



**Australian Government**  
**Department of Defence**  
Capability Acquisition and  
Sustainment Group



# ONLINE ASSESSMENT GUIDANCE

THE PERFORMANCE EXCHANGE PROGRAM  
INDUSTRY AND DEFENCE SCORECARD

VERSION: 2.5

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## HOW TO USE THIS GUIDE

### **Measure Summary (page 2)**

Provides a summary of the questions asked in the online assessment, categorised by core themes. This is intended as an “at a glance” overview of the assessment to provide context before you complete it. It is also a helpful reference tool when reviewing the Performance Exchange Scorecard Report you will receive post-assessment.

### **Measurement Scale (page 3)**

Provides a simple table that describes how the range of assessment answers relate to the performance you have observed, and the management response you think should be taken as a result of that performance. It is designed to be used as a reference guide when completing the online assessment. We encourage you to keep it open during completion.

### **Detailed List of Measure Questions (pages 4-15)**

Provides a detailed breakdown of the full list of assessment questions and a guide to the various response options available. It provides additional detail to support you to select the most appropriate response option when completing the assessment. We recommend referring to this section if you are unsure which of the response options is most appropriate.

## Measure Summary

### Measures

#### Part B1 & B2: Review Defence Performance

##### Performance – Quality

- How well did Defence govern (providing clear direction and appropriate assurance)?
- How well do you expect Defence will govern (provide clear direction and appropriate assurance) in the next period?

##### Performance - Time

- How well did Defence meet its responsibilities to the agreed schedule/timelines?
- How well do you expect Defence will meet its responsibilities to the agreed schedule/timelines in the next period?

##### Performance – Cost

- How well did Defence manage activities that impacted Industry costs?
- How well do you expect Defence will manage activities that may impact Industry costs in the next period?

##### Partnering

- How effective was Defence's relationship with the Industry Partner?
- How well did the Defence Partner coordinate with other parts of Defence, defence industry and government to support performance?

##### Agility

- When circumstances changed, how well did Defence collaborate with Industry?
- How timely was Defence's decision-making?

##### Support to Capability

- How well did Defence balance time, cost and quality performance considerations in support of best-for-project/product/service outcomes?
- How well did Defence enable Industry to improve and innovate?
- How reasonable was Defence's expectations for Australian industry participation?

##### Overall Performance

- What opportunities could Defence explore in the next reporting period?
- What risks may impact Defence's performance in the next reporting period?

##### Executive assessment of Defence's Performance

- Overall, how well did Defence perform in this reporting period?
- How well do you expect Defence to perform in the next reporting period?

### Measures

#### Part B3 & B4: Review Industry Performance

##### Performance - Quality

- How well did Industry deliver against agreed requirements?
- How well do you expect Industry will deliver against the agreed requirements in the next period?

##### Performance – Time

- How well did Industry deliver against the agreed schedule/timelines?
- How well do you expect Industry will deliver against the agreed schedule/timelines in the next period?

##### Performance – Cost

- How well did Industry manage costs within the agreed scope?
- How well do you expect Industry will manage costs in the next period?

##### Partnering

- How effective was Industry's relationship with the Defence Partner?
- How well did the Industry Partner coordinate with other parts of defence industry, Defence and government to support performance?

##### Agility

- When circumstances changed, how well did Industry collaborate with Defence?
- How well did Industry respond to agreed changes and timeframes?

##### Support to Capability

- How well did Industry balance time, cost and quality performance considerations in support of best-for-project/product/service outcomes?
- How well did Industry foster an innovative, improvement-oriented environment?
- How well did Industry achieve Australian industry participation?

##### Overall performance

- What opportunities could Industry explore in the next reporting period?
- What risks may impact Industry's performance in the next reporting period?

##### Executive assessment of Industry's Performance

- Overall, how well did Industry perform in this reporting period?
- How well do you expect Industry to perform in the next reporting period?

## Measurement Scales

The table below describes how the range of assessment answers (columns 2 to 4) relate to the performance you have observed (column 1), and the management response you think should be taken as a result of that performance (column 5). It is designed to be used as a reference guide when completing the online assessment. We encourage you to keep it open during completion.

1	2	3	4	5
Performance observed	Delivery performance options Executive overview options	Relationship performance options	Joint performance options	Suggested management response
<b>Game-changing performance</b> (Requires justification)	<b>Exemplar</b>	—	—	<b>Achieving results</b> Low risk, opportunity to praise performance
<b>Exceeded agreed results</b>	<b>Excellent</b>	<b>Above expectations</b>	<b>Delighted</b>	
<b>Achieved agreed results</b>	<b>On target</b>	<b>As expected</b>	<b>Comfortable</b>	
<b>Achieved agreed results, but could be improved</b>	<b>Acceptable</b>	—	—	<b>Executive vigilance</b> Under advice, issues are able to be managed internally
<b>Did not achieve agreed results</b>	<b>Not on target</b>	<b>Below expectations</b>	<b>Disappointed</b>	
<b>A step-change is required for future achievement</b>	<b>Corrective action</b>	—	<b>Don't know</b>	
<b>Investment is needed beyond the contract to recover delivery</b>	<b>Unsustainable</b>	<b>Not acceptable</b>	<b>Vulnerable</b>	<b>Executive intervention</b> Investment is needed from Executive to recover
<b>Fundamental review of approach to delivery</b>	<b>Critical</b>	—	—	

**MEASURES**

**Part A1: Review Joint Performance**

Defence and Industry to self-assess

Measure Theme	Question Theme	Measurement Question	Response Options	Hover text	Remarks
<b>Joint performance 1a</b>	End User Satisfaction	<p><b>How satisfied do you believe the End-Users' Representative was with the joint Defence and Industry performance?</b></p> <p><i>NB: End Users' Representative is the key point of contact, acting on behalf of end users, e.g the Capability Manager's Representative or Base Commander.</i></p>	<b>Delighted</b>	End-Users' Representative is very satisfied as all areas of performance have been met by Defence and Industry. Has high confidence of managing risks & issues, responsiveness and in the partnership.	<p>Joint performance answer options</p> <p>Column 4 in Measurement Scales Table</p>
			<b>Comfortable</b>	End-Users' Representative is satisfied as most areas of performance are being met by Defence and Industry. Has sufficient confidence of managing risks & issues, responsiveness and in the partnership.	
			<b>Disappointed</b>	End-Users' Representative is dissatisfied with Defence and Industry's performance as some requirements haven't been met. Has limited confidence in managing risks & issues, responsiveness and in the partnership.	
			<b>Vulnerable</b>	End-Users' Representative is extremely dissatisfied with Defence and Industry's performance. Feels the capability is compromised and feels vulnerable. Has minimal to no confidence in the partnership.	
			<b>Don't know</b>	The level of satisfaction of the End-Users' Representative is unknown as no information or process is available to engage with the end user.	
<b>1b</b>		<p><b>What do you believe the End-Users' Representative would say needs to be addressed to improve the joint Defence and Industry performance?</b></p>		<p>NB: The End Users' Representative is the key point of contact, acting on behalf of end users, e.g the.Capability Manager's Representative or Base Commander.</p>	Text 250 Characters

## Part B1 & B2: Review Defence Performance

Defence to self-assess and Industry to peer-assess

Measure Theme	Question Theme	Measurement Question	Response Options	Hover text	Remarks
Performance – Quality 2a	Performance – Governance	<p><b>How well did Defence govern (providing clear direction and appropriate assurance)?</b></p> <p><i>NB: Where an Exemplar rating is selected, additional justification is required and is to be considered by your Manager during the Assessment approval stage.</i></p>	<b>Exemplar [Justification]</b>	Defence business practices have set a new precedent for guidance, direction and assurance and have enabled a step change in performance.	Delivery performance and Executive overview answer options  Column 2 in Measurement Scales table
			<b>Excellent</b>	Defence has always provided clear guidance and direction, along with an appropriate level of assurance, which has led to an improvement in Industry's ability to deliver targets.	
			<b>On Target</b>	Defence has provided clear and suitable guidance and direction, along with an appropriate level of assurance, as required for Industry to deliver targets.	
			<b>Acceptable</b>	Defence has provided guidance, direction and a level of assurance for Industry to deliver targets, but greater clarity in direction and a more appropriate approach to assurance would be beneficial.	
			<b>Not on Target</b>	Defence's guidance, direction or assurance is often slightly more or slightly less than expected, which has impacted Industry's ability to deliver, but can be easily rectified.	
			<b>Corrective Action</b>	Defence's guidance, direction or level of assurance needs improvement, as it has impacted Industry's ability to deliver. Requires some dedicated activity to rectify.	
			<b>Unsustainable</b>	Defence's guidance and direction is poor, or the level of assurance is intrusive. This has negatively affected Industry's ability to deliver. Requires executive intervention to address.	
			<b>Critical</b>	Defence's guidance and direction is rarely or never provided, or the level of assurance is excessive, This has significantly affected Industry's ability to deliver. Action must be taken by executive for immediate rectification.	
2b	Removed		<b>Exemplar [Justification]</b>		
			<b>Excellent</b>		
			<b>On Target</b>		
			<b>Acceptable</b>		
			<b>Not on Target</b>		
			<b>Corrective Action</b>		
			<b>Unsustainable</b>		
			<b>Critical</b>		
2c	Performance – Quality (Forecast)	<p><b>How well do you expect Defence will govern (provide clear direction and appropriate assurance) in the next period?</b></p> <p><i>NB: Where an Exemplar rating is selected, additional justification is required and is to be considered by your Manager during the Assessment approval stage.</i></p>	<b>Exemplar [Justification]</b>	Defence's business practices will continue to set a new precedent for governance practices, with positive implications for Industry performance.	Delivery performance and Executive overview answer options  Column 2 in Measurement Scales table
			<b>Excellent</b>	Defence will continue to consistently provide appropriate governance, which will lead to an improvement in Industry's ability to deliver.	
			<b>On Target</b>	Defence will provide appropriate governance, as required for Industry to deliver targets.	
			<b>Acceptable</b>	Defence's governance levels will continue to be less than ideal, however will not impact Industry's ability to deliver.	
			<b>Not on Target</b>	Defence's governance levels will continue to be greater or lower than expected, with occasional impacts on Industry's ability to deliver.	
			<b>Corrective Action</b>	Defence's governance levels will need improvement, as they will noticeably impact Industry's ability to deliver.	
			<b>Unsustainable</b>	Defence's governance levels will negatively affect Industry's ability to deliver. Will require executive intervention to address.	
			<b>Critical</b>	Defence's governance levels will significantly affect Industry's ability to deliver. Action must be taken by executive for immediate rectification.	

