

Performance Management Framework Worksheet

Executive Steering Committee (ESC)		Annually	Calibration Programme Executive Steering Committee; QETE Superintendent / Director Land Procurement; Calibration Services Progress Reviews, Enterprise Sustainment Solution Integration, Reports to Director Governance Committee (SBCA)	- Contract Performance Review - Incentives / Option Years - Approve annual performance targets / Monitor performance against annual targets - Support JMT
Joint Management Team (JMT)		Quarterly	Calibration Programme Joint Management Team; QETE Programme Director; Calibration Services Progress Reviews, Enterprise Sustainment Solution Coordination; Reports to ESC	- Prioritize/Schedule/Monitor work - Risk Amount / Gain Share - Coordinate External Stakeholders - Monitor and Respond to Risk/Issues - Support IST
Integrated Service Team (IST)			Calibration Integrated Service Team; Programme Manager and Programme Management Office; Contract, Procurement and Technical Authorities; Reports to JMT	- Contract Performance - Technical Performance - Invoicing/Payments - Manage Implementation - Manage and Respond to Risk/Issues
	Contract Review	Monthly	Contract Authority (CA); Contract Progress Reviews	
	Technical Review	Monthly	Technical Authority (TA); Technical Services Reviews	

Serial	Numbers	Combined Title	Key Results Areas (KRA's)	Strategic Performance Measures (SPM)	Key Performance Indicators (KPI)	System Health Indicators (SHI)	Description	Metric (Average, Ratio, Rate, %)	Notes
1.0.0.0	KRA 1 Quality	KRA 1 Quality - Comply with ISO and Traceability	KRA 1 Quality				Comply with ISO and Traceability	(ISO 17025, Traceability, Metrology Expertise)	
1.1.0.0	SPM 1.1	SPM 1.1 - Conformance to ISO 17025		SPM 1.1			Conformance to ISO 17025	Status of Conformance to ISO 17025	
1.1.0.1	SHI 1.1.0.1	SHI 1.1.0.1 - Training Levels				SHI 1.1.0.1	Training Levels	% direct workforce certification, level of technical expertise	
1.1.1.0	KPI 1.1.1	KPI 1.1.1 - Traceability			KPI 1.1.1		Traceability	% of Standards within Calibration - Must be 100% or penalty	
1.1.1.1	SHI 1.1.1.1	SHI 1.1.1.1 - Certifications and Accreditations				SHI 1.1.1.1	Certifications and Accreditations	% of Accredited Calibrations	
1.1.1.2	SHI 1.1.1.2	SHI 1.1.1.2 - ISO Audits				SHI 1.1.1.2	ISO Audits	Audits/Accreditations within required timeframe; Status of observations; No major instances of non-compliance	
2.0.0.0	KRA 2 Availability	KRA 2 Availability - Maximize Availability of Equipment for Users	KRA 2 Availability				Maximize Availability of Equipment for Users		
2.1.0.0	SPM 2.1	SPM 2.1 - Turnaround Time - Calibrations		SPM 2.1			Turnaround Time - Calibrations	Average turnaround time for Calibration (All Instruments)	
2.1.0.1	SHI 2.1.0.1	SHI 2.1.0.1 - MeanTime to Calibrate				SHI 2.1.0.1	MeanTime to Calibrate	Mean Time to Calibrate by instrument/instrument parameter	
2.1.1.0	KPI 2.1.1	KPI 2.1.1 - Calibration Turnaround Time - Internal			KPI 2.1.1		Calibration Turnaround Time - Internal	Average Turnaround Time for Calibration Internal: (AS PER EVAL) - Excluding mandatory onsite % in 5 days % in 10 days (Target) % in 15 days	

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2.1.2.0	KPI 2.1.2	KPI 2.1.2 - Calibration Turnaround Time - Outsourced			KPI 2.1.2		Calibration Turnaround Time - Outsourced	Average Turnaround Time for Calibration Outsourced: (AS PER EVAL) - Excluding mandatory onsites % in 10 days % in 20 days % in 30 days	
