7**, [NameClient] delivers technical support for VDGS and Central Software that includes

- remote direct service activities, and
- remote support for the Main Contractor

Priority

The table below shows what happens depending on the priority:

When the consultancy is...	Then ...
high priority, urgent or night time	customers use a service dedicated telephone number.
low priority	a JIRA platform and/or service email is available. The third line support specialist responds immediately or calls back within under 30 minutes time.

If necessary, an available remote connection may be employed to effectively provide support, track and deal with issues.

On-site support

[NameClient] foresees additional resources to be kept **available 24/7** in case an urgent on-site support for VDGS or Central Software. Assistance is, normally, deployed within a few hours until on-site.

While the on-site support for Central Software is rarely required, such support will be deployed in the shortest possible time.

Continued on next page

Third line and Onsite Support, Backup Service, Updates and Upgrades, Continued

Back-up service Central Software back up service fulfilling the Annex 6 requirements is established within the system environment on-site.

Updates [NameClient] implements updates: Central Software and VDGS firmware will be kept up to date. A responsible project manager will **monthly**:

- checks if new versions or updates for the application or its components are available
- notifies SNBV, and
- coordinates update installs, in accordance with the change process.

Note: [NameClient]'s specialists will participate in on-site works, if required (e.g. stand recommissioning).

Updating aircraft types [NameClient] provides updates for the VDGS system allowing docking of new aircraft types.

Upgrades [NameClient] implements upgrades: a midlife upgrade of VDGS hardware is foreseen. [NameClient] will carry out the upgrade, in phases, according to a plan agreed with SNBV and the Main Contractor.

Note: The Main Contractor coordinates the activities with the operations and technically facilitate them (e.g. by providing a scissor lift with operator and a help hand).

Project and Stock Management

Service Project Management

A dedicated Service Project Manager is delegated before or, latest, at the beginning of the Pilot 1 to effectively and professionally fulfil requirements of Annex 4 with respect to the following:

- managing maintenance activities
 - facilitating and controlling completion of the maintenance management activities
 - facilitating interaction between [NameClient], SNBV and the Main Contractor, and Annex 6 with respect to the management components
 - launching and driving or controlling related processes, and
 - assuring meeting associated goals
-

Stock Management

The Main Contractor stores the required spare parts to shorten the corrective maintenance process to a minimum.

Stock Management Plan

The Stock Management Plan, prepared by [NameClient], defines:

- spare parts and their details
 - minimum and maximum quantities for the stock, and
 - procedural guidelines on stock management practices to be followed
-

Documentation, Tests and Maintenance

Service documents

The Supplier prepares the following documents to provide quality performance and meet requirements of the ITT service-related annexes:

- Quality Assurance Plan
 - Stock Management Plan
 - Annual Maintenance Schedule based on Failure Mode Effect & Criticality Analysis (FMECA) method
 - Work instructions
 - Maintenance report's draft
 - Drafts of test plans
 - Test protocols and reports
-

Key service documents

The following make up the key service documents:

- Quality Assurance Plan
 - Stock Management Plan
 - Annual Maintenance Schedule
-

Revision of key service documents

The [key service documents](#) are revised annually and adjusted depending on the annual service performance revision i.e. application of the Plan-Do-Check-Act (PDCA) wheel / Deming's cycle.

Moreover, the documents are adjusted immediately, in case of severe violation of safety or performance objectives.

Quality survey tests

Annually, [NameClient] and the Main Contractor perform the following:

- Carry out quality survey tests on 10% of randomly selected VDGS units.
 - Extrapolate the test outcome over the entire installation.
-

Preventive maintenance

During the quality survey test, [NameClient] and the Main Contractor perform the following:

- Conduct the annual preventive maintenance activities on Central Software hardware components.
 - Deliver the suitable report(s) to SNBV.
-

Roadmap reviews and Cybersecurity assessment

Roadmap reviews

During the evaluation of the options and the vested agreement, [NameClient] proposes to

- organize a review of the roadmap of the docking solution with specific needs per stand, and
- consider the input from all the stakeholders.

