
12.0 PERFORMANCE MEASUREMENT

Typically, performance can be measured in terms of financial performance and operational performance. In terms of financial performance, budget integrity has been achieved over the past 5 years which is further addressed in Section 14.4. In the area of operational performance no clear benchmarks are available to measure QHSS performance.

A summary of the workload and staffing for the relevant areas of Forensic Sciences and Public Health Sciences over the past 3 years is shown in Appendix 9. Staffing numbers do not include Team Leaders where they are primarily in a management role, administrative support staff or technical staff except in the case of Forensic Biology.

The Taskforce has identified that QHSS has limited documentation, methodology and policies on issues such as:

- Targeted analysis turnaround time;
- Benchmarked throughput per analyst; and
- True cost per test.

Indeed, the Taskforce has been constrained in its ability to analyse current performance and project future QHSS performance due to the inadequacy of data.

Some management have a broad understanding of the throughput of their areas of responsibility, however day to day decision making as well as future resource allocation needs to be better informed by performance data analysis. Although there are limited agreed performance benchmarks on a national basis, there has been no attempt (until recently) to develop local benchmarks to assist in decision making. The Business Enhancement Project is expected to deliver benchmarks and assist with this deficiency.

It appears most work groups operate within their defined area with only limited sharing of expertise or resources. Resources should be shared to meet peak workloads and at the same time provide an opportunity to multi-skill staff. It is acknowledged that resource sharing may not be applicable to all areas, however there are avenues where this can be pursued. There is a wealth of expertise on this campus which appears to be under-utilised for meeting peak demands, research, problem sharing and training.

Some areas within QHSS have an emphasis on revenue generation which in 2004/05 was \$4.8M. In 2000, a MOU with QPS was introduced for forensic person sampling using DNA technology. This MOU has generated \$1.2M revenue in 2004/05. It is reported that all fee-for-service work is provided on a cost neutral basis, however there is no evidence that these costings are full cost recovery and that they comply with the Government's *Full Cost Pricing Policy*.

The Taskforce considers QHSS should be focused in the first instance on its core business and ensure resource allocation is aimed at sharing expertise and resources across all work groups (i.e. both Forensic and Public Health) to meet the demands on its core business where possible. It is therefore critical that strategic planning is clear about what is core business. There is also a need to ensure appropriate research and development is incorporated in the work program to maintain a leading edge. Having maximised that potential, and only then, should non-core business be considered. At that point and within the framework of competitive neutrality, consideration needs to be given to:

- The capacity to pursue non-core business;
- The benefits to be gained from pursuing non-core business such as public health needs, skills development and professional reputation; and
- The financial benefits.

With regard to the costing of services, a costing and benchmarking team within the Office of the Executive Director, QHPSS is presently analysing costs within QHSS to establish costs for each service. While the results of this analysis are important for monitoring the cost effectiveness of services, it is also critical to ensure the commercial side of the business is managed within government policies including full cost recovery.

Recommendation 38:

It is recommended that the Chief Executive Officer of the Institute:

- (i) Develops and implements a performance reporting system for the Institute by **31 January 2006**;*
- (ii) Develops criteria consistent with organisational goals and objectives for non-core business by **31 July 2006**; and*
- (iii) Ensures the costing analysis of all laboratory services at the Institