

Assessing DMO performance with the 360° View ScoreCard

Use of the 360° View ScoreCard

Your assessment will be used to provide the DMO with feedback about our performance from an industry perspective.

DMO executives and managers will have access to the 360° View ScoreCards to enable them to respond to the ratings and any comments made by contractors.

The DMO will treat your individual feedback as commercial-in-confidence information.

Aggregate results and individual comments may be used, without attribution, as part of DMO performance reporting.

Purpose

This guide seeks to:

help you as a contractor to the DMO to rate the performance of DMO Project Offices (ie those project offices, program offices and other business units which manage acquisition and in service support contracts with you) using the 360° View ScoreCard program, and;

facilitate consistency in your assessments of DMO performance as contract and project managers.

Principles

Be as fair and as accurate as possible.

Score actual performance rather than make subjective judgements about behaviour.

Report only on the period covered by the assessment but note where performance is improving or deteriorating over time.

Provide comments in support of ratings. We ask that you comment on “Very Good”, “Marginal” or ‘Unsatisfactory” ratings in enough detail for DMO staff to identify areas of good practice and areas where there is scope for improvement, and to take action where required.

Be concise. The database has a 1000 character limit per category.

Performance Ratings

Eight categories of DMO Project Office and Program Management performance are rated – “Requirements Management”, “Cost Drivers”, “Schedule”, “Australian Industry Involvement”, “Contract and Project Management” and “Intellectual Property Management” , “Relationships” and “Strategic Reform Program” (SRP).

If a category does not apply to your contractual relationship with the DMO simply leave it blank. However you should rate the DMO’s performance against all applicable criteria.






Performance should be measured against the contractual obligation and behaviour of the DMO Project or Program Office during the rating period.

The rating system and grading criteria are described in more detail on the following pages.






Assistance

Further information about any aspect of the DMO 360° View ScoreCard program (and the related DMO Company ScoreCard Program) is available by calling the ScoreCards help desk by e-mailing: David.Jones7@defence.gov.au






Assessment guidance for the DMO 360° View ScoreCard Program
DMO 360° View ScoreCard rating symbols and grading criteria

RATING	SYMBOL	GRADING CRITERIA – Outcome expected
Very Good		Represented by a <i>purple star</i> indicating that DMO's Project or Program Office's performance exceeds all contractual requirements; has demonstrated a high standard of behaviour and as a result the overall success has exceeded expectations.
As Contracted		Represented by a <i>green light</i> indicating that DMO's Project or Program Office's performance meets all contractual requirements, and behaves to an appropriate standard and meets expected contractual outcomes.
Marginal		Represented by an <i>amber light</i> indicating that the DMO Project or Program Office is not meeting some contractual obligations; its behaviour is less than adequate and as a result the contract is not benefiting.
Unsatisfactory (showing improvement)		Represented by a <i>red light with white arrow up</i> indicating that the DMO Project or Program Office is failing to meet its obligations under the contract, but there is improvement and the possibility of recovery.
Unsatisfactory		Represented by a <i>red traffic light</i> indicating that the DMO Project or Program Office is failing to meet its obligations under the contract and its behaviour is uncooperative and unresponsive.


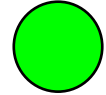
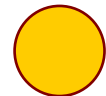


Assessment guidance for the DMO 360° View ScoreCard Program

CATEGORY / CRITERIA	ASSESSMENT GUIDANCE	RATING	RATING PARAMETERS
REQUIREMENTS MANAGEMENT			
<p>Assess the extent to which the DMO Project or Program Office understands, applies and manages the requirements.</p>	<p>Consider how the Project or Program Office manages our requirements of you as the contractor, how effectively it communicates changes in those requirements and how well it understands how this affects delivery.</p>	 PURPLE STAR (Very Good)	<p>Is highly effective in communicating the objectives of the principal documents to the prime contractor</p> <p>Demonstrates a superior understanding of the impact of requirements change on the contractor</p> <p>Is highly effective in managing requirements change</p> <p>Actively establishes and promotes effective requirements management processes and systems that flow across the contract/contractor boundaries</p> <p>Is highly effective in achieving stability of Commonwealth requirements following changes introduced by the Project Office</p> <p>Is highly effective in verifying, validating and accepting products being acquired under the contract</p>
		 GREEN LIGHT (As Contracted)	<p>Is effective in communicating the objectives of the principal documents to the prime contractor</p> <p>Demonstrates a sound understanding of the impact of requirements change on the contractor</p> <p>Is effective in managing requirements change</p> <p>Establishes and promotes the need for requirements management processes and system to flow across the contract/contractor boundaries</p> <p>Is effective in achieving stability of Commonwealth requirements</p> <p>Is effective in verifying, validating and accepting products being acquired under the contract</p>
		 AMBER LIGHT (Marginal)	<p>Is ineffective in communicating the objectives of the principal documents to the prime contractor</p> <p>Demonstrates a poor understanding of the impact of requirements change on the contractor</p> <p>Is ineffective in managing requirements change</p> <p>Is unable to establish effective requirements management processes and system to flow across the contract/contractor boundaries</p> <p>Is ineffective in achieving stability of Commonwealth requirements</p> <p>Is ineffective in verifying, validating and accepting products being acquired under the contract</p>
		 RED LIGHT + ARROW (Unsatisfactory Showing Improvement)  RED LIGHT (Unsatisfactory)	<p>Fails to communicate the objectives of the principal documents to the prime contractor</p> <p>Demonstrates no understanding of the impact of changing requirements on the contractor</p> <p>Fails to manage requirements change</p> <p>Fails to establish any effective requirements management processes and system to flow across the contract/contractor boundaries</p> <p>Fails to achieve requirements stability</p> <p>Fails to verify, validate and accept products being acquired under the contract</p>






Assessment guidance for the DMO 360° View ScoreCard Program

CATEGORY / CRITERIA	ASSESSMENT GUIDANCE	RATING	RATING PARAMETERS
<i>Cost Drivers</i>			
<p>Assess the DMO Project or Program Office's understanding of the significant cost drivers impacting on the success of the contract.</p> <p>Assess how the behaviour of the Project or Program Office may affect the contractor's ability to deliver within the contracted price.</p>	<p>Consider the Project or Program Office's performance:</p> <ul style="list-style-type: none"> Managing payment in accordance with the contract. Maintaining suitable business processes and behaviour which is sensitive to the cost drivers of the contract <p>Managing performance and financial guarantees in accordance with the contract.</p> <p>Making realistic requests for Contract or Engineering Change Proposals</p>	 <p>PURPLE STAR (Very Good)</p>	<p>Demonstrates a superior understanding of the cost drivers within the contract</p> <p>Is highly effective in managing/mitigating the risks to the contracted cost surrounding the cost drivers associated with Change Proposals</p> <p>Recognises and understands commercial realities and the seeks to mitigate the impact of the cost drivers on the contractor</p> <p>Demonstrates a superior ability to develop and articulate, realistic requests for Change Proposals</p> <p>Demonstrates a superior knowledge of the financial and performance guarantees within the contract and manages them with high efficiency.</p>
		 <p>GREEN LIGHT (As Contracted)</p>	<p>Demonstrates a sound understanding of the cost drivers within the contract</p> <p>Is effective in managing/mitigating the risks to the contracted cost surrounding the cost drivers associated with Change Proposals</p> <p>Recognises and understands commercial realities and the impact of the cost drivers on the contractor</p> <p>Demonstrates a sound ability to develop and articulate, realistic requests for Change Proposals</p> <p>Demonstrates a sound knowledge of the financial and performance guarantees within the contract and manages them efficiently</p>
		 <p>AMBER LIGHT (Marginal)</p>	<p>Demonstrates a limited understanding of the cost drivers within the contract</p> <p>Is ineffective in managing/mitigating the risks to the contracted cost surrounding the cost drivers associated with Change Proposals.</p> <p>Demonstrates a limited understanding of commercial realities and the impact of the cost drivers on the Contractor.</p> <p>Demonstrates a limited ability to develop and articulate, realistic requests for Change Proposals</p> <p>Demonstrates a limited knowledge of the financial and performance guarantees within contract and manages them poorly</p>
		 <p>RED LIGHT + ARROW (Unsatisfactory Showing Improvement)</p>  <p>RED LIGHT (Unsatisfactory)</p>	<p>Demonstrates no understanding of the cost drivers within the contract</p> <p>Fails to manage/mitigate the risks to the contracted cost surrounding the cost drivers associated with Change Proposals</p> <p>Is insensitive to the impact of change negotiation on the total cost of the contract</p> <p>Fails to recognises commercial realities and the impact of the cost drivers on the contractor</p> <p>Fails to demonstrates any ability to develop and articulate, realistic requests for Change Proposals</p> <p>Demonstrates no knowledge of the financial and performance guarantees leading to the detriment of the contract</p>