2.1.3.0	KPI 2.1.3	KPI 2.1.3 - Calibration Turnaround Time - Urgent - Internal			KPI 2.1.3		Calibration Turnaround Time - Urgent - Internal	Average Turnaround Time for Calibration Internal: (AS PER EVAL) - Excluding mandatory onsites % in 2 days % in 3 days (Target) % in 4 days	
2.1.4.0	KPI 2.1.4	KPI 2.1.4 - Calibration Turnaround Time - Urgent - Outsourced			KPI 2.1.4		Calibration Turnaround Time - Urgent - Outsourced	Average Turnaround Time for Calibration Outsourced: (AS PER EVAL) - Excluding mandatory onsites % in 2 days % in 3 days % in 4 days	
2.1.4.1	SHI 2.1.4.1	SHI 2.1.4.1 - Response time for Urgent Requests				SHI 2.1.4.1	Response time for Urgent Requests	Urgent Request Response from Date of Request	
2.2.0.0	SPM 2.2	SPM 2.2 - Turnaround Time - Repairs		SPM 2.2			Turnaround Time - Repairs	Average Turnaround Time for Repairs	
2.2.0.1	SHI 2.2.0.1	SHI 2.2.0.1 - Mean Time to Repair				SHI 2.2.0.1	Mean Time to Repair	Meantime to repair by instrument/instrument parameter	
2.2.1.0	KPI 2.2.1	KPI 2.2.1 - Repair Turnaround Time - Internal			KPI 2.2.1		Repair Turnaround Time - Internal	Average Turnaround Time for Repairs Internal	
2.2.2.0	KPI 2.2.2	KPI 2.2.2 - Repair Turnaround Time - Outsourced			KPI 2.2.2		Repair Turnaround Time - Outsourced	Average Turnaround Time for Repairs Outsourced	
2.2.2.1	SHI 2.2.2.1	SHI 2.2.2.1 - Response Time				SHI 2.2.2.1	Response Time	Response Time to Receive Approved Repair Quote	
2.2.2.2	SHI 2.2.2.2	SHI 2.2.2.2 - Time Estimate for Repairs Respected				SHI 2.2.2.2	Time Estimate for Repairs Respected	Return Date vs. Estimate Return Date	
3.0.0.0	KRA 3 Reliability	KRA 3 Reliability - Ensure Reliability of Calibration and Repair Services	KRA 3 Reliability				Ensure Reliability of Calibration and Repair Services		
3.1.0.0	SPM 3.1	SPM 3.1 - Service Delivery		SPM 3.1			Service Delivery	% Work Orders Completed	
3.1.0.0	SPM 3.2	SPM 3.2 - Service Quality		SPM 3.2			Service Quality	Rate of non-compliance	
3.1.1.0	KPI 3.1.1	KPI 3.1.1 - Work Orders Completed			KPI 3.1.1		Work Orders Completed	% Work Orders Completed	
3.1.1.1	SHI 3.1.1.1	SHI 3.1.1.1 - Work Orders Completed (scheduled calibrations)				SHI 3.1.1.1	Work Orders Completed (scheduled calibrations)	Number of scheduled calibrations by instrument parameter	
3.1.1.2	SHI 3.1.1.2	SHI 3.1.1.2 - Work Orders Completed (unscheduled calibrations)				SHI 3.1.1.2	Work Orders Completed (unscheduled calibrations)	Number of unscheduled calibrations by instrument parameter	
3.2.1.0	KPI 3.2.1	KPI 3.2.1 - Reliability			KPI 3.2.1		Reliability	% of items returned for recalibration (Rework)	
3.2.1.1	SHI 3.2.1.1	SHI 3.2.1.1 - Non-Conformance Reports				SHI 3.2.1.1	Non-Conformance Reports	Number of non-conformance report	
3.2.1.2	SHI 3.2.1.2	SHI 3.2.1.2 - Defects				SHI 3.2.1.2	Defects	Number of defects/items returned for Rework	
3.2.1.3	SHI 3.2.1.3	SHI 3.2.1.3 - Failures				SHI 3.2.1.3	Failures	Number of failures (Repairs)	
4.0.0.0	KRA 4 Affordability	KRA 4 Affordability - Manage Total Cost of Ownership	KRA 4 Affordability				Manage Total Cost of Ownership	(Forecasting, Planning, Annual Operating Plan, Asset Management)	
4.1.0.0	SPM 4.1	SPM 4.1 - Affordability - Calibrations		SPM 4.1			Affordability - Calibrations	Average Cost of Calibration	