Measure Theme	Question Theme	Measurement Question	Response Options	Hover text	Remarks
2d		Please provide comments on Defence's Quality Performance over the Reporting Period.			Text 250 Characters
Performance - Time 3a	Performance – Time	<p><b>How well did Defence meet its responsibilities to the agreed schedule/timelines?</b></p> <p>(includes completion of Defence tasks on time and minimising impact to Industry)</p> <p><i>NB: Where an Exemplar rating is selected, additional justification is required and is to be considered by your Manager during the Assessment approval stage.</i></p>	<b>Exemplar [Justification]</b>	Defence's business practices set a new precedent for time management and have enabled a step change in performance.	Delivery performance and Executive overview answer options  Column 2 in Measurement Scales table
			<b>Excellent</b>	Not only have all Defence tasks been delivered on time, but schedule risk has been reduced for Industry.	
			<b>On Target</b>	All Defence tasks have been delivered on time.	
			<b>Acceptable</b>	All Defence tasks have been delivered within agreed timing tolerances, or with delays that have not impacted Industry.	
			<b>Not on Target</b>	Some Defence tasks were not delivered on time, due to general delay or rework that has slightly impacted Industry.	
			<b>Corrective Action</b>	Several Defence tasks were not delivered on time, with moderate impact to Industry. Needs action to address.	
			<b>Unsustainable</b>	Most Defence tasks were not delivered on time, causing a major impact to Industry. Requires executive intervention to address.	
			<b>Critical</b>	Defence tasks were not delivered on time, causing an unrecoverable impact on overall delivery. Action must be taken by executive for immediate rectification.	
3b		<p><b>How well do you expect Defence will meet its responsibilities to the agreed schedule/timelines in the next period?</b></p> <p><i>NB: Where an Exemplar rating is selected, additional justification is required and is to be considered by your Manager during the Assessment approval stage.</i></p>	<b>Exemplar [Justification]</b>	Defence's business practices will set a new precedent for time management practices and will enable a step change in performance.	Delivery performance and Executive overview answer options  Column 2 in Measurement Scales table
			<b>Excellent</b>	Not only will all Defence tasks be delivered on time, but schedule risk will be reduced for Industry.	
			<b>On Target</b>	All Defence tasks will be delivered on time.	
			<b>Acceptable</b>	All Defence tasks will be delivered within agreed timing tolerances, or with delays that will not impact Industry.	
			<b>Not on Target</b>	Some Defence tasks will not be delivered on time, due to general delay or rework that will slightly impact Industry.	
			<b>Corrective Action</b>	Several Defence tasks will not be delivered on time, with moderate impact to Industry. Will need action to address.	
			<b>Unsustainable</b>	Most Defence tasks will not be delivered on time, causing a major impact to Industry. Will require executive intervention to address.	
			<b>Critical</b>	Defence tasks will not be delivered on time, causing an unrecoverable impact on overall delivery. Action must be taken by executive for immediate rectification.	
3c		Please provide comments on Defence's Time Performance over the Reporting Period.			Text 250 Characters
Performance – Cost 4a	Performance - Cost	<p><b>How well did Defence manage activities that impacted Industry costs?</b></p> <p><i>NB: Where an Exemplar rating is selected, additional justification is required and is to be considered by your Manager during the Assessment approval stage.</i></p>	<b>Exemplar [Justification]</b>	Defence's business practices set a new precedent for cost management and have enabled a step change in performance.	Delivery performance and Executive overview answer options  Column 2 in Measurement Scales table
			<b>Excellent</b>	Not only has Defence effectively managed and understood cost drivers, activities have supported a reduction in financial risk to Industry.	
			<b>On Target</b>	Defence effectively managed and understood cost drivers.	
			<b>Acceptable</b>	Defence managed and understood cost drivers, but minor improvement to financial management will assist Industry.	

Measure Theme	Question Theme	Measurement Question	Response Options	Hover text	Remarks
			<b>Not on Target</b>	Defence occasionally lacked effective management or understanding of cost drivers, which slightly impacted Industry's ability to deliver.	
			<b>Corrective Action</b>	Defence lacked effective management or understanding of cost drivers, which moderately impacted Industry. Needs action to address.	
			<b>Unsustainable</b>	Defence mismanaged or misunderstood cost drivers, which significantly impacted Industry. Requires executive intervention to address.	
			<b>Critical</b>	Defence ignored or completely misunderstood cost drivers, which has detrimentally affected Industry.	
<b>4b</b>		<b>How well do you expect Defence will manage activities that may impact Industry costs in the next period?</b>	<b>Exemplar</b>	Defence's business practices will set a new precedent for cost management and will enable a step change in performance.	Delivery performance and Executive overview answer options
			<b>Excellent</b>	Not only will Defence effectively manage and understand cost drivers, activities will support a reduction in financial risk to Industry.	Column 2 in Measurement Scales table
			<b>On Target</b>	Defence will effectively manage and understand cost drivers.	
			<b>Acceptable</b>	Defence will manage and understand cost drivers, but minor improvement to financial management will assist Industry.	
			<b>Not on Target</b>	Defence will occasionally lack effective management or understanding of cost drivers, which will slightly impact Industry's ability to deliver.	
			<b>Corrective Action</b>	Defence will lack effective management or understanding of cost drivers, which will moderately impact Industry. Will need action to address.	
			<b>Unsustainable</b>	Defence will mismanage or misunderstand cost drivers, which will significantly impact Industry. Will require executive intervention to address.	
			<b>Critical</b>	Defence will ignore or completely misunderstand cost drivers, which will detrimentally affect Industry.	
<b>4c</b>		Please provide comments on Defence's Cost Performance over the Reporting Period.			Text 250 Characters