Assessment guidance for the DMO 360° View ScoreCard Program

CATEGORY / CRITERIA	ASSESSMENT GUIDANCE	RATING	RATING PARAMETERS
<i>Schedule</i>			
Assess the DMO Program or Project Office's ability to meet agreed milestones and monitor and review the contracted schedule.	Consider the Project or Program Office's performance in: <ul style="list-style-type: none"> Facilitating effective project start-up Maintaining the skills and systems necessary to effectively manage the contracted schedule Delivering its contracted obligations against contracted milestones. (eg: Government Furnished Information/ Data/ Equipment/ Material) Reviewing and responding to contractor submitted documentation, required for approval, in accordance with the contract 	 PURPLE STAR (Very Good)	Is highly effective in providing an allowance in the contract to accommodate contract start up Demonstrates a superior understanding and effectively communicates milestones with the contractor, including during contract initiation Has highly effective systems that ensure Government Furnished Equipment is delivered on time Has highly effective systems, processes and skills necessary to manage own performance against contracted milestones Is very responsive and exceeds timing obligations as agreed in the contract
		 GREEN LIGHT (As Contracted)	Is effective in providing an allowance in the contract to accommodate contract start up Demonstrates a sound understanding and communicates the milestones with the contractor, including during contract initiation Has adequate systems, processes and skills necessary to manage own performance against contracted milestones Is responsive and meets timing obligations as agreed in the contract
		 AMBER LIGHT (Marginal)	Is ineffective in allowing an allowance in the contract to accommodate contract start up Demonstrates a limited understanding and poorly communicates the milestones with the contractor, including during contract initiation Has limited systems, processes and skills necessary for managing own performance against contracted milestones Tries but fails to respond to timing obligations as agreed in the contract
		 RED LIGHT + ARROW (Unsatisfactory Showing Improvement)  RED LIGHT (Unsatisfactory)	Fails to provide any allowance in the contract to accommodate contract start up Fails to demonstrate any understanding and does not communicate the milestones with the contractor, including during contract initiation Has totally inadequate systems, processes and lacks skills necessary to manage own performance against contracted milestones Fails to respond to timing obligations as agreed in the contract






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<i>Australian Industry Involvement/Capability</i>			
Assess the DMO Project or Program Office's effectiveness in developing, describing and overseeing what the contractor needs to have done in country as part of the acquisition and through life support of the equipment, systems or services being procured.	Consider how well the Project or Program Office has helped the contractor to implement its obligations under the Australian Industry Involvement Plan.	 PURPLE STAR (Very Good)	Demonstrates a sound understanding of the ADF's requirements for in-country support beyond the current contracted requirement or single project, as well as the Commonwealth's requirements for industry development overall. Is highly effective in communicating the Commonwealth's policy and requirements for involving Australian industry Is highly effective in managing and monitoring the implementation of the AII Plan and assists the contractor to manage the AII Plan.
		 GREEN LIGHT (As Contracted)	Demonstrates a good understanding of the ADF's requirements for in-country support within the context of the current contracted requirement or single project. Is effective in communicating the Commonwealth's requirements for involving Australian industry Is effective in managing and monitoring the implementation of the AII Plan
		 AMBER LIGHT (Marginal)	Is ineffective in communicating or has a poor understanding of the requirements for involving Australian industry as part of the contract. Is ineffective in managing and monitoring the status of and implementation of the AII Plan and rarely assists the contractor's efforts to achieve the Plan.
		 RED LIGHT + ARROW (Unsatisfactory Showing Improvement)  RED LIGHT (Unsatisfactory)	Does not understand and does not communicate requirements for involving Australian industry as part of the contract. Does not manage or monitor the status and implementation of the AII Plan and does not provide any assistance to the contractor in trying to achieve the Plan.