4.1.1.0	KPI 4.1.1	KPI 4.1.1 - Affordability - Calibrations			KPI 4.1.1		Affordability - Calibrations	Average Cost per Calibration	

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4.1.2.0	KPI 4.1.2	KPI 4.1.2 - Interval Optimization			KPI 4.1.2		Interval Optimization	Average Cost Savings due to Optimized Calibration Interval	
4.1.2.1	SHI 4.1.2.1	SHI 4.1.2.1 - Calibration Interval Optimization				SHI 4.1.2.1	Calibration Interval Optimization	Number of Calibrations per year per instrument	
4.1.2.2	SHI 4.1.2.2	SHI 4.1.2.2 - Adherence to calibration due date				SHI 4.1.2.2	Adherence to calibration due date	Calculation of +/- days of calibration from due date for scheduled calibrations	
4.1.3.0	KPI 4.1.3	KPI 4.1.3 - Subcontract Cost Control (Calibrations)			KPI 4.1.3		Subcontract Cost Control (Calibrations)	Average Cost per Calibration (Subcontracted)	
4.1.3.1	SHI 4.1.3.1	SHI 4.1.3.1 - Service Management (Calibrations)				SHI 4.1.3.1	Service Management (Calibrations)	% of Calibrations Performed Internally	
4.1.3.2	SHI 4.1.3.2	SHI 4.1.3.2 - Service Affordability (Calibrations)				SHI 4.1.3.2	Service Affordability (Calibrations)	% of Calibration Cost Internal versus Outsourced	
4.2.0.0	SPM 4.2	SPM 4.2 - Affordability - Repairs		SPM 4.2			Affordability - Repairs	Average Cost per Repair	
4.2.1.0	KPI 4.2.1	KPI 4.2.1 - Affordability - Repairs			KPI 4.2.1		Affordability - Repairs	Average Cost per Repair	
4.2.1.1	SHI 4.2.1.1	SHI 4.2.1.1 - Repair Affordability				SHI 4.2.1.1	Repair Affordability	Repair Cost Estimates vs. Actual Costs	
4.2.2.0	KPI 4.2.2	KPI 4.2.2 - Subcontract Cost Control (Repairs)			KPI 4.2.2		Subcontract Cost Control (Repairs)	Average Cost per Repair (Subcontracted)	
4.2.2.1	SHI 4.2.2.1	SHI 4.2.2.1 - Service Management (Repairs)				SHI 4.2.2.1	Service Management (Repairs)	% of Repairs Performed Internally	
4.2.2.2	SHI 4.2.2.2	SHI 4.2.2.2 - Service Affordability (Repairs)				SHI 4.2.2.2	Service Affordability (Repairs)	% of Repairs Cost Internal versus Outsourced	
4.3.0.0	SPM 4.3	SPM 4.3 - Total Cost of Ownership		SPM 4.3			Total Cost of Ownership	Average Cost of Ownership per Asset/Instrument and Instrument type	
5.0.0.0	KRA 5 Collaboration	KRA 5 Collaboration - Maintain a Collaborative Relationship	KRA 5 Collaboration				Maintain a Collaborative Relationship	(Behaviours, Interaction with Stakeholders, Relational Charter)	
5.1.0.0	SPM 5.1	SPM 5.1 - Continuous Improvement		SPM 5.1			Continuous Improvement	Promote and manage innovation and continuous improvements for the Calibration Programme	
5.1.1.0	KPI 5.1.1	KPI 5.1.1 - Cost Savings			KPI 5.1.1		Cost Savings	Cost Savings - Costs saved from current spending: - Reengineering scope - Productivity and process enhancements - Quality improvements - Technology improvements - Streamlining Logistics - MIS improvements - Other initiatives	
5.1.2.0	KPI 5.1.2	KPI 5.1.2 - Cost Avoidance			KPI 5.1.2		Cost Avoidance	Cost Avoidance - (Future) costs avoided as a result of: - Reengineering scope - Productivity and process enhancements - Quality improvements - Technology improvements - Streamlining Logistics - MIS improvements - Other initiatives	
5.2.0.0	SPM 5.2	SPM 5.2 - Contract Adherence and Readiness		SPM 5.2			Contract Adherence and Readiness	Effective Behaviour	