This will be an iterative process, continued during

- review meetings to further elaborate on the operational needs, and
 - innovations meetings to cover the new requests.
-

Cybersecurity assessment

After the handover, an assessment of the security measures is done for the following systems:

- Access physical or through software
 - Procedures and best practices
-

Aftercare and Project handover

Aftercare

At the end of Pilot 1, a dedicated support of the Service Organization is fully rolled-out. The following guarantee effective support:

- service solutions
 - procedures and resources allowing effective support during the aftercare period
-

Project handover to service

There are three project handovers foreseen during the service:

Handover	At the end of...
Partial	Pilot 1
Partial	Pilot 2
Final	Phase 2

Deliverables and activities

During each handover,

- a thorough delivery dossier is delivered by the Project Organization to the Service Organization to guarantee the right transition, and
 - service support for the completed delivery scopes will instantly initiate.
-

Section C: Maintenance Management Activities

Overview

Supplier's responsibility

The Supplier performs several maintenance management activities. Once the contract is signed, each activity is

- developed further
- elaborated in greater details, and
- implemented.

The resulting maintenance processes will be based on the Deming's Cycle (Plan-Do-Check-Act). They will be regularly evaluated with an AGILE methodology (learn from the past).

Contents

This section contains the following topics:

Topic	See Page
VDGS-Interaction with SNBV & Main Contractor	20
VDGS-Maintenance management	21
VDGS-Testing	22
VDGS-Handover	23
Central Software Related Maintenance	24

VDGS-Interaction with SNBV & Main Contractor

Exchange of information

Assuring exchange of vital information in a scheduled, documented and traceable manner between the Supplier, SNBV and Main Contractor, the implementation process will include

- meetings
 - written documents, and
 - IT instruments (i.e. JIRA platform)
-

Quarterly meetings

Main axis of the process will be formed by quarterly meetings of the three parties concluded with a report drawn up by the Supplier.

Service Project Manager (PM)

The Service Project Manager (PM), or the third line, will organize the interaction with the Main Contractor, on request of either party, to assure requested levels of serviceability.

Consultation structure

The PM will act as an interface for all communication with the Main Contractor. During Pilot 1, he/she will set up a consultation structure with the other party by identifying and introducing

- appropriate personnel
 - communication channels
 - subjects with associated official documents
 - frequency of exchange thereof, where applicable, and
 - privilege contacts with SNBV during innovation meetings and the review meetings to
 - adapt the roadmap of implementations for the docking solution, and
 - define the new requirements which arise.
-

VDGS-Maintenance management

Maintenance manuals

[NameClient] possesses highly developed maintenance manuals for preventive and corrective maintenance practices and procedures for VDGS. The manuals are

- based on our long experience with the product
 - being updated on a regular basis
 - core for VDGS maintenance processes
 - base for elaboration of individual procedures answering to project specific requirements and conditions, and
 - integrating reliability-centered maintenance (RCM).
-

Responsibility of the Service PM

The Service Project Manager performs the following tasks, based on our product maintenance friendly features, experience with the product itself and wide experience from other maintenance projects:

- Delivers and follows
 - required maintenance schedules and instructions, and
 - matching stock list and procedure will be delivered and followed.
 - Oversees the corrective maintenance activities of the Main Contractor
 - receive suitable third line support, and
 - are completed in accordance with SNBV's requirements.
 - Provides analysis of and reports on performance.
-

Documenting and recording maintenance activities

Every maintenance activity, if applicable, will be documented and recorded in the digital management dossier after each performance to

- ensure it is up-to-date, and
 - avoid any disparity between the field status and stored data.
-

Maintenance reports

Quarterly maintenance reports will be submitted to SNBV. This will

- summarize maintenance performance, and
 - contain information required by Annex 4.
-

VDGS-Testing

Regular testing of assets

The following are an integral part of our preventive and corrective maintenance processes:

- Regular testing of assets
- Non-interfering and time efficient internal and functional tests

Tests will be documented. The records are stored in the project archive.