Assessment guidance for the DMO 360° View ScoreCard Program

CATEGORY / CRITERIA	ASSESSMENT GUIDANCE	RATING	RATING PARAMETERS
<i>Contract Management (includes Project Management)</i>			
Assess the DMO Project or Program Office's management of the contract under the agreed Terms and Conditions.	<ul style="list-style-type: none"> Consider the Project or Program Office's performance as a contract and project manager, including how well it: <ul style="list-style-type: none"> Understands and manages the Terms and Conditions of the contract, the Statement of Work and Contract Attachments Understands, manages and maintains an appropriate perspective on <ul style="list-style-type: none"> the agreed contracted processes (eg systems engineering, project management reviews, etc); the agreed contracted deliverables (eg. reports, plans and end products) Understands and protects Commonwealth contractual rights Understands the nature of contract configuration control processes Administers the contract reasonably Makes effective use of conflict and dispute resolution mechanisms available within the contract Applies appropriate processes and judgement to the acceptance of the Supplies. <ul style="list-style-type: none"> Contributes to the contractor's risk mitigation strategies when required Adds value to the contractor's processes (eg. Project Management) Establishes a productive work environment that is outcome focussed Seeks resolution at lowest appropriate level. <p>Note: There is an additional opportunity under 'RFT/CCP Delays' to report on the impact on your organisation of a DMO imposed delay in the release of a Request For Tender (RFT) or a Contract Change Proposal (CCP) for each ScoreCarded contract.</p> <p>The report includes questions on Staffing Impact, Schedule and Deliverables, Financial impact and frequency of occurrence.</p>	 PURPLE STAR (Very Good)	Demonstrates a superior understanding of the contracted processes and deliverables Is highly effective, and proactive, in managing the Commonwealth's rights under the contract Is highly sensitive to the parties' needs in its administration of the contract Is highly effective in the use of conflict and dispute resolution mechanisms outlined in the contract Seeks to improve its contract administration practices and processes Monitors and reviews contractor adherence and compliance to Terms and Conditions, including monitoring flow down of contractual obligation to sub-contractors Intelligently applies appropriate processes and displays a high level of judgement when accepting the Supplies Demonstrates a superior understanding of risk associated with the contract and the contractor's mitigation strategies Consistently has superior resources and the right skills available when necessary to allow the Commonwealth to exercise its obligations; Demonstrates a superior ability to critically analyse and interpret reports provided by the contractor
		 GREEN LIGHT (As Contracted)	Demonstrates a sound understanding of the contracted processes and deliverables Effectively manages the Commonwealth's rights under the contract Is sensitive to the parties' needs in its administration of the contract Effectively uses conflict and dispute resolution mechanisms outlined in the contract Seeks to improve its contract administration practices and processes as necessary Monitors and reviews contractor performance according to the Terms and Conditions, including monitoring flow down of contractual obligation to sub-contractors Applies appropriate processes and displays a high level of judgement when accepting the Supplies Demonstrates a sound understanding of risk associated with the contract and the contractor's mitigation strategies Usually has the right resources and skills available to allow the Commonwealth to exercise its obligations Demonstrates a solid ability to critically analyse and interpret reports provided by the contractor
		 AMBER LIGHT (Marginal)	Demonstrates a limited understanding of the contracted processes and deliverables Poorly manages the Commonwealth's rights under the contract Is unaware of the parties' needs in its administration of the contract Is ineffective in the use of conflict and dispute resolution mechanisms outlined in the contract Rarely seeks to improve its contract administration practices and processes Poorly monitors and reviews contractor performance according to the Terms and Conditions of the contract including monitoring flow down of contractual obligation to sub-contractors Poorly applies appropriate processes and displays minimal judgement when accepting the Supplies Demonstrates a limited understanding of risk associated with the contract and the contractor's mitigation strategies Inconsistently has the resources and skills to allow the Commonwealth to exercise its obligations Demonstrates a limited ability to critically analyse and interpret reports provided by the contractor
		 RED LIGHT + ARROW (Unsatisfactory Showing Improvement)  RED LIGHT (Unsatisfactory)	Fails to demonstrate any understanding of the contracted processes and deliverables Fails to manage the Commonwealth's rights under the contract Is insensitive to the parties' needs in its administration of the contract Does not use the conflict and dispute resolution mechanisms outlined in the contract Does not seek to improving contract administration practices Fails to monitor and review contractor performance according to the Terms and Conditions of the contract including monitoring flow down of contractual obligation to sub-contractors Fails to apply a process and displays no judgement when accepting the Supplies Demonstrates no understanding of risk or the contractor's mitigation strategies Does not have the resources and skills to allow the Commonwealth to exercise its obligations Demonstrates no ability to critically analyse and interpret reports provided by the contractor