5.2.2.1	SHI 5.2.2.1	SHI 5.2.2.1 - Accuracy of Billing/Invoicing				SHI 5.2.2.1	Accuracy of Billing/Invoicing	Accuracy of Contract Billing/Invoicing (Number of Amendments)	
5.2.2.2	SHI 5.2.2.2	SHI 5.2.2.2 - Support to Calibration Programme				SHI 5.2.2.2	Support to Calibration Programme	Out of tolerance notification response time and follow-up	

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5.2.2.3	SHI 5.2.2.3	SHI 5.2.2.3 - Information Sharing				SHI 5.2.2.3	Information Sharing	Proactively seeking and providing pertinent technical, planning and financial information	
5.2.2.4	SHI 5.2.2.4	SHI 5.2.2.4 - Security Clearances				SHI 5.2.2.4	Security Clearances	Status of Security Clearances, Security Clearances submitted on time, Lapsed Security Clearances	
5.2.2.5	SHI 5.2.2.5	SHI 5.2.2.5 - Visit Clearance Requests				SHI 5.2.2.5	Visit Clearance Requests	Status of Visit Clearances Requests, Visit Clearances Requests submitted on time, Lapsed Visit Clearance Requests	
5.3.0.0	SPM 5.3	SPM 5.3 - Client Satisfaction		SPM 5.3			Client Satisfaction	Positive Engagements	
5.3.1.0	KPI 5.3.1	KPI 5.3.1 - Client Satisfaction			KPI 5.3.1		Client Satisfaction	% Positive Feedback	
5.3.1.1	SHI 5.3.1.1	SHI 5.3.1.1 - User Feedback				SHI 5.3.1.1	User Feedback	Program/Client satisfaction: - Delivery of services - Logistics - Communications - Problem Solving / Coordination	
5.3.1.2	SHI 5.3.1.2	SHI 5.3.1.2 - Complaints and Problem Resolution				SHI 5.3.1.2	Complaints and Problem Resolution	Number of complaints % of unresolved complaints	
6.0.0.0	KRA 6 Flexibility	KRA 6 Flexibility - Sustainment Initiative Principle	KRA 6 Flexibility				Sustainment Initiative Principle	(Scalability, Evolution, Risk Management, Other Policies)	
6.1.0.0	SPM 6.1	SPM 6.1 - Scalability		SPM 6.1			Scalability	Ability to adapt to changes in budgets, operational tempo, fleet size, systems capabilities and fleet life - add new instruments or change quantities	
6.1.1.0	KPI 6.1.1	KPI 6.1.1 - Transition			KPI 6.1.1		Transition	% of Agreed Calibrations Successfully Transferred	
6.2.0.0	SPM 6.2	SPM 6.2 - Evolution		SPM 6.2			Evolution	Ability to adapt to change resulting from continuous improvement and technological advances	
7.0.0.0	KRA 7 Economic Benefits	KRA 7 Economic Benefits - Sustainment Initiative Principle	KRA 7 Economic Benefits				Sustainment Initiative Principle	(Domestic Industrial Capability, Technological Value, Growth, Canadian Jobs)	
7.1.0.0	SPM 7.1	SPM 7.1 - Contribution to Metrology Sector in Canada		SPM 7.1			Contribution to Metrology Sector in Canada	Maintain and be prepared to Develop and Grow Domestic Industrial Capabilities and impact Technological Change in Metrology Sector	
7.1.1.1	SHI 7.1.1.1	SHI 7.1.1.1 - Commercial Work				SHI 7.1.1.1	Commercial Work	% Calibrations outsourced from DND % Repairs outsourced from DND	
7.1.1.2	SHI 7.1.1.2	SHI 7.1.1.2 - Impact on Work in Canada				SHI 7.1.1.2	Impact on Work in Canada	% of Work Conducted in Canada	
7.1.1.3	SHI 7.1.1.3	SHI 7.1.1.3 - Innovation and Proficiency				SHI 7.1.1.3	Innovation and Proficiency	Number of New Certifications, Capabilities and Value of Technological Developments	
7.1.1.4	SHI 7.1.1.4	SHI 7.1.1.4 - Human Resources				SHI 7.1.1.4	Human Resources	Number of jobs maintained/created, number of new certifications and participation in training/education	