Other tests and preventive maintenance

The Service PM will deliver and elaborate additional (where required) test documents.

The Main Contractor carries out regular control inspections and tests as part of the preventive maintenance procedure.

Quality survey tests

Annually, [NameClient] will carry out quality survey tests, for one week, on randomly selected approximately 10% of the installed VDGS units.

VDGS-Handover

Handover of the VDGS installation At the end of the long-term maintenance period, the Service Project Manager will hand over the VDGS installation, assuring the continuity of service. This will include:

- Handing over of complete and up-to-date
 - delivery dossier and digital management dossier (handover dossier) to SNBV
 - project dossier including details on all occurred failures and corrective activities, and
 - list of authorized personnel to access the system and their credentials
- Delivering training for the following supplier in systems and operating assets
- Facilitating functionality tests witnessed by the new supplier (proposal: test performed on randomly selected assets during the three (3) day period)
- Listing the recommended maintenance to be carried out on individual elements of the system.

Requirements The handover process will follow requirements of Annex 4 and the latest elaborated handover plan.

Conclusion The handover process will be concluded with signing a formal discharge document.

Contract for handling claims After the handover, [NameClient] will provide a suitable contract to handle any claim based on issued guarantees.

SNBV's intellectual property and confidential information [NameClient] will ensure safe return of:

- all SNBV's intellectual property and
- any confidential information belonging to SNBV

Central Software Related Maintenance

List of activities The maintenance management activities for the Central Software will involve the means and processes including third line support, back-up service, updates, management, security documentation.

The SLA will also consist of Central Software related following management components as required by Annex 6:

- Availability Management
 - Incident Management
 - Problem Management
 - Change Management
 - Release Management
 - Service Level Management
 - Continuity Management
 - Capacity Management
 - Security Management
-

Chapter 2: Implementing the SLA

Overview

Introduction This chapter describes how the SLA will be implemented.

Contents This chapter contains the following topics:

Topic	See Page
Control of Collaboration	26
Maintenance and Version Management	27
Handling documents	28
Maintaining records	32
Reviews with SNBV	34
Compliance with product requirements	35

Control of Collaboration

The working relationship scheme

The working relationship scheme between main stakeholders of the maintenance process is displayed by the [flow diagram](#) and [RASCI matrix](#). Both diagrams determine how the collaboration should be organized.

The Service Project Manager will, with the Main Contractor where certain, regular, bidirectional flow of documents must be maintained, remain responsible for

- following the rules of collaboration, and
 - demanding they are being followed.
-

Role of the Service PM

The Service PM will remain responsible for following the rules of collaboration and demanding they are being followed, i.e. in relation with the Main Contractor where certain, regular bidirectional flow of documents must be maintained.

Collaboration with parties

The collaboration with parties includes and is defined by the following:

- Initial coordination meetings with the Main Contractor and SNBV
 - Consultation structure setup with the Main Contractor
 - Quality Management Plan
 - Quarterly meetings with SNBV and the Main Contractor
 - Annual maintenance schedule
 - Technical support on request
 - Consultancy on request
 - Test plans
 - Other plans (e.g. handover plan)
 - Various types of scheduled and non-scheduled reports (incl. approvals where applicable)
 - Performance scheduled analysis
 - Training for the following supplier (during handover)
-

Maintenance and Version Management

Maintenance management: SNBV's control

Maintenance management will be a documented process. All documents will

- be stored for the entire duration of the contract, and
- handed over to SNBV in the form of the handover dossier, at the end of the contract.

