

## About Management Reports

Management reports provide a **snapshot** of Industry Partner / Group / Division / Branch recent performance benchmarked against previous rounds. The aim is to provide a **portfolio view** to the decision makers on the performance and quickly point to areas of opportunity to optimise future performance.



### Conversation opportunity

#### With your team:

- Discuss entity's overall performance over time. Is it trending in the right direction? If not, why not?
- Discuss key areas of concern / opportunity that need to be addressed and/or positive performance that should be recognised and celebrated

Report name, Round and date reference.

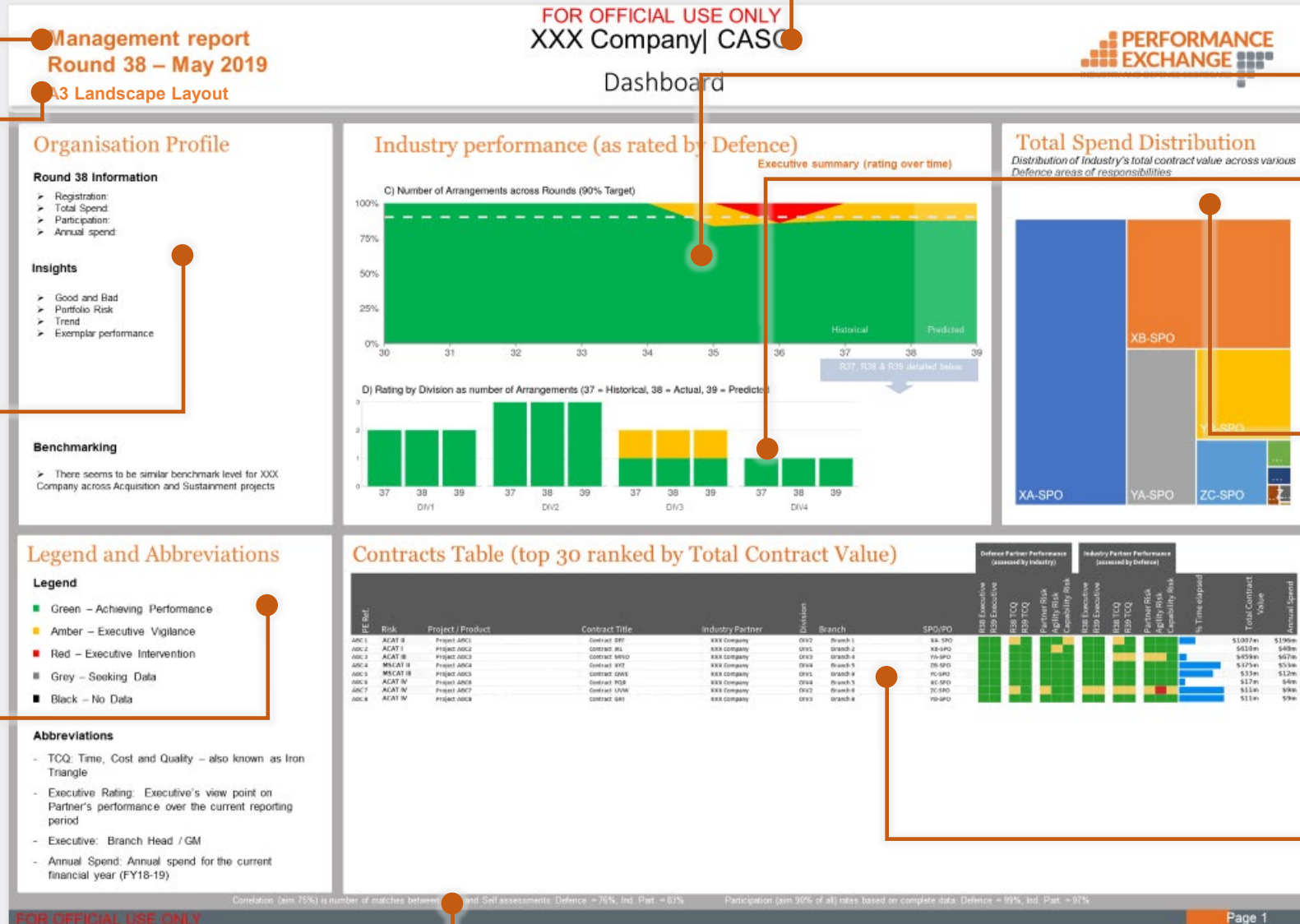
Reports are designed to be printed in A3 in landscape