Assessment guidance for the DMO 360° View ScoreCard Program

CATEGORY / CRITERIA	ASSESSMENT GUIDANCE	RATING	RATING PARAMETERS
<i>Intellectual Property (IP) Management</i>			
Assess the DMO Project or Program Office's effectiveness in managing Intellectual Property	To assess the Project Office against this criteria, consider its performance in: <ul style="list-style-type: none"> • managing IP in accordance with contract requirements • managing and protecting contractor owned IP • managing Commonwealth Background IP associated with the contract • facilitating access to IP owned by the Commonwealth or 3rd parties required to support the contract • working with industry and institutions to commercialise IP. 	 PURPLE STAR (Very Good)	Demonstrates a superior understanding of the importance of managing IP Has highly effective systems and processes in place to manage Commonwealth Background IP in accordance with the contract Has highly effective processes to access non-project Commonwealth and 3 rd Party IP for use under the contract Actively monitors its IP rights under the contract Promotes the commercialisation of IP arising from the contract to the benefit of the parties
		 GREEN LIGHT (As Contracted)	Demonstrates a sound understanding of the importance of managing IP Has effective systems and processes in place to manage Commonwealth Background in accordance with the contract Has effective processes to access non-project Commonwealth and 3 rd Party IP for use under the contract Monitors its IP rights under the contract Promotes the commercialisation of IP arising from the contract to the benefit of the parties
		 AMBER LIGHT (Marginal)	Demonstrates a limited understanding of the importance of managing IP Has ineffective system and processes in place to manage Commonwealth Background IP in accordance with the contract Has ineffective processes to access non-project Commonwealth and 3 rd Party IP for use under the contract Rarely monitors its IP rights under the contract Rarely promotes the commercialisation of IP arising from the contract to the benefit of the parties
		 RED LIGHT + ARROW (Unsatisfactory Showing Improvement)	Demonstrates no understanding of the importance of managing IP Has no systems and processes in place to manage Commonwealth Background IP in accordance with the contract Has no processes to access non-project Commonwealth and 3 rd Party IP for use under the contract Does not monitor its IP rights under the contract Unwilling to promote the commercialisation of IP arising from the contract to the benefit of the parties
 RED LIGHT (Unsatisfactory)			

Assessment guidance for the DMO 360° View ScoreCard Program

CATEGORY / CRITERIA	ASSESSMENT GUIDANCE	RATING	RATING PARAMETERS
<i>Relationships</i>			
Assess the DMO Project or Program Office against reasonable and cooperative behaviour, business relations and general satisfaction with the state of the relationship.	Consider how the Project or Program Office manages its relationship with you and others with an interest in the contract, including how it establishes common goals, builds trust and deals with problems	 PURPLE STAR (Very Good)	Demonstrates highly professional and cooperative behaviour in communicating and enacting the requirements of the contract Is very sensitive to the contractor's needs Is very successful in building and maintaining productive working relationships Is highly effective in communicating goals and achievements with the contractor and seeks feedback
		 GREEN LIGHT (As Contracted)	Demonstrates professional and cooperative behaviour in communicating and enacting the requirements of the contract Is sensitive to the contractor's needs Is successful in building and maintaining productive working relationships Communicates goals and achievements with the contractor and accepts feedback constructively
		 AMBER LIGHT (Marginal)	Demonstrates some deficiencies in its professionalism and behaviour in communicating and enacting the requirements of the contract Demonstrates a limited understanding of the contractor's needs Tries, but sometimes is unable to build and maintain a productive working relationships Tries to communicate goals with the contractor and is unresponsive to feedback
		 RED LIGHT + ARROW (Unsatisfactory Showing Improvement)  RED LIGHT (Unsatisfactory)	Has an adversarial relationship with the contractor Is unprofessional and uncooperative when communicating and enacting the requirements of the contract Is insensitive to the needs of the contractor Is unable to build or maintain productive working relationships Fails to communicate goals with the contractor and reacts negatively to feedback

