



## Instructions and Guidelines

### Performance Measures and Clients

March 2009

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

**Published date:** 21 November 2008  
**Availability:** Internal and External  
**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 Quality Management system is applied in Cargo Examination facilities in Launceston, Newcastle, Townsville and Darwin although these sites are not required to be certified*

### **Introduction**

This Guideline should be read in conjunction with the Practice Statement 2009/22. This Instruction and Guideline defines key performance indicators for the CEFs.

### **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 of inspection throughput targets;
- Meeting of examination throughput targets;
- Number of complaints and compliments.

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

CEF performance against these 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.

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

#### **Meeting of Inspection Targets**

Under this KPI, "inspections" refers to the number of containers x-rayed at the CEF site. For the purposes of Customs and Border Protection' reporting, Adelaide, Darwin,

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Launceston, Newcastle and Townsville examinations are also included in national CEF inspection totals. Inspection targets for the CEFs are as follows:

Target – 101,500 TEU annually

#### Meeting of Examination Targets

“Examinations” concerns the number of containers or LCL consignments that have been physically opened and examined by Customs and Border Protection officers. Examination targets for the CEFs are as follows:

Target – 14,000 TEU annually

#### Complaints & compliments

Target – a minimum of complaints attributable to CEF operations

Customs and Border Protection aims to have a decreasing number of complaints being registered against the CEFs. While the existence of a comprehensive cargo inspection regime inevitably results in some unavoidable delays to cargo, CEFs have undertaken to reduce any impediment to legitimate trade to a minimum.

All complaints and compliments are logged in the Customs and Border Protection *Complaints and Compliments* (C&C) system, which is accessible to all Customs and Border Protection officers through the Customs and Border Protection desktop. Periodic C&C Reports can also be accessed through the Customs and Border Protection Intranet and Internet.

#### Continuous Improvement

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

## **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

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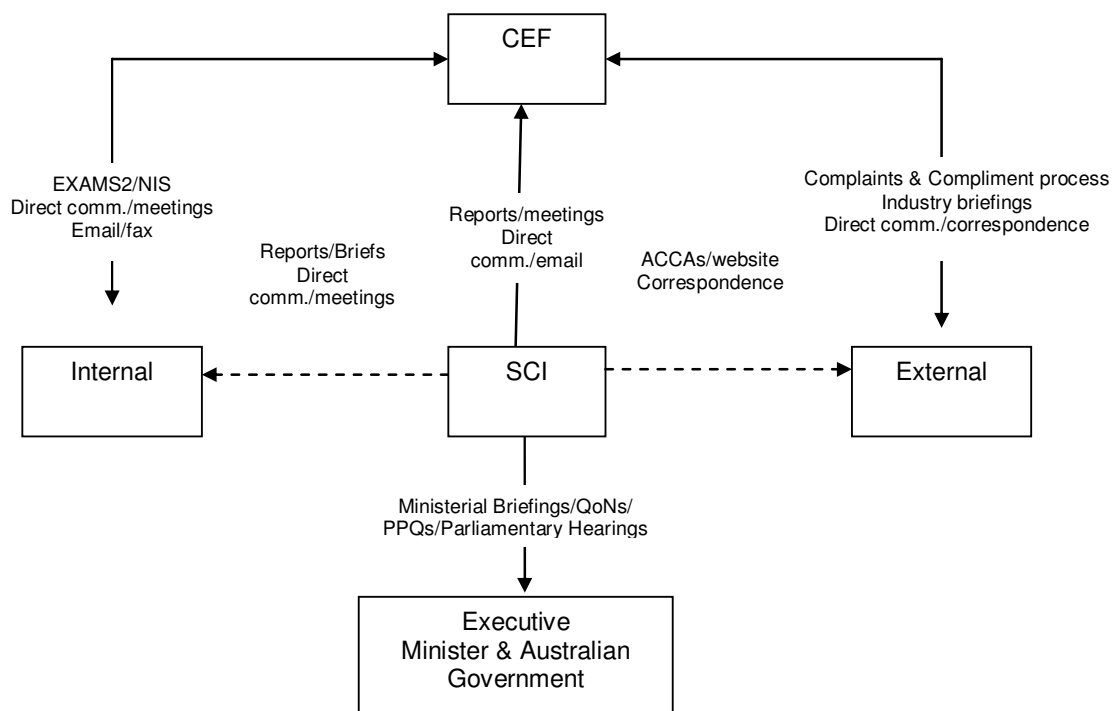
- Passenger and Trade Facilitation Division
- Cargo Division
- Other government agencies (AFP, AQIS, ARPANSA, etc).

*External Stakeholders:*

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

Client/Stakeholder Communication

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



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

CEF's and Sea Cargo Improvement (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

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

The EXAMS 2 examination reporting system is the primary reporting tool for the CEFs. EXAMS 2 enables the information recorded on the *Examination Running Sheet* to be accessed by internal stakeholders through *Corporate Research Environment* (CRE) Reports. In addition to being a source of information, EXAMS 2 also acts as a communication tool with internal stakeholders. Customs and Border Protection targeters use the system to liaise with the CEF regarding containerised cargo to be x-rayed, while conversely CEF staff are able to communicate job results by recording data into the system. *Significant finds* made at the CEF are referred to the relevant internal stakeholder through “Workgroups” in EXAMS 2. In this way, internal stakeholders are able to review CEF outcomes and implement strategies to improve their input into the CEF process.

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

### *Monthly Report* [generated by SCI]

- 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 Quarterly Complaints Report* [generated by SCI]

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

### *ARPANSA Report* [generated by the CEF, CATO]

- forwarded to SCI , endorsed by ANSTO and forwarded to ARPANSA (quarterly);
- provides details of any incidents that impact on the CEFs’ ARPANSA license.

In addition to regular reporting, CEFs provide SCI with exception reports on any significant incidents that have the potential to impact on CEF throughput, as well as details of any significant finds. Furthermore, 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 the Sea Cargo Improvement section. Further information on these policies can be accessed via the Customs and Border Protection desktop.

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## 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 Non Conforming Product
- 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

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**Approval**

<b>Approved on</b>	<b>27 October 2008</b>	<b>(signature)</b>
<b>By</b>	Jaclyne Fisher National Director Cargo	
<b>Review Period</b>	This National Guideline is to be formally reviewed biennially by Sea Cargo Improvement	