Following the maintenance process

However, any process related documents or explanations may always be provided to SNBV on request. SNBV will follow the maintenance process in an organized way. This will include

- regular submission of
 - documents “for information” i.e. maintenance schedules and evidences of performance
 - documents “for approval” i.e. action plans or improvement proposals
 - maintenance summaries in form of reports and analysis sent prior to quarterly meetings, and
- the quarterly meetings

Managing maintenance and versions of documents

The maintenance of assets shall be conducted in accordance to schedules, plans and instructions handed over to the Main Contractor. These are either [NameClient]’s standard documents or project specific documents.

These documents are important for quality assurance. Therefore, they must comply with several rules gathered into the Procedure for Procedures and Plans.

Handling documents

Types of documents and their codes

The service implementation process will deal with the following type of documents:

Code	Document Type
EP	Emergency Procedure
OP	Operational Procedure
PLAN	Plan
FORM	Form
REG	Registry

Codifying a file

All the documents created in the contract follow the naming standards described below. This applies especially to the records related to the Quality Assurance Plan:

XXXXNNNN-Name Rev.ZZ

The table below explains the code:

String	Description
XXXX	<ul style="list-style-type: none">Type of document (EP, OP, PLAN, FORM or REG)Refer Types of documents and their codes
NNNN	<ul style="list-style-type: none">Number of the documentStarts from 0000
Name	Name of the document
ZZ	<ul style="list-style-type: none">Revision numberStarts from 00 for drafts

Metadata

For procedures and plans, the metadata part of a documented procedure contains the following information:

- title of the procedure
 - version
 - release date
 - process owner
 - approving authority
 - a table that lists the history of changes
-

Continued on next page

Handling documents, Continued

Document structure

Each document will contain the following mandatory sections:

Section Number	Section Name	Contents
1	Contents	Table of contents
2	Definitions & Abbreviations	<ul style="list-style-type: none"> • Defines abbreviations and jargon • References to other documents and documented procedures (if any)
3	Introduction	<ul style="list-style-type: none"> • Includes 3 sub-sections: <ul style="list-style-type: none"> – Purpose: single sentence stating what process the procedure is describing – Scope: one or two sentences describing the boundaries of the process described in the procedure – Responsibilities: A list of major / critical responsibilities associated with the process • Typically, 3-5 items long • If more, use a responsibility matrix <p>Important: Do not use the names of persons; however, function titles are preferred to identify the responsibilities in procedures.</p>
4	Process/Procedure	<ul style="list-style-type: none"> • Description of the process input and outputs • Process sequence • Flow charts and other graphical aids • Any other additional structure, if relevant

Continued on next page

Handling documents, Continued

Review and approval

Review and update as necessary, and (re-)approve documents. In practice, do as follows:

Stage	Description
1	Documents need continuous review during the implementation phase, until stakeholders are satisfied.
2	Reviews re held yearly, as part of the internal quality assurance process.
3	Changes to officially released documented procedures must be identified. For this purpose, the “Document history sheet”-table on Metadata page of each documented procedure is used.
4	All documented procedures must be approved for adequacy prior to issue. It is someone from [NameClient] and SNBV (where applicable) who is responsible for it.

Note: The supervisor ensures that the document represents a description of the real-life process.

Release: new document

Before publishing and releasing a new document, provide the following to the original document:

- Version number
 - Date of publication = date of being effective
 - Names of the persons who have created, reviewed and approved the document
-

Updates to an existing document

In case of update of an existing document, provide the following information:

- Version number
 - Date of review = date of being effective
 - Names of the persons who have updated and reviewed the document
-

Continued on next page

Handling documents, Continued

Functions and competences

The table below provides the list of functions and competencies for the personnel involved during the release or update of a document:

Function	Requested Competences for Approval Signature
Author	<ul style="list-style-type: none">• Any [NameClient] employee, or• Assigned delegate involved in the process
Reviewed	Someone who is involved in the process and knows it very well: <ul style="list-style-type: none">• An employee of<ul style="list-style-type: none">– [NameClient], or– SNBV, or• Assigned delegate
Approved	Someone other than the author or reviewer: <ul style="list-style-type: none">• An employee of<ul style="list-style-type: none">– [NameClient], or– SNBV, or• Assigned delegate, preferably

Release of the procedures

The Service Project Manager ensures that documented procedures are released upon approval. The release is done as follows:

1. Update of the procedure in the project procedures folder.
 2. Submission of the document to interested stakeholders (e.g. SNBV, the Main Contractor).
-

Maintaining records

Purpose of records

Records are an important organizational asset. They

- provide the primary route for evidence-based verification and traceability
- demonstrate compliance with customer requirements, and
- prove the efficiency of the quality management system.

Acceptable records

The following documents are acceptable records:

- Forms
 - Reports
 - Plans
 - Schedules
 - Instructions
 - Installation dossier
 - Minutes of meetings
 - Computer files
-

Identifying quality records

Quality records are maintained to attest to the implementation of the quality system. Archival documents and data retained for legal or knowledge preservation purposes or both are suitably identified.

All records must

- contain enough data to attest to satisfactory completion of the recorded activity, and, at minimum,
 - be signed and dated by the individual responsible for completing the record.
-

Storing records

Quality records exist in either hard copy or electronic formats. Records are stored as secured computer files or in designated filing cabinets to prevent deterioration and damage. Such records are easily accessible for use and are made available for review upon customer or audit request.

Cloud-based project archive

Digital or digitalized data is stored in a cloud-based project archive.

Important: Records must not be stored on personal storage drives or files.

Physical records

Hard copy records are stored where they are protected from physical deterioration, loss and damage due to environmental conditions.

Continued on next page

Maintaining records, Continued

Retrieving and retaining records

The retention period for quality records is determined by

- contractual requirements
- legal considerations, and
- especially, the project length.

No document must be deleted or shredded before the completion of the handover phase and successive warranty period.

Reviews with SNBV

**Initial meeting:
One-time** SNBV will be closely involved with of the maintenance process in an organized way. At beginning of Pilot 1, a one-time initial meeting will be held.

The purpose of the meeting will be to

- introduce key persons responsible for the maintenance process from each side, and
 - define next steps, their main details and target dates to achieve operational readiness at the end of Pilot 1, having all relevant processes alive.
-

Documents for information During the maintenance process, SNBV will be a recipient of documents sent “for information” i.e.

- maintenance schedules
 - evidences of performance, and
 - reports giving a perspective on the service execution.
-

Approving documents SNBV will act as an approver and receive documents “for approval” i.e. action plans or improvement proposals.

Sending and receiving documents The events to send documents for information and/or approval will be triggered according to agreed schedules or in some cases incidentally, i.e. in relation to corrective activities.

Quarterly performance review On a quarterly basis, a bigger performance review will be held. It will involve

- quarterly performance reports
- analysis submission to SNBV, and
- actual meeting afterwards with the Main Contractor.

Compliance with product requirements

Annex 1

Annex 1 specifies two requirements to comply with that are applicable for the SLA. These are:

- SR-85475
 - SR-84565
-

SR-85475

Availability percentage of VDGS units: 99.5%: this requirement states that the service availability of the VDGS units must be 99.5% per month, measured for

- priority 1 incidents, and
- during the service window of 7 days x 24 hours.

Example

Our experience shows that for the “SR-85475: Availability percentage of VDGS units: 99.5%” achieved results are

- 99.97% considering VDGS related technical reasons for interruptions, and
- 99.53% considering all reasons of interruptions (including external ones, caused by ramp operations stakeholders, bridge not parked, FOD, wrong aircraft etc.).

Note: These calculations include all incidents, not only these of priority 1 as required in the project herein. There the actual performance for the priority 1 must be expected to be a lot higher.