Measure Theme	Question Theme	Measurement Question	Response Options	Hover text	Remarks
Partnering 5a	Relationship effectiveness and reaction to feedback	<b>How effective was Defence's relationship with the Industry Partner?</b>	<b>Above expectations</b>	Deep trust by Defence. Complete understanding of Industry's needs. Actively seeks feedback and acts accordingly.	Relationship performance answer options  Column 3 in Measurement Scales table
			<b>As expected</b>	Good trust by Defence and seeks to understand Industry's needs. Accepts feedback and acts accordingly.	
			<b>Below expectations</b>	Defence has some reservations but tries to understand Industry's needs. Feedback not accepted well.	
			<b>Not acceptable</b>	Interactions are transactional. There is no demonstrated interest from Defence in building a relationship or understanding Industry's needs. Feedback met with negativity.	
5b	Integration	<b>How well did the Defence Partner coordinate with other parts of Defence, defence industry and government to support performance?</b>	<b>Above expectations</b>	Defence understands external influences on contract performance and proactively coordinates with others.	Relationship performance answer options  Column 3 in Measurement Scales table
			<b>As expected</b>	Defence coordinates with others when there is evidence of external influences on contract performance.	
			<b>Below expectations</b>	Defence only coordinates with others when requested to by Industry.	
			<b>Not acceptable</b>	Defence never coordinates with others, even when Industry identifies external influences affecting contract performance.	
5c		Please provide comments on Defence's Partnering Performance over the Reporting Period. (Optional)			Text 250 Characters
Agility 6a	Collaboration	<b>When circumstances changed, how well did Defence collaborate with Industry?</b>	<b>Above expectations</b>	Defence consistently engages with Industry, to understand Industry's ability to respond to change and to provide all the information needed. Defence actively considers advice before deciding, ensuring Industry is not adversely impacted.	Relationship performance answer options  Column 3 in Measurement Scales table
			<b>As expected</b>	Defence seeks and considers advice from Industry and ability to effectively respond to change before deciding.	
			<b>Below expectations</b>	Defence doesn't regularly seek advice from Industry or doesn't consider Industry's ability to respond to the change. Advice offered isn't always genuinely considered before deciding.	
			<b>Not acceptable</b>	Defence rarely or never approaches Industry for advice, and doesn't consider Industry's ability to respond to change	
6b	Removed		<b>Above expectations.</b>		
			<b>As expected</b>		
			<b>Below expectations</b>		
			<b>Not acceptable</b>		
6c	Speed of Decision-making cycle	<b>How timely was Defence's decision-making?</b>	<b>Above expectations</b>	Defence routinely makes prompt decisions and provides ample notice for Industry to respond appropriately.	Relationship performance answer options  Column 3 in Measurement Scales table
			<b>As expected</b>	Defence regularly makes decisions in a timely manner and provides enough notice for Industry to respond appropriately.	
			<b>Below expectations</b>	Defence doesn't regularly make decisions in a timely manner, but occasionally provides enough notice for Industry to respond appropriately.	
			<b>Not acceptable</b>	Defence rarely or never makes decisions in a timely manner and rarely or never provides enough notice for Industry to respond appropriately.	



Measure Theme	Question Theme	Measurement Question	Response Options	Hover text	Remarks
6d		Please provide comments on Defence's Performance when circumstances change			Text 250 Characters