Industry Partner / Group / Division / Branch key performance insights are highlighted here:

- R38 Information
- Performance insights and trends since previous rounds
- Benchmarking against competition (only applicable for Industry Partners)

Details on the **Legend** for the colour scales and key **abbreviations** used in this report to help with faster interpretation

Round 38 performance in regards to Correlation and Participation metrics against agreed target levels



Name of the Industry Partner or Defence Group / Division / Branch the report relates to

Executive Assessment of Partner's performance:

- **TOP** - Overall Performance (by proportion) comparison of current round against previous rounds and a target level of 90%
- **BOTTOM** - Overall Performance (by numbers) comparison by Division / Branch / SPO for R37 (Historic), R38 (Actual), and R39 (predicted). **Red** and/or **Amber** in charts helps to quickly identify areas of risks.

See Page 2 for more detail

**For Industry Partner:** This section demonstrates the size of the Industry Partner's arrangements relative to various Defence areas of responsibilities

**For Defence Partner:** This section demonstrates the distribution of the total arrangements across various Industry partners.

Bigger box means bigger arrangement in value

Boxes without text show the relative value of remaining arrangements, however only highest value arrangement titles are displayed

Industry Partner / Group / Division / Branch top contract arrangements (top 30 by value if more than 30 arrangements) performance details are represented here.

See Page 4 for more detail

**Missing data:** If colour scales are grey then data has not been provided by the corresponding peer entity.

Note: Self assessment data is not included in this report

About the **Delivery performance breakdown page**

This page describes the performance of the Industry Partner / Group / Division / Branch on the key metrics of **Time, Cost and Quality (TCQ)** based on peer assessments



**Conversation opportunity**

**With your team:**

- Recognise good TCQ performance and identify areas of concern / opportunity for future performance

**With your Defence/Industry partner:**

- Recognise good TCQ performance from your partner
- Discuss areas where better partner performance will allow you to achieve your target performance

LEFT Side – Defence’s Performance as assessed by Industry

Insights for the Defence Group / Division / Branch derived from its performance on TCQ parameters

Arrangement-level performance results on **Page 4** can be used to identify which arrangement(s) received **Red** or **Amber** ratings for Time, Cost and/or Quality, to enable the relevant partner to investigate and address the reason for the performance rating.

RIGHT Side – Industry’s Performance as assessed by Defence

Insights for the Industry Partner derived from its performance on TCQ parameters

Executive’s peer assessment of Partner’s performance:

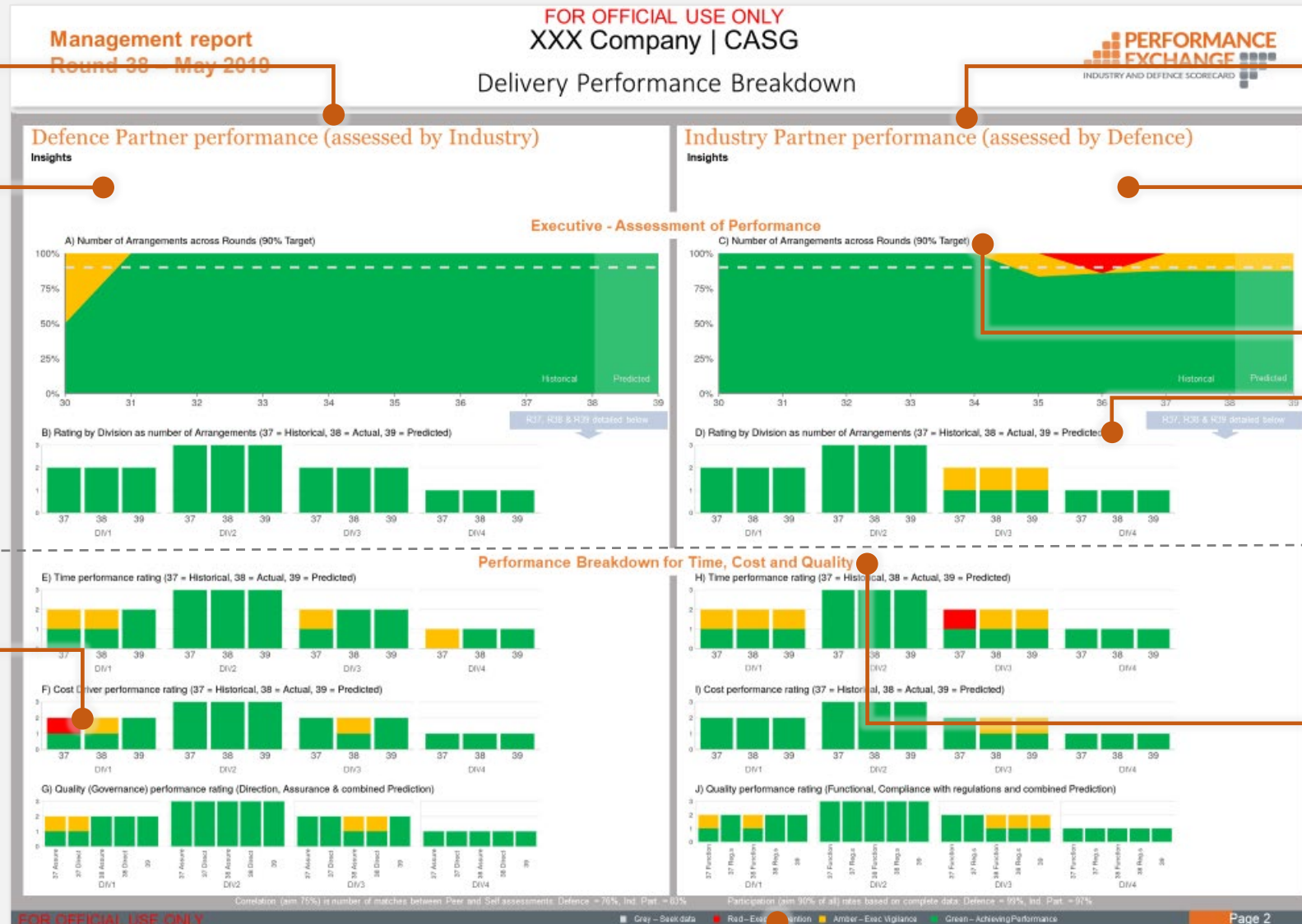
- **TOP** – Overall Performance (by proportion) comparison of current round against previous rounds
- **BOTTOM** – Overall Performance (by numbers) comparison by Division / Branch / SPO for R37 (Historic), R38 (Actual), and R39 (predicted) Quality

Executive Summary ↑

Detailed Assessment ↓

Results compared by Division / Branch / SPO for R37 (Historic), R38 (Actual), and R39 (predicted), against:

1. Time
2. Cost
3. Quality



This is the **Legend** for the colour scales used in this report.

The colour scale has been converted from 8 point scale to 3 point scale (Red, Amber, Green) to provide fast interpretation of results and to direct Executive focus on areas of required attention

8 Point Scale	5 RAG	3 RAG
Exemplar	Blue	Green
Excellent	Purple	Green
On Target	Green	Green
Acceptable	Amber-Green	Green
Not on target	Amber	Amber
Corrective Action	Amber-Red	Amber
Unsustainable	Red	Red
Critical	Red	Red
NA/NP	Grey	Grey



About the Relationship performance breakdown page

This page describes the correlation between Partnership and Iron Triangle (TCQ) performance of the Industry Partner / Group / Division / Branch. It is intended to help guide decision makers to quickly identify opportunities to build on good performance or improve areas of suboptimal relationship performance.



