

How to interpret and use this reporting product

Performance Exchange reports are intended to **facilitate conversation** between parties in the commercial arrangement to discuss recent performance and agree actions to optimise performance and address opportunity areas. Any results within your report can be amended through negotiation or formally challenged.

LEFT Side – Defence's Performance as assessed by Industry

Executive Summary Assessment
Nominated Defence and Industry Executives rating of the overall performances of the partner. Comments provide Executive guidance for each party in conversations.

↑ **Executive Summary**

↓ **Detailed Assessment**

Time, Cost, Quality Performance
Results for the Iron Triangle (Time, Cost and Quality) are shown in this section. Each includes an actual and forecast assessment with comments.

Behavioural Performance
This section focuses on the factors that indicate the partnership's resilience, ability to navigate challenges and alignment to strategy.

Overall Performance Improvement
This section provides perspectives on the **opportunities** and **risks** to performance that you both want to discuss and be managed.

Performance Exchange Report - Round 38 April 2019
A3 Portrait Layout

Arrangement title test 6 (Proj/Prod: Test case 6) (PE ref: PX99996)
CASG ABC DEF & Company 5

Executive Summary Assessments		Rating of Defence (by Industry)		Rating of Industry (by Defence)	
Q17a. Overall how well has Defence performed over the current reporting period?	Critical	Q18a. Overall how well has Industry performed over the current reporting period?	On Target	Q17b. Overall how well will Defence perform over the next reporting period?	Uncertain
Q17c. Additional comments from a Branch Head/General Manager perspective:		Q18b. Additional comments from a Branch Head/General Manager perspective:			
Industry's peer assessment		Industry's self assessment		Industry's peer assessment	
I believe the Team has done a good job, particularly with the Cost Management (I support the Exemplar rating). However, there are some other areas for improvement regarding speed of decision-making that need to be addressed.		Good performance around. I'm sure there are areas where ABC Company believes improvement is needed, but we see them as a good partner to do business with.			
Joint Performance Assessments		Rating of Joint Performance (by Industry)		Rating of Joint Performance (by Defence)	
Q1a. End User satisfaction with the combined performance of Defence and Industry?	Disappointed	Q1b. In your opinion, what would the End User say needs to be addressed to improve the combined performance?	This is Industry Self Assessment	Q1a. End User satisfaction with the combined performance of Defence and Industry?	Disappointed
Q1b. In your opinion, what would the End User say needs to be addressed to improve the combined performance?	This is Industry Self Assessment	Q1b. In your opinion, what would the End User say needs to be addressed to improve the combined performance?	Industry needs to be ready to be more responsive to Defence's needs. This is frustrating the clear Resilience	Q1b. In your opinion, what would the End User say needs to be addressed to improve the combined performance??	Industry needs to be ready to be more responsive to Defence's needs. This is frustrating the clear Resilience
Iron Triangle (Quality, Time and Cost) Performance Assessments		Rating of Defence (by Industry)		Rating of Industry (by Defence)	
Quality performances		Q2a. Extent of clear and suitable guidance and direction provided by Defence?	Acceptable	Q2a. Extent of Industry delivering against agreed functional requirements?	Critical
Q2b. Extent of appropriate assurance over Project or Product requirements by Defence?	On Target	Q2b. Forecast of Defence's ability to provide appropriate governance in the next period?	Excellent	Q2b. Extent of regulatory and compliance obligations achieved by Industry?	On Target
Q2c. Comments on Defence's Quality Performance over the last Reporting Period.	This is Industry Peer Assessment	Q2c. Forecast of Industry's ability to deliver against agreed requirements in the next period?	On Target	Q2c. Forecast of Industry's ability to deliver against agreed requirements in the next period?	On Target
Timeline performances		Q3a. Extent of Defence meeting its responsibilities to the Project/ Product timeline?	Excellent	Q3a. Extent of Industry meeting its responsibilities to the agreed Project/ Product timelines?	On Target
Q3b. Forecast of Defence performing its role for the Project/ Product timeline in the next period?	Critical	Q3b. Forecast of Industry performing its role for the Project/ Product timeline in the next period?	On Target	Q3b. Forecast of Industry performing its role for the Project/ Product timeline in the next period?	On Target
Q3c. Comments on Defence's Time Performance over the last Reporting Period.	This is Industry Peer Assessment	Q3c. Comments on Industry's Time Performance.	ABC Company meeting some key milestones. They need to be on top. Procurement processes will have some time to address this.	Q3c. Comments on Industry's Time Performance.	ABC Company meeting some key milestones. They need to be on top. Procurement processes will have some time to address this.
Cost performances		Q4a. Extent of Defence effectively managing activities that drive Industry costs?	Uncertain	Q4a. Extent of Industry effectively managing costs within scope of the contract?	On Target
Q4b. Forecast of Defence managing activities that drive Industry costs in the next period?	Corrective Action	Q4b. Forecast of Industry managing costs in the next period?	On Target	Q4b. Forecast of Industry managing costs in the next period?	On Target