Measure Theme	Question Theme	Measurement Question	Response Options	Hover text	Remarks
Support to Capability 7a	Best for project or product	<b>How well did Defence balance time, cost and quality performance considerations in support of best-for-project/product/service outcomes?</b>	<b>Above expectations</b>	Defence demonstrates a strong focus on getting the balance right through consistent trade-off considerations.	Relationship performance answer options  Column 3 in Measurement Scales table
			<b>As expected</b>	Defence regularly focuses on balance through trade-off considerations.	
			<b>Below expectations</b>	Defence doesn't regularly focus on balance through trade-off considerations.	
			<b>Not acceptable</b>	Defence provides no focus on what is best for the project/product/service outcome.	
7b	Improvement	<b>How well did Defence enable Industry to improve and innovate?</b>  <i>NB: Utilising new ideas and creative thought to apply better solutions that meet new requirements, unarticulated needs, or existing needs of Defence.</i>	<b>Above expectations</b>	Defence proactively encourages and enables Industry to improve or innovate, with measurable benefits returned to the Defence Sector.	Relationship performance answer options  Column 3 in Measurement Scales table
			<b>As expected</b>	Defence encourages and enables Industry to improve or innovate, with expected benefits to the Defence Sector.	
			<b>Below expectations</b>	Defence doesn't encourage or enable Industry to improve or innovate. Could benefit from added support.	
			<b>Not acceptable</b>	Defence practices inhibit Industry's ability to improve or innovate.	
7c	Australian Industry Participation	<b>How reasonable was Defence's expectations for Australian industry participation?</b>  <i>NB: Activities may be reflected in any formal or any informal agreement; including any or all agreements for Australian Industry Capability, Local Industry Components and Indigenous Procurement.</i>	<b>Above expectations</b>	Defence actively supports and engages in providing technical and commercial flexibility to enable development of Australian industry.	Relationship performance answer options  Column 3 in Measurement Scales table
			<b>As expected</b>	Defence encourages and provides no intentional or unintentional barriers to enable development of Australian industry.	
			<b>Below Expectations</b>	Defence lacks sufficient focus or support to enable development of Australian industry.	
			<b>Not acceptable</b>	Defence practices or neglect of responsibilities impede development of Australian industry.	
7d		Please provide comments on Defence's Performance to support capability.			Text 250 Characters
Overall Performance		Identify major focus areas for Defence.			
8a	Opportunities	<b>What opportunities could Defence explore in the next reporting period?</b>			Text 250 Characters
8b	Risks	<b>What risks may impact Defence's performance in the next reporting period?</b>			Text 250 Characters

**Part B3 & B4: Review Industry Performance**

Defence to assess and Industry to self-assess

Measure Theme	Question Theme	Measurement Question	Response Options	Hover Text	Remarks
Performance - Quality 9a	Performance – Delivery quality	<p><b>How well did Industry deliver against agreed requirements?</b></p> <p><i>NB: Where an Exemplar rating is selected, additional justification is required and is to be considered by your Manager during the Assessment approval stage.</i></p>	<b>Exemplar</b>	Industry delivered a new benchmark for goods or service functionality and compliance, resulting in a step change in performance.	Delivery performance and Executive overview answer options  Column 2 in Measurement Scales table
			<b>Excellent</b>	Industry exceeded the functional and compliance requirements, delivering an increased level of goods or service.	
			<b>On Target</b>	Industry achieved the agreed functional and compliance requirements for the goods or service.	
			<b>Acceptable</b>	Industry achieved the agreed functional and compliance requirements, but general practices could be improved.	
			<b>Not on Target</b>	Industry did not achieve some of the agreed functional or compliance requirements, but gaps can easily be rectified.	
			<b>Corrective Action</b>	Industry did not achieve some of the agreed functional or compliance requirements. Requires some dedicated activity to rectify.	
			<b>Unsustainable</b>	Industry's delivery against functional or compliance requirements was poor. Requires executive intervention to address.	
			<b>Critical</b>	Industry's lack of delivery against functional or compliance requirements has significantly affected goods or service. Action must be taken by executive for immediate rectification.	
9b	Removed	.	<b>Exemplar</b>		
			<b>Excellent</b>		
			<b>On Target</b>		
			<b>Acceptable</b>		
			<b>Not on Target</b>		
			<b>Corrective Action</b>		
			<b>Unsustainable</b>		
			<b>Critical</b>		
9c		<p><b>How well do you expect Industry will deliver against the agreed requirements in the next period?</b></p> <p><i>NB: Where an Exemplar rating is selected, additional justification is required and is to be considered by your Manager during the Assessment approval stage.</i></p>	<b>Exemplar</b>	Industry will deliver a new benchmark for goods or service delivery, resulting in a step change in performance.	Delivery performance and Executive overview answer options  Column 2 in Measurement Scales table
			<b>Excellent</b>	Industry will exceed requirements, delivering an increased level of goods or service.	
			<b>On Target</b>	Industry will achieve the agreed delivery requirements for the goods or service.	
			<b>Acceptable</b>	Industry will achieve the agreed delivery requirements, but general practices will need to be improved.	
			<b>Not on Target</b>	Industry will not achieve some of the agreed delivery requirements, but gaps can easily be rectified.	
			<b>Corrective Action</b>	Industry will not achieve some of the agreed delivery requirements. Will require some dedicated activity to rectify.	
			<b>Unsustainable</b>	Industry's level of delivery requirements will be poor. Will require executive intervention to address.	
			<b>Critical</b>	Industry's inability to meet delivery requirements will significantly affect goods or service. Action will need to be taken by executive for immediate rectification.	
9d		Please provide comments on Industry's Quality Performance over the Reporting Period.			Text 250 Characters