SR-84565

Reliability maximum number of disruptions: this requirement states that the maximum number of disruptions is 1 per 250 handlings.

Example

The observed statistics is 1 interruption due to VDGS technical reasons per 560 operations which is exceeding the requirement threshold by factor of 2.24.

Analyzing records

Analysis of a similar kind is not unusual for [NameClient]. They are a typical task for the company’s maintenance agreements. Therefore, real life experience proven records exist confirming these requirements are being met.

Note: Anonymized documents may be presented on request, as an evidence.

Chapter 3: Transferring information

Overview

Parties involved The main parties involved in the transfer of information are:

- [NameClient]
- SNBV
- Main Contractor

Modes of transfer One of the following modes will be used to transfer appropriate information to the parties involved:

- JIRA platform
- Emails
- Telephone
- Minutes of meetings
- Face to face meetings

Maintenance process information Maintenance process information and documents will be shared via JIRA platform with SNBV and the Main Contractor, especially if they are applicable for the procedure for records.

In cases of procedure relevant information or any decision taken, communication must be recorded as follows:

- archive the emails, or
- create and distribute appropriate Minutes of Meeting.

Bigger documents Bigger documents, e.g. handover dossier, must be

- distributed in a digital form on a hardware carrier, or
- made available for download via a VPN connection from a shared location available for limited time.

Less important information Less important information may be exchanged by email, through telephone or during face to face talks.

Third party participants In case of all other, third party participants, information will be distributed by email. It will also apply to the procedure for records guidelines.

Chapter 4: The Quality Management System (QMS)

Overview

Meeting customer and regulatory requirements

The quality aspects are important factors for projects performed by [NameClient]. There are Quality Management processes and procedures implemented in [NameClient] to ensure, in a non-biased manner, that customer and regulatory requirements are met in full, always.

[NameClient]'s Quality Management System is based and certified according to the ISO 9001 standard (version 2015).

Contents

This chapter contains the following topics:

Topic	See Page
QMS Structure	38
Quality Management Plan	40

QMS Structure

Components

The Quality Management System comprises of the following:

- Quality Assurance (QA)
 - Quality Control (QC)
-

QMS documentation structure

The diagram below depicts the QMS documentation structure [NameClient] follows for all service implementations:



Quality Policy

The Quality Policy describes the quality principles applicable to the 'Works' being undertaken.

A copy of the [NameClient] QEHS Policy may be submitted for review.

Level 1: Company Quality Manual

Company Quality Manual forms the top tier document in the Quality Management System structure. It establishes the requirements and guidelines for the overall quality management system objectives. These requirements and guidelines are applicable to the company's operations.

Continued on next page

QMS Structure, Continued

Level 2: Quality Management (QM) Procedures

QM Procedures include the procedures for the operation of various functions and activities. These are standard [NameClient] documents which are used to describe the general processes, control and systems, which shall be implemented throughout the projects (Task Orders).

Level 3: Work Instructions/ Departmental Procedures

Work Instructions/ Departmental Procedures are 'Task Order specific' method statements used to describe the details for the construction of 'Services' and 'Works' at the project site(s).

Level 4: Quality Records

The Quality Records are used to provide the objective evidence to demonstrate compliance to the QM system. They are submitted for the Employer and/or Engineer according to the requirements of the services and/or works being undertaken.

Quality Management Plan

Purpose

[NameClient] aims to ensure high quality standards to satisfy SNBV and the Main Contractor. Therefore, at the early phase of Pilot 1, the project-wise customized Quality Management Plan will be

- elaborated according to the ISO 10005 standard (Quality Management Systems – Guidelines for Quality Plans), and
 - based on the standard procedures of [NameClient]’s management system.
-

Project-specific procedures

To satisfy unique project requirements of Annex 4 and Annex 6, project specific procedures will be implemented in place of standard company procedures, where required.

Project specific procedures will be assessed against [NameClient]’s standard procedures to ensure they do not conflict with or negate the company’s policies.