Conversation opportunity

With your team:

- To what extent is relationship performance affecting TCQ performance?
- Identify why relationship performance is good in some areas and what can be done to improve in others

With your Defence/Industry partner:

- Discuss how can relationship performance be improved with the partner

LEFT Side – Defence’s Performance as assessed by Industry

Insights for the Industry Partner / Group / Division / Branch derived from its partnership performance

Breakdown of Partner’s relationship performance by Division / Branch / SPO into:

- AGILITY RISK PERFORMANCE:** How well does the partner respond to changes?
- PARTNERING RISK PERFORMANCE:** How well does the partner demonstrate the principles of good mutual relationship?
- CAPABILITY RISK PERFORMANCE:** Capability Risk performance: How much has the partner contributed to improving capability?

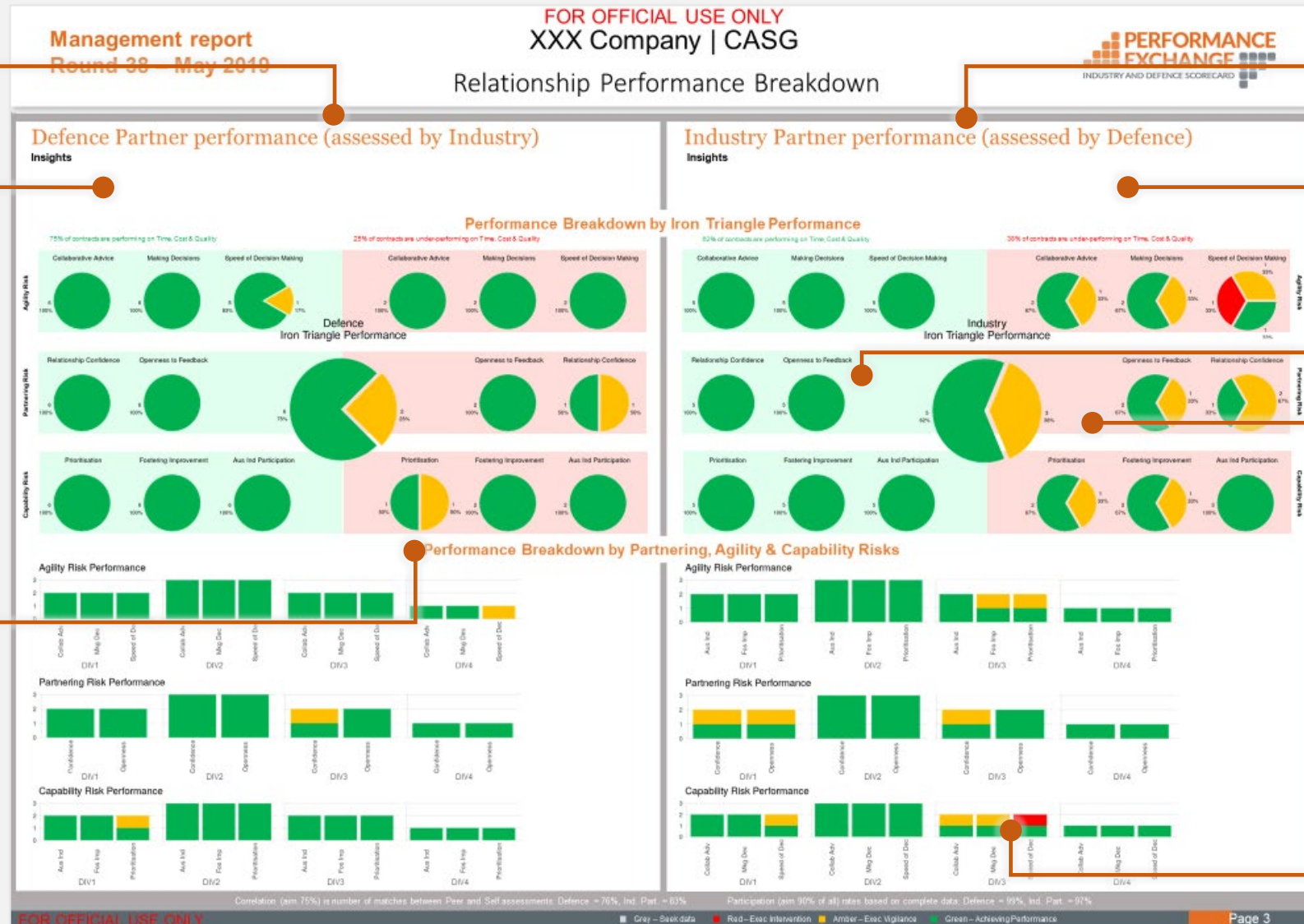
RIGHT Side – Industry’s Performance as assessed by Defence