<b>Performance – Time</b> <b>10a</b>	Performance - Time	<b>How well did Industry deliver against the agreed schedule/timelines?</b>  <i>NB. Schedule impact beyond Industry's control should not be considered.</i>  <i>NB: Where an Exemplar rating is selected, additional justification is required and is to be considered by your Manager during the Assessment approval stage.</i>	<b>Exemplar</b>	Industry's business practices set a new benchmark for time management and have enabled a step change in performance.	Delivery performance and Executive overview answer options  Column 2 in Measurement Scales table
			<b>Excellent</b>	Not only have all Industry tasks been delivered on time, but schedule risk has been reduced for Defence.	
			<b>On Target</b>	All Industry tasks have been delivered on time.	
			<b>Acceptable</b>	All Industry tasks have been delivered within agreed timing tolerances, or with delays that have not impacted Defence.	
			<b>Not on Target</b>	Some Industry tasks were not delivered on time, due to general delay or rework that has slightly impacted Defence.	
			<b>Corrective Action</b>	Several Industry tasks were not delivered on time, with moderate impact to Defence. Needs action to address.	
			<b>Unsustainable</b>	Most Industry tasks were not delivered on time, causing a major impact to Defence. Requires executive intervention to address.	
			<b>Critical</b>	Industry tasks were not delivered on time, causing an unrecoverable impact on overall delivery. Action must be taken by executive for immediate rectification.	
<b>10b</b>		<b>How well do you expect Industry will deliver against the agreed schedule/timelines in the next period?</b> <i>NB: Where an Exemplar rating is selected, additional justification is required and is to be considered by your Manager during the Assessment approval stage.</i>	<b>Exemplar</b>	Industry's business practices will set a new precedent for time management practices and will enable a step change in performance.	Delivery performance and Executive overview answer options  Column 2 in Measurement Scales table
			<b>Excellent</b>	Not only will all Industry tasks be delivered on time, but schedule risk will be reduced for Defence.	
			<b>On Target</b>	All Industry tasks will be delivered on time.	
			<b>Acceptable</b>	All Industry tasks will be delivered within agreed timing tolerances, or with delays that will not impact Defence.	
			<b>Not on Target</b>	Some Industry tasks will not be delivered on time, due to general delay or rework that will slightly impact Defence.	
			<b>Corrective Action</b>	Several Industry tasks will not be delivered on time, with moderate impact to Defence. Needs action to address.	
			<b>Unsustainable</b>	Most Industry tasks will not be delivered on time, causing a major impact to Defence. Will require executive intervention to address.	
			<b>Critical</b>	Industry tasks will not be delivered on time, causing an unrecoverable impact on overall delivery. Action will need to be taken by executive for immediate rectification.	
<b>10c</b>		Please provide comments on Industry's Time Performance.		Text 250 Characters	
<b>Performance – Cost</b> <b>11a</b>	Performance - Cost	<b>How well did Industry manage costs within the agreed scope?</b>  Fixed Price contracts to be marked as On Target or assess the level of appropriateness for price variations over the reporting period.  <i>NB: Where an Exemplar rating is selected, additional justification is required and is to be considered by your Manager during the Assessment approval stage.</i>	<b>Exemplar</b>	Industry's business practices set a new precedent for cost management and have enabled a step change in forecasting and control of cost.	Delivery performance and Executive overview answer options  Column 2 in Measurement Scales table
			<b>Excellent</b>	Very effective forecasting and control of costs by Industry have reduced financial risk to Defence.	
			<b>On Target</b>	Industry met financial targets through effective forecasting and control.	
			<b>Acceptable</b>	Industry met financial targets, but minor improvement to forecasting or control will assist Defence.	
			<b>Not on Target</b>	Industry did not meet some financial targets, but gaps can be easily rectified.	
			<b>Corrective Action</b>	Industry did not meet some financial targets, which impacted Defence. Needs action to address.	
			<b>Unsustainable</b>	Industry's poor forecasting or control has created a significant financial impact to Defence. Requires executive intervention to address.	
			<b>Critical</b>	Industry's unacceptable level of financial management has resulted in an unrecoverable position for Defence. Action must be taken by executive for immediate rectification.	