Assessment guidance for the DMO 360° View ScoreCard Program

CATEGORY / CRITERIA	ASSESSMENT GUIDANCE	RATING	RATING PARAMETERS		
<i>Strategic Reform Program</i>					
<p>Assess the DMO Program or Project Office's ability to manage the Strategic Reform Program, meet agreed milestones and monitor and review the associated Business Processes.</p>	<p>Business Outcomes/ Benefits:</p> <ul style="list-style-type: none"> • A better equipped and prepared ADF at a lower cost • Improved fleet/product/platform/asset availability. • Improved fleet/product/platform/ system reliability. • Improved productivity • Increased flexibility • Adoption of best commercial practice for inventory management • Reduced total cost of ownership and cost of service provision • Maintain agreed levels of quality, technical performance and schedule. • Enhanced ability of Defence to reinvest savings in new combat capability / equipment <p>Consider the Project or Program Office's performance in:</p> <ul style="list-style-type: none"> • Facilitating effective communication of the Strategic Reform Program goals. • Maintaining and encouraging change in business processes consistent with LEAN, Six Sigma and other business improvement principles. • Managing changes to the terms and conditions of the contract. • Reviewing and responding to contractor submitted documentation and recommendations for increased savings and business process improvements. 	<div style="text-align: center;">  PURPLE STAR (Very Good) </div>	<p>DMO SPO</p> <p>Is highly effective in providing guidance on the intent of Defence Strategic Reform Program (SRP) and associated Business Process Changes for ongoing continuous improvement associated with this contract.</p> <p>Demonstrates a superior understanding and effectively communicates SRP strategic intent, business needs to achieve agreed milestones.</p> <p>Is highly effective and ensures a systematic approach to securing long term cost savings, consistent with established management tools like Six Sigma, LEAN and inventory management reform is achieved.</p> <p>Has highly effective systems, processes and skills necessary to manage own performance against contracted milestones</p> <p>Is very responsive to company recommendations to achieve long term efficiency goals</p>		
	<p>Determine and validate the business improvement solutions to achieve the Defence SRP objective statement and report on the maturity of process.</p> <p>Clear roles and lines of responsibility and accountability established in the company and DMO to support Business Process Change</p> <p>SRP savings should be achieved through agreed continuous business process improvement methodologies and business process transformational change. These changes are established using proven management tools such as Six Sigma, LEAN, inventory reform and other relevant process improvement principles.</p>		<div style="text-align: center;">  GREEN LIGHT (As Contracted) </div>	<p>DMO SPO</p> <p>Demonstrates a sound understanding and communicates the SRP business process and business outcomes with the contractor, including during contract initiation</p> <p>Key actions underway to communicate the SRP vision and implement approaches/ areas of focus being pursued by the Defence/ DMO/ Contractor integrated project team.</p> <p>Stakeholder feedback mechanisms in place and progress is regularly reported upon as part of Management Review meetings conducted under the DMO Quality Management System</p> <p>Gain sharing agreed between Defence (ADF/ DMO) and the Contractor and revised Statements of Work for Sustainment agreed</p> <p>Has adequate systems, processes and skills and training necessary to manage own performance against contracted SRP milestones</p>	
	<p>LEAN is the name given to a structured approach that examines the focus on improving performance. Improvement is achieved by working closely with the customer to determine and prioritise requirements, identify and eliminate waste and reduce unnecessary reserve stock.</p> <p>Six Sigma occurs on two levels: Managerial and Technical. A Six Sigma organization uses tools to improve performance, continuously lower costs, reduce complexity and capability, lower cycle time and minimise defects and errors.</p>			<div style="text-align: center;">  AMBER LIGHT (Marginal) </div>	<p>DMO SPO</p> <p>Has limited systems, processes and skills necessary for managing own performance iaw SRP business Processes to achieve business outcomes.</p> <p>Gain sharing not agreed between Defence (ADF/ DMO) and the Contractor and revised Statements of Work for Sustainment not yet formalized or agreed</p> <p>Stakeholder feedback mechanisms not in place or reported upon as part of ongoing Management Review meetings of DMO Quality Management System</p> <p>Unresponsive to industry suggestions and recommendations for continual process improvement, savings and enhanced efficiencies.</p>
	<p>The Project Office or SPO needs to:</p> <ul style="list-style-type: none"> • Implement governance/ process control methods and monitor contractor and SPO performance in sustaining results and delivering Defence SRP targets including gain sharing as part of SMART Sustainment. • Determine the sustainment cost drivers and functions by which sustainment inputs for the product/ system/ fleet are transformed into business outcomes. • Identify potential sources of error/ variance in the various sustainment value streams where Defence SRP is being implemented. SMART Sustainment Value streams include: <ul style="list-style-type: none"> ○ Contract Management Services ○ Operating Support Services ○ Engineering Services ○ Maintenance Services ○ Supply Services ○ Training Services ○ Support Resources • Drive cultural change for business process efficiency improvement and reform 				<div style="display: flex; flex-direction: column; align-items: center;"> <div style="margin-bottom: 10px;">  RED LIGHT ARROW (Unsatisfactory Showing Improvement) </div> <div>  RED LIGHT (Unsatisfactory) </div> </div>