Insights for the Industry Partner derived from its performance on TCQ parameters

Breakdown of Partner’s relationship performance based on Iron Triangle criteria:

- LEFT** – Arrangements that are performing well / or at low risk on Iron Triangle metrics
- RIGHT** – Arrangements that are underperforming / or at high risk on Iron Triangle metrics

Red and/or Amber results can be further investigated to understand the reason for the performance rating by identifying the particular arrangement(s) on Page 4 and then referring to the relevant PE Report for more detail.



**Conversation opportunity**  
With your team:  
• Using relevant PE Reports from your area, discuss performance of individual arrangements to investigate what is working and what needs to be improved

**Defence Partner's performance details for individual arrangements based on peer assessment for R38 (Actual) and R39 (predicted) as per the following metrics :**  
• Overall Executive Assessment (also includes comparison to R36)  
• Quality  
• Time  
• Cost  
• Partnership

**Industry Partner's performance details for individual arrangements based on peer assessment for R38 (Actual) and R39 (predicted) as per the following metrics :**  
• Overall Executive Assessment (also includes comparison to R36)  
• Quality  
• Time  
• Cost  
• Partnership

**Details of the individual arrangements managed by Industry Partner / Group / Division / Branch and their performance ratings as per peer assessment**

**End User performance rating for individual arrangements managed by Industry Partner / Group / Division / Branch based on peer assessment**

**Missing data:**  
• If colour scales are Grey then data has not been provided by the corresponding peer entity.  
• If colour scales are Black then that arrangement did not register for Round 37

For arrangements that have a **Red** or **Amber** for any performance metric, refer to the **PE Report** for that arrangement to investigate rationale for the rating



**About the Industry Partner benchmarking page**

The intent of this page is to **benchmark** the performance of the Industry Partner against its peers by comparing performance of the Industry Partner based on peer assessment for TCQ metrics and Partnership metrics. This page is only provided to Industry Partners, as it benchmarks their performance against their peers based on Defence's assessment



**Conversation opportunity**

**With your team:**

- Discuss what should be done to improve your performance relative to your peers. Could areas with strong relationship performance be leveraged to improve TCQ performance?
- Identify which sectors and value categories are performing well and where there are opportunities to improve performance?



Insights for the Industry Partner derived from its external benchmarking

Definition of the Tiers of Industry Partners

Industry Tiers are classified by the amount of \$ in contract value they are committed to deliver to Defence:

- Tier 1: Top 10%
- Tier 2: Between 10% and 50%
- Tier 3: Bottom 50%

This section **externally benchmarks** the performance of the Industry Partner **against its peers** on TCQ as well as Partnership metrics

- **INDUSTRY TIERS** – Performance comparison of Industry Partner against Tier 1, 2 and 3 competitors
- **CONTRACT TYPES** – Performance comparison of Industry Partner against all Acquisition and Sustainment arrangements separately

Insights for the Industry Partner derived from its internal benchmarking

Comparison of performance for the Industry partner based on the **Time, Cost and Quality** metrics

Comparison of performance for the Industry partner based on the **relationship** metrics

This section **internally benchmarks** the performance of the Industry Partner across TCQ as well as Partnership metrics:

- **ACROSS SECTORS** – Performance analysis of Industry Partner by various sectors it operates in
- **ACROSS VALUE CATEGORIES** – Performance comparison of Industry Partner across all the value categories of arrangements it has with Defence