11b		How well do you expect Industry will manage costs in the next period?	<b>Exemplar</b>	Industry's business practices will set a new precedent for cost management and will enable a step change in forecasting and control of cost.	Delivery performance and Executive overview answer options  Column 2 in Measurement Scales table
			<b>Excellent</b>	Very effective forecasting and control of costs by Industry will reduce financial risk to Defence.	
			<b>On Target</b>	Industry will meet financial targets through effective forecasting and control.	
			<b>Acceptable</b>	Industry will meet financial targets, but minor improvement to forecasting or control will assist Defence.	
			<b>Not on Target</b>	Industry will not meet some financial targets, but gaps can be easily rectified.	
			<b>Corrective Action</b>	Industry will not meet some financial targets, which will impact Defence. Will need action to address.	
			<b>Unsustainable</b>	Industry's poor forecasting or control will create a significant financial impact to Defence. Will require executive intervention to address.	
			<b>Critical</b>	Industry's unacceptable level of financial management will result in an unrecoverable position for Defence. Action will need to be taken by executive for immediate rectification.	
11c		Please provide comments on Industry's cost management Performance.			Text 250 Characters
Partnering 12a	Confidence	How effective was Industry's relationship with the Defence Partner?	<b>Above expectations</b>	Deep trust by Industry. Complete understanding of Defence's needs. Actively seeks feedback and acts accordingly.	Relationship performance answer options  Column 3 in Measurement Scales table
			<b>As expected</b>	Good trust by Industry and seeks to understand Defence's needs. . Accepts feedback and acts accordingly.	
			<b>Below expectations</b>	Industry has some reservations but tries to understand Defence's needs. Feedback not accepted well.	
			<b>Not acceptable</b>	Interactions are transactional. There is no demonstrated interest from Industry in building a relationship or understanding Defence's needs. Feedback met with negativity.	
12b	Integration	How well did the Industry Partner coordinate with other parts of defence industry, Defence and government to support performance?	<b>Above expectations</b>	Industry understand external influences on contract performance and proactively coordinates with others to increase value-for-money to Defence.	Relationship performance answer options  Column 3 in Measurement Scales table
			<b>As expected</b>	Industry coordinates with others when there is evidence of external influences on contract performance.	
			<b>Below expectations</b>	Industry only coordinates with others when requested to by Defence.	
			<b>Not acceptable</b>	Industry never coordinates with others, even when Defence identifies external influences affecting contract performance.	
12c		Please provide comments on Industry's Partnering Performance over the Reporting Period			Text 250 Characters
Agility 13a	Collaboration	When circumstances changed, how well did Industry collaborate with Defence?	<b>Above expectations</b>	Industry always provides trusted and accurate advice, without the need for additional information or clarification. Routinely and proactively re-prioritises activities to meet changing circumstances.	Relationship performance answer options  Column 3 in Measurement Scales table
			<b>As expected</b>	Industry regularly provides trusted advice, without the need for additional information or clarification. Regularly re-prioritises activities to meet changing circumstances.	
			<b>Below expectations</b>	Industry doesn't regularly provide trusted advice to Defence. Additional information or clarification is sometimes needed. Does not willingly re-prioritise activities to meet changing circumstances, unless encouraged by Defence.	
			<b>Not acceptable</b>	Industry rarely or never provides trusted advice to Defence. Never or rarely re-prioritises activities to meet changing circumstances.	
13b	Removed		<b>Above expectations</b>		
			<b>As expected</b>		
			<b>Below expectations</b>		
			<b>Not acceptable</b>		
13c	Speed of the Decision-making cycle		<b>Above expectations</b>	Industry routinely provides prompt responses to change, providing ample notice for Defence to maximise benefit from the change.	Relationship performance answer options

		<b>How well did Industry respond to agreed changes and timeframes?</b>	<b>As expected</b>	Industry regularly responds to change within the agreed time, providing sufficient time for Defence to benefit from the change.	Column 3 in Measurement Scales table
			<b>Below expectations</b>	Industry occasionally responds to change within the agreed time and sometimes provides enough time for Defence to benefit from the change.	
			<b>Not acceptable</b>	Industry rarely or never responds to change within the agreed time. Defence is usually negatively impacted by the change.	
<b>13d</b>		Please provide comments on Industry's agility over the Reporting Period(Optional)			Text 250 Characters
<b>Support to Capability</b> <b>14a</b>	Best for project or product	<b>How well did Industry balance time, cost and quality performance considerations in support of best-for-project/product/service outcomes?</b>	<b>Above expectations</b>	Industry demonstrates a strong focus on getting the balance right through consistent trade-off considerations.	Relationship performance answer options
			<b>As expected</b>	Industry regularly focuses on balance through trade-off considerations.	Column 3 in Measurement Scales table
			<b>Below expectations</b>	Industry doesn't regularly focus on balance through trade-off considerations.	
			<b>Not acceptable</b>	Industry provides no focus on what is best for the project/product/service outcome.	
<b>14b</b>	Improvement	<b>How well did Industry foster an innovative, improvement-oriented environment?</b>  <i>NB: An environment which encourages the utilisation and development of new ideas and creative thought to apply better solutions that meet new requirements, unarticulated needs, or existing needs of Defence.</i>	<b>Above expectations</b>	Industry demonstrates strong commitment to improvement or innovation, leading to an enhanced continuous-improvement culture.	Relationship performance answer options
			<b>As expected</b>	Industry implements improved performance activities and innovative practices that create increased value to Defence.	Column 3 in Measurement Scales table
			<b>Below expectations</b>	Industry has introduced a few improvements that have been of some value. Level of commitment is lower than expected.	
			<b>Not acceptable</b>	Industry has not put any focus on seeking improved performance activities or innovation. Overall, practices have remained stagnant or have deteriorated.	

Measure Theme	Question Theme	Measurement Question	Response Options	Hover Text	Remarks
<b>14c</b>	Australian Industry participation	<b>How well did Industry achieve Australian industry participation?</b>  <i>NB: Agreed plans means any formal or any informal agreement; including any or all agreements for Australian Industry Capability, Local Industry Content and Indigenous Procurement.</i>	<b>Above expectations</b>	Industry actively invests additional resources into driving industry participation and development.	Behavioural Answer Options  Column 2 in Measurement Scales table
			<b>As expected</b>	Industry delivers against Defence's participation and development expectations, with measurable benefits to Australian Industry.	
			<b>Below expectations</b>	Industry hasn't fully met agreed plans. Further effort is required to achieve participation and/or development of Australian Industry.	
			<b>Not acceptable</b>	Industry has provided minimal to no effort in meeting agreed plans. Does not seem committed to or able to support local or domestic industry.	
<b>14d</b>		Please provide comments on Industry's behavioural performance over the last Reporting Period (Optional)			Text 250 Characters
<b>Overall performance</b>					
<b>15a</b>	Opportunities	<b>What opportunities could Industry explore in the next reporting period?</b>			Text 250 Characters
<b>15b</b>	Risks	<b>What risks may impact Industry's performance in the next reporting period?</b>			Text 250 Characters

