

IALA GUIDELINE G1168



PERFORMANCE MONITORING

It is important that there are established mechanisms for monitoring the performance of a third-party contractor to ensure that the contract deliverables are being met and the contracting authority is receiving value for money. The type, method, duration, and frequency of performance monitoring should be established by the contracting authority and should be primarily based on their requirements, to ensure all services are delivered to the correct standard.

Some examples of performance monitoring methods are shown in the following sections :

MANAGEMENT PLANS

Management plans are critical in establishing the processes by which the services are provided to ensure they meet the required standards, have a minimal environmental impact, identify, and mitigate all risks and ensure workplaces and worksites are safe.

Management plans can include the following:



Communications plan: A communications plan can be used to outline the communication processes required to ensure that there is regular dialogue maintained and that records are kept and stored.

Risk management plan: A risk management plan can be established to identify and assess all risks that may impact delivery of third-party contractor AtoN services.

Environmental management plan: An environmental management plan is an effective mechanism for managing environmental impact, it can be tailored to identify and control environmental risks to a project / activity level.

Quality management plan: A quality management plan is an effective method of setting out work processes, monitoring and testing requirements, responses to non-conformity and, in general, providing a documented system to ensure that all third-party AtoN services are being delivered to the appropriate standards and that a cycle of constant improvement is adopted.

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REPORTING

Reporting is a key requirement in any contract, as it allows for the development and collection of records of the work or services being delivered.

The type and frequency of reporting is dependent on the complexity of the work and some of the reporting types which may be considered are:

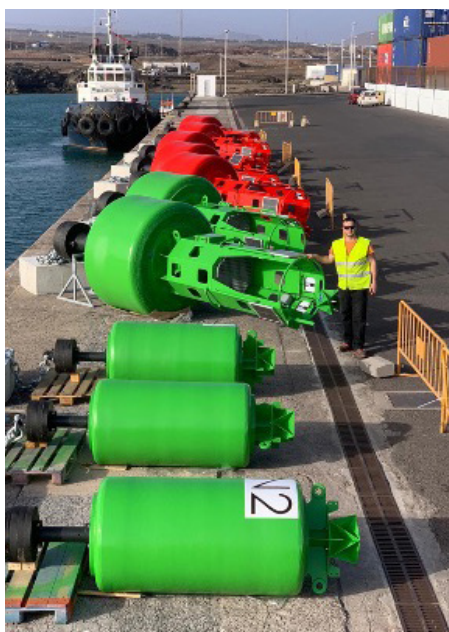


- Weekly or daily work reports
- AtoN site inspections
- Maintenance reports
- Commissioning reports
- Monthly, quarterly, or annual progress reports
- Failure response reports
- Incident reports (incidents, accidents and near misses)
- Other reports as required by the applicable management plans in place

INSPECTIONS AND AUDITS

Inspections and audits are a necessary mechanism as it allows a contracting authority to verify that services are delivered according to their stated requirements.

An example of inspection and audit types are:



- Audits of records
- Site inspections of completed work or current work
- Independent audits of AtoN sites
- Annual audits of facilities being used by third-party contractors
- Environmental audits
- Workplace safety audits
- Factory Acceptance Tests (FAT) or pre-installation inspections
- Site Acceptance Tests (SAT)

KEY PERFORMANCE INDICATORS (KPIs)

The use of key performance indicators (KPIs) is a method of monitoring contractual performance, they are quantifiable, outcome-based statements used to measure performance.

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The type of KPIs used will be directly related to the main scope of the contract, the key deliverables but also other high-level requirements that may be stated in management plans or other key documents. A common practice in some outsourcing arrangements is to tie KPI performance to a set percentage or portion of the contract payments.

Some KPIs that may be considered for use in AtoN delivery are:

- Availability objectives
- Mean time to repair (MTTR)
- Mean time between failures (MTBF)
- Compliance with environmental and safety management plans
- Number of non-conformances
- Number of faults or failures
- Compliance with work programs and schedules
- ISO or other industry related accreditations



INFORMATION MANAGEMENT AND QUALITY RECORDS

The contracting authority should consider maintaining a system for the management of information, data and records pertaining to the services being delivered by the third-party contractor.

The contracting authority is advised to retain ownership of all documentation, data and records associated with their AtoN, and the best method to achieve that is to arrange a Quality Management System (QMS) as defined in IALA Guideline G1052 Quality Management Systems for AtoN System Delivery.

Some examples of the type of documents and information that the contracting authority may want to retain are as follows:



- Operation and maintenance manuals
- Site drawings, including as-built modifications and the reasoning for any alterations
- Software for specific equipment and associated configuration
- Remote monitoring system access/login details
- Wiring diagrams
- Colours of AtoN
- AtoN List (names, positions, category, character, range, colour, MMSI, Racon code etc.)
- Navigation charts of the AtoN
- Issued notice to mariners and radio navigation warnings
- Monthly/quarterly/annual reporting of work undertaken
- AtoN Availability figures by category and or AtoN
- Health and safety documentation (including reporting of incidents and near misses)