Annual revision

The plan will be subject to annual revision by the project Supplier’s Service Project Manager.

After the revision, conclusions and adjustments, if any, will be presented to SNBV during the first quarterly meeting each year.

This application of the PDCA wheel (Deming’s cycle) assures the plan efficiency is to be regularly verified and improved when needed.

Chapter 5: Organizational chart

Overview

Excellence in services

[NameClient], being the global market leader of Airfield Lighting and Gate solutions, has recently engaged effort to strategically develop its global footprint as an excellence provider of Airfield Tower Solutions (ATC).

In a market moving dynamically from “product driven” business sales models to “solution-driven” services and business partnership models inherent to sales, [NameClient]’s awareness of the need to provide “Excellence in Services” is of continuous acuteness.

Contents

This chapter contains the following topics:

Topic	See Page
Service and Asset Management Organization Unit	42
Organizational Structure	43

Service and Asset Management Organization Unit

Service operations

Service operations within [NameClient] are orchestrated under the “Service and Asset Management” organization unit which is globally organized in a functional line.

Local footprint

While working in a global organization, the local footprint is a key element of operational excellence in the Service and Asset Management within [NameClient]. The local footprint enhancements, in turn, allow [NameClient] customers to communicate in their local language minimizing occurrences of culture-related misunderstandings to the utmost.

Global alignment

The global alignment allows for uniform and high proficiency standardization in building the team, knowledge transfer and experience sharing, as well as resource sharing.

Optimizing the mobilization phases

Collectively, all the factors are highly relevant for optimizing the mobilization phases of new Service and Asset Management contracts. Specialists from all over the globe, each in their specific expertise domains, are utilized during the mobilization phase to format procedures of international standards and train respective local teams.

Offices and team sizes

[NameClient] Service and Asset Management department office locations and team size details are as follows:

- Over 130 specialists
- 21 offices worldwide
- Serving an average 100 asset management contracts at any given time

Contract sizes

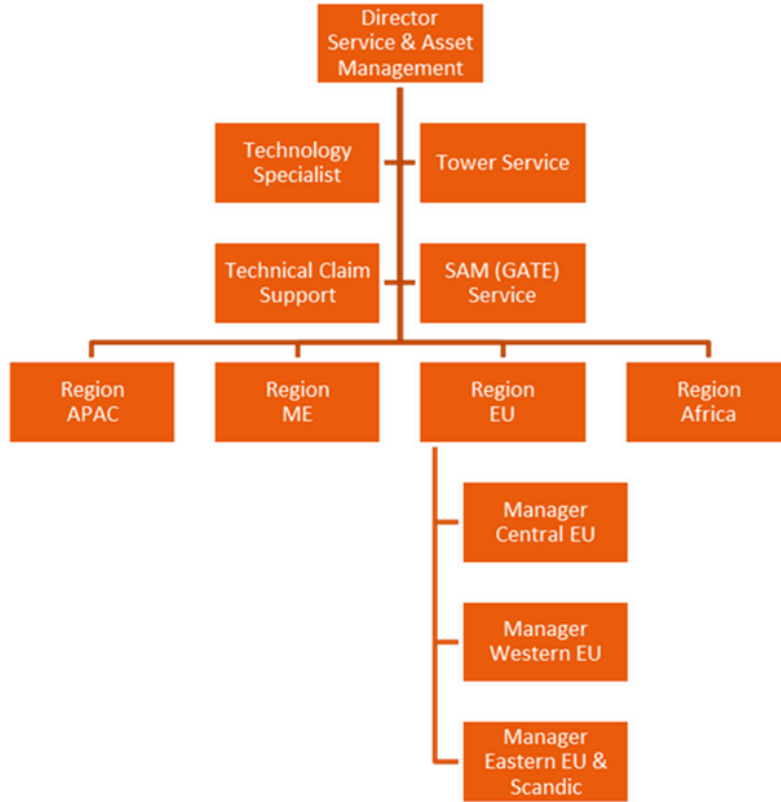
The contracts vary in size and complexity, ranging from KPI driven SLAs for specific products, to operate and maintain setups, reaching complete facility management contracts.