**PART C1: ROUND SPECIFIC SYSTEMIC ISSUES**

Measure Theme	Question Theme	Measurement Question	Options	Level of Impact Options/ Selection Guidance	
<b>Systemic Issue 16a</b>	<b>Drivers of schedule risk</b>  Results show that schedule performance is the most common delivery risk area for both Defence and Industry. To help understand what might be causing this systemic issue, please rank up to five top drivers of schedule risk in both Defence and Industry.	<b>What are the top drivers of schedule risk for Defence and Industry?</b>	Number input	Please rank up to five top drivers of schedule risk	
				Scope creep	
				Inadequate skills in Defence	
				Inadequate skills in Industry	
				Ineffective communication	
				Cost and quality are prioritised ahead of schedule	
				Insufficient numbers of people in Defence	
				Insufficient numbers of people in Industry	
				Decision rights not delegated low enough in Defence	
				Decision rights not delegated low enough in Industry	
				Limitations of Defence IT systems	
				Underperforming supply chain	
				Technological complexity of the requirements/deliverables	
				Interdependencies with other schedules	
				Compliance requirements (such as ITAR, technical regulation)	
Unrealistic expectations					
Other					

## PART D2: MANAGER ENDORSEMENT AND SUBMISSION

Measure Theme	Measurement Question	Response Options	Hover Text	Remarks
Executive assessment of Defence's Performance 17a	Overall, how well did Defence perform in this reporting period?	Excellent	Ideal partner. Went above and beyond to support Industry Partner outcomes requirements.	Time, Cost, Quality and Executive Answer Options  Column 1 in Measurement Scales table  (Nb. No Exemplar rating is included for Executive overview)
		On Target	Good partner. Met all expectations to support Industry Partner outcome requirements.	
		Acceptable	Good partner, with some areas of improvement that would assist the Industry Partner	
		Not on Target	Would be a good partner, but either over-delivery or insufficient delivery had a negative impact on the Industry Partner.	
		Corrective Action	Would be a good partner with increased internal investment, underperformance is still within the partner's control to remediate.	
		Unsustainable	Poor partner, causing significant performance challenges for the Industry Partner.	
		Critical	Unacceptable level of performance that cannot be continued.	
17b	How well do you expect Defence to perform in the next reporting period?	Excellent	Ideal partner. Will continue to go above and beyond to support Industry Partner outcomes requirements.	Time, Cost, Quality and Executive Answer Options  Column 1 in Measurement Scales table  (Nb. No Exemplar rating is included for Executive overview)
		On Target	Good partner. Will continue to meet all expectations to support Industry Partner outcome requirements.	
		Acceptable	Good partner, will continue to require some areas of improvement that would assist the Industry Partner.	
		Not on Target	Would be a good partner, but will continue to either over-deliver or under deliver and have a negative impact on the Industry Partner.	
		Corrective Action	Would be a good partner with increased internal investment, underperformance is still within the partner's control to remediate.	
		Unsustainable	Poor partner, will continue to cause significant performance challenges for the Industry Partner.	
		Critical	Will continue to provide an unacceptable level of performance that cannot be continued.	
17c	Additional comments from a Branch head / General Manager perspective.	Text box	Nil required.	500 characters
Executive assessment of Industry's Performance 18a	Overall, how well did Industry perform in this reporting period?	Excellent	Ideal partner. Went above and beyond to support Defence Partner outcomes requirements.	Time, Cost, Quality and Executive Answer Options  Column 1 in Measurement Scales table  (Nb. No Exemplar rating is included for Executive overview)
		On Target	Good partner. Met all expectations to support Defence Partner outcome requirements.	
		Acceptable	Good partner, with some areas of improvement that would assist the Defence Partner	
		Not on Target	Would be a good partner, but either over-delivery or insufficient deliver had a negative impact on the Defence Partner.	
		Unsustainable	Poor partner, causing significant performance challenges for the Defence Partner.	
		Corrective Action	Would be a good partner with increased internal investment, underperformance is still within the partner's control to remediate.	
		Critical	Unacceptable level of performance that cannot be continued.	
18b	How well do you expect Industry to perform in the next reporting period?	Excellent	Ideal partner. Will continue to go above and beyond to support Defence Partner outcomes requirements.	Time, Cost, Quality and Executive Answer Options  Column 1 in Measurement Scales table  (Nb. No Exemplar rating is included for Executive overview)
		On Target	Good partner. Will continue to meet all expectations to support Defence Partner outcome requirements.	
		Acceptable	Good partner, will continue to require some areas of improvement that would assist the Defence Partner	
		Not on Target	Would be a good partner, but will continue to either over-delivery or under deliver and have a negative impact on the Defence Partner.	
		Corrective Action	Would be a good partner with increased internal investment, underperformance is still within the partner's control to remediate.	
		Unsustainable	Poor partner, will continue to cause significant performance challenges for the Defence Partner.	
		Critical	Will continue to provide an unacceptable level of performance that cannot be continued.	
18c	Additional comments from a Branch head / General Manager perspective.	Text box	Nil required.	500 characters