



Instructions and Guidelines

Key Performance Indicators & Performance Measures and Reporting

March 2011

**This Instruction & Guideline refers to Practice Statement No:
PS2009/22 – Inspection and Examination of Sea Cargo**

Published date: 14 July 2011

Availability: Internal

Subject: Performance Measures and Clients

Purpose: This Guideline explains the key performance indicators used in the Container and Cargo Examination Facilities to measure performance and effectiveness

Owner: National Director Cargo

Category: Operational

Contact: National ISO coordinator, Sea Cargo Improvement

The electronic version published on the intranet is the current Instruction and Guideline

Summary of main points

- Defines KPIs
- Identifies key customers and stakeholders
- Communication

This Instruction and Guideline applies to staff in:

- Container Examination Facilities in Brisbane, Fremantle, Melbourne and Sydney
- Cargo Examination Facilities in Adelaide, Darwin, Launceston, Newcastle, Townsville

The ISO 9001-2008 Quality Management System is applied in Cargo Examination facilities in Launceston, Newcastle, Townsville and Darwin although these sites are not required to be QMS certified

Introduction

This Instruction and Guideline defines key performance indicators for the Container and Cargo Examination Facilities (CEFs). It should be read in conjunction with Practice Statement 2009/22.

Instructions and Guidelines

KEY PERFORMANCE INDICATORS

Key Performance Indicators (KPIs) are used to provide a measure of the performance and effectiveness of CEF operations. The following KPIs have been developed to monitor and measure fundamental CEF processes:

- Meeting inspection throughput targets
- Meeting examination throughput targets
- Detection Strike Rate

Cargo Division provides and maintains detailed performance reporting against these KPIs on a monthly basis. Reports have been developed in the Corporate Research Environment (CRE,) to enable reports to be generated as a required.

CEF performance against the KPIs is reviewed in a number of different forums including Top Management Meetings (TMMs), Regional Management Review Meetings (RMRMs), CEF Manager Meetings and separately by staff in the Sea Cargo Improvement (SCI) Section.

Meeting inspection and examination KPIs are also reported for the public in Portfolio Budget Statements and the Customs and Border Protection Annual Report.

The CEFs also monitor their performance against complaints and compliments received and through continuous improvement initiatives. While these additional criteria are not considered to be KPIs as such they are regarded as important ancillary indicators of a sound operational practice.

BCS CLASSIFICATION: TDFC_POLICY

FILE NUMBER: 2009/030304-1

Meeting Inspection Targets

Under this KPI, “inspections” refers to the number of containers x-rayed at each CEF.

For the purposes of reporting, examinations conducted at the Cargo Examination facilities in Adelaide, Darwin, Launceston, Newcastle and Townsville are included in national CEF inspection totals.

Meeting Examination Targets

“Examinations” are the number of containers or Less than Container Load (LCL) consignments that have been physically opened and examined at the CEFs.

Detection Strike Rate

The ‘detection strike rate’ is the ratio of detections to examinations expressed as a percentage. While there is no benchmark percentage figure for strike rate, the rate is monitored to gauge the effectiveness of Targeting and the performance of CEF technology and staff.

OTHER PERFORMANCE INDICATORS

Complaints & Compliments

All CEFs aim to minimise complaints by industry and maximise compliments by delivering an efficient inspection and examination regime that effectively protects the border. Trend analysis of complaints and compliments will be conducted regularly to identify areas where impediments can be identified and corrective action taken.

All complaints and compliments are logged in the Customs and Border Protection *Complaints and Compliments (C&C)* system.

Continuous Improvement Initiatives

The Cargo Division has a broad range of agreed arrangements for the inspection and examination of sea cargo and is committed to continuous improvement of these activities through:

- monitoring and review of performance reports and indicators
- the ongoing handling and review of complaints
- the enhancement of systems to improve the efficiency and effectiveness;
- management reviews of identified areas of interest and
- the encouragement of continuous improvement among staff working in these areas

Container Dwell times

All CEFs monitor the amount of time containers are ‘on hold’ for inspection to ensure they are processed in a timely manner and not unduly delayed.

CUSTOMER FOCUS

The **Australian Government** is the 'client' for the purposes of the CEF quality management system (QMS). The following key internal and external stakeholders are also recognised:

Internal Stakeholders:

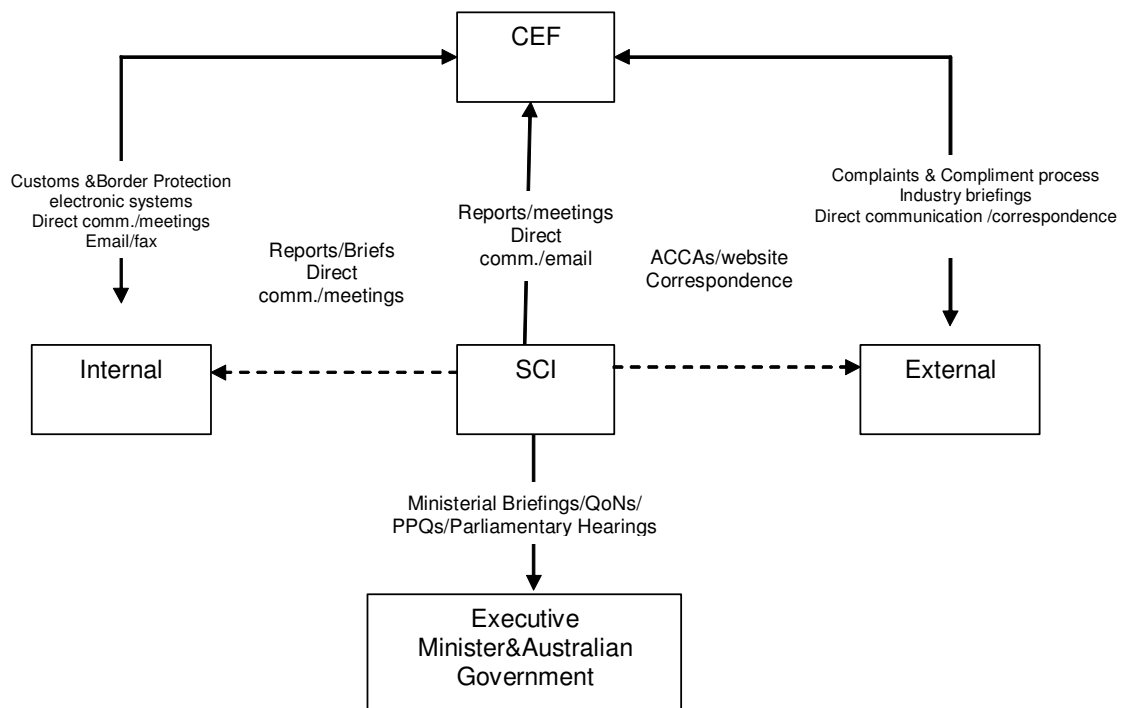
- Customs and Border Protection Executive
- Border Enforcement Division
- Passenger and Trade Facilitation Division
- Cargo Division
- Other government agencies (AFP, AQIS, ARPANSA, etc).

External Stakeholders:

- The Australian community
- Importers and exporters
- Stevedores and licensed depots
- Freight forwarders and Customs brokers and
- Transport & Logistics contractors

Client/Stakeholder Communication

The CEFs employ a variety of tools to communicate with the Australian Government and internal/external stakeholders.



Sea Cargo Improvement (SCI) works closely with the CEFs to ensure the Australian Government and key stakeholders receive accurate information in a timely manner.

CEFs and SCI communicate regularly through reports and meetings and liaise directly on specific issues as the need arises.

Any impediments that compromise the CEF's ability to achieve KPIs should be handled in accordance with the *National Guideline for Control of Non-Conforming Product*.

Communication with Internal Stakeholders

SCI closely monitors CEF performance and generates reports for both the Customs and Border Protection Executive and the Australian Government.

The following reports are routinely generated by SCI as part of the CEF Reporting network:

Monthly Report

- prepared for the Customs and Border Protection Executive and internal stakeholders (monthly);
- provides broad details of Customs and Border Protection' performance (KPIs, and significant finds)

Monthly and Bi-annual Complaints Reports [generated by SCI]

- prepared for the Customs and Border Protection Executive and internal stakeholders (monthly, bi-annually);
- provides broad details of complaints received for that month/quarter

The *ARPANSA Report*, which provides details of any incidents that impact on the CEFs' ARPANSA license is generated by the CEFs, collated by SCI and is forwarded to ARPANSA quarterly;

In addition to the regular reports described above, CEFs provide SCI with exception reports on any significant incidents that have the potential to impact on CEF throughput, as well as details of all significant detections.

SCI and other sections of Customs and Border Protection are able to generate ad hoc reports on CEF performance through CRE.

Communication with External Stakeholders

All complaints and compliments are to be referred to the Customs and Border Protection Information and Support Centre (CISC) to be logged in Customs and Border Protection' C&C system. This ensures that feedback received by staff from industry or members of the public is handled in accordance with the *Customs and Border Protection Client Service Charter* and the *C&C Policy*.

Complaints related to CEF operations are investigated and responded to by SCI.

Customer Satisfaction

While each CEF measures its overall performance against the KPIs, CEFs are also able to measure its success in achieving client satisfaction through:

- direct feedback via management
- positive results/significant finds
- audit results
- non-conformity reports

Related Policies and References

Practice Statements:

- Inspection and Examination of Sea Cargo

Other Instructions & Guidelines

- Document Control and Record Management
- Managing the Quality Management System
- Auditing and Monitoring
- Control of Nonconformity, Continuous Improvement & Corrective/Preventative Actions
- Purchasing and Supplier Evaluation
- Complaints Handling Procedures

Key Roles and Responsibilities

National ISO Coordinator, Sea Cargo Improvement, Canberra

CEF Managers

Copies of this document are controlled. Master copies of the document are on the Intranet. National ISO coordinator is responsible for version control.

Consultation

Internal

The following internal stakeholders have been consulted in the development of these Instructions and Guidelines.

- ISO Coordinators
- CEF Managers
- Sea Cargo Improvement

External

Not required

Approval

Approved on	12 July 2011	
By	National Director Cargo Raelene Vivian	
Review Period	This National Guideline is to be formally reviewed every two years by Sea Cargo Improvement	