Q4c. Comments on Defence's Cost Performance over the last Reporting Period.	This is Industry Peer Assessment	Q4c. Comments on Industry's Cost Performance.	NA	Q4c. Comments on Industry's Cost Performance.	NA
Behavioural Performance Assessments		Rating of Defence (by Industry)		Rating of Industry (by Defence)	
Partnering		Q5a. Confidence in the relationship that Defence has developed with Industry?	Below expectations	Q5a. Confidence in the relationship that Industry has developed with Defence?	Below expectations
Q5b. Defence's reaction to feedback on areas of performance improvement?	As expected	Q5b. Industry's reaction to feedback on areas of performance improvement?	Not acceptable	Q5b. Industry's reaction to feedback on areas of performance improvement?	Not acceptable
Q5c. Comments on Defence's Partnering Performance over the last Reporting Period.	This is Industry Peer Assessment	Q5c. Comments on Industry's Partnering Performance over the last Reporting Period.	There's some negativity from Industry - not sure what this is, but we need to address it.	Q5c. Comments on Industry's Partnering Performance over the last Reporting Period.	There's some negativity from Industry - not sure what this is, but we need to address it.
Agility		Q6a. Extent of Defence collaborating with Industry to seek advice & options for decision-making?	Above expectations	Q6a. Extent of Industry providing advice and options for decision-making?	As expected
Q6b. Extent of Defence considering Industry's ability to effectively respond to change?	Not acceptable	Q6b. Extent of Industry able to re-prioritise activities to meet changing circumstances?	As expected	Q6b. Extent of Industry able to re-prioritise activities to meet changing circumstances?	As expected
Q6c. How agile is Defence's decision-making process to the change?	Below expectations	Q6c. Extent of Industry responding to the change in the agreed time?	Below expectations	Q6c. Extent of Industry responding to the change in the agreed time?	Below expectations
Q6d. Comments on Defence's agility performance when circumstances change.	This is Industry Peer Assessment	Q6d. Comments on Industry's agility over the last Reporting Period.	ABC Company getting things done, but seem to take a bit longer than needed.	Q6d. Comments on Industry's agility over the last Reporting Period.	ABC Company getting things done, but seem to take a bit longer than needed.
Capability		Q7a. Defence's balance of TCG performance in a way that is best for Project/ Product outcome?	As expected	Q7a. Industry's balance of TCG performance in a way that is best for Project/ Product outcome?	As expected
Q7b. Extent of Defence encouraging and enabling Industry to improve and innovate?	Above expectations	Q7b. Extent of Industry actively driving an improvement or innovation environment?	As expected	Q7b. Extent of Industry actively driving an improvement or innovation environment?	As expected
Q7c. Extent of Defence enabling Industry to develop Australian industry participation?	Not acceptable	Q7c. Extent of Industry meeting participation & development of Australian industry per plan?	Above expectations	Q7c. Extent of Industry meeting participation & development of Australian industry per plan?	Above expectations
Q7d. Comments on Defence's performance to support capability.	This is Industry Peer Assessment	Q7d. Comments on Industry's behavioural performance over the last Reporting Period.	no	Q7d. Comments on Industry's behavioural performance over the last Reporting Period.	no
Overall Performance Improvement		Rating of Defence (by Industry and Defence)		Rating of Industry (by Industry and Defence)	
Q8a. Opportunities for Defence to improve performance?	Industry sees lots of opportunities for Defence	Q8a. Opportunities for Industry to improve performance?	Industry sees no opportunities for itself	Q8a. Opportunities for Industry to improve performance?	Industry sees no opportunities for itself
Q8b. Risks that may impact Defence's performance?	Industry sees no risk for Defence	Q8b. Risks that may impact Industry's performance?	Industry sees no risks for itself	Q8b. Risks that may impact Industry's performance?	Industry sees no risks for itself
Q8c. Comments on Defence's performance to support capability.	All	Q8c. Comments on Industry's performance to support capability.	Industry not listening to us will delay any improvements.	Q8c. Comments on Industry's performance to support capability.	Industry not listening to us will delay any improvements.

Details of the arrangement and relevant Partners

RIGHT Side – Industry's Performance as assessed by Defence

Joint Performance
Combined Self-assessment from each on partnership performance in meeting the needs of the End User.

Assessment results are represented by the Answer selected and its corresponding colour (e.g. Excellent in purple; Acceptable in Green; Critical in Red) – see [Measure Guide](#) for scales and benchmarking details

Commentary is intended as the starting point for a more detailed collaborative conversation to explore and address issues together.

Missing data: If colour scales are Grey or fields are blank or contain errors (#NA/np) then data has not been provided by the peer entity. Omissions and Partial assessments are not included and are reported as Non-Participation. *Email Updates* to the below to provide close gaps

eMail the Program below if:

- Changes:** you have agreed any changes to your assessment of your peer – copy your Executive.
- Challenges:** after your conversation, you wish to raise a formal challenge to the results – copy your Executive.
- Reply:** (for Industry) you want to make comment on your assessed performance – request the form.