With the setup today, [NameClient] has a successful track record in mobilizing expert teams for a diverse range of scenarios within benchmark time, quality, and local /regional standards.

Organizational Structure

Organizational chart

The picture below depicts the organization chart of the Service and Asset Management Department:



Three regions

Europe is operationally fulfilled through three regions:

- Western Europe
- Central Europe
- Eastern Europe and Scandinavia

This grouping allows

- customers to stay with one dedicated management contact while the service engineers are shared around the globe, and
- the service managers to report to the Global Director Service and Asset Management.

Continued on next page

Organizational Structure, Continued

Regional responsibilities

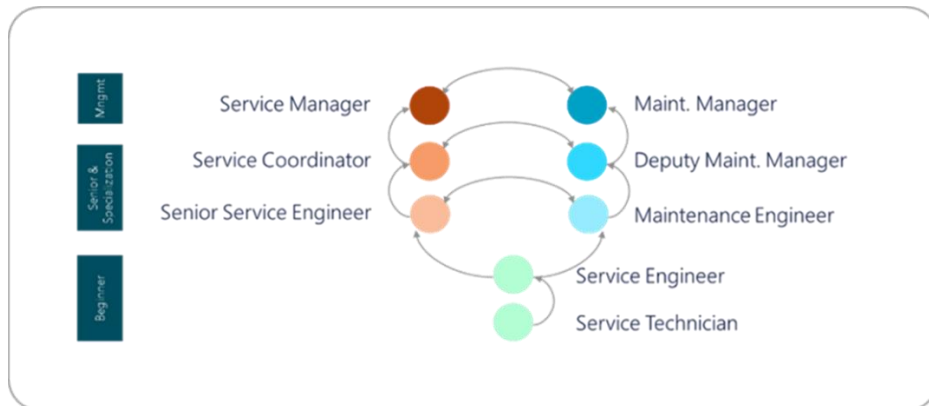
Personnel and facilities are grouped organizationally into regions with an assigned Service Manager accountable for his region.

The regions are responsible for:

- personnel development and
- succession planning taking into consideration the skills available, the installed base, and projects within the pipeline,
- the training and development plan defined with the service and asset management team.

Regional career growth and role flows

The diagram below represents the growth of personnel in a team:



Regional personnel growth

These trainings can also guide to a further development horizontally as well as vertically in the service organization. While the transitions between the different roles, responsibilities and levels in the organization can be at times abstruse, the general process of personnel development is as follows:

Stage	Description
1	Initiate as engineers or technicians.
2	Gain general experience with the products, customers, procedures through which following several years.
3	Develop in the direction of <ul style="list-style-type: none"> • service with an intensified focus on technology, or • asset management with a focus on organizing teams, planning and documentation of works etc.

Continued on next page

Organizational Structure, Continued

Global responsibilities

There are four distinct global responsibilities:

- Technical Claim support for incident escalation
- Technology specialist(s)
- Tower services for ATC solutions
- Services for SAM

Tower and SAM service are setup with a global responsibility to facilitate optimal alignment of system engineering and R&D, if such an occurrence transpires.

European regions

Each European region covers certain technologies as a service competence center serving service departments globally, e.g. one competence center focuses on GATE solutions, the other on AGL solutions.

The service uses these competence centers to align with [NameClient] internal stakeholders, such as R&D, product management, supply chain, et al., to react to specific needs of the service and asset management customers around the globe.

Presence of [NameClient]

On the map below, you can see the presence of [NameClient] in the regions:

- Asia-Pacific (APAC)
 - Middle East (ME)
 - Europe (EU)
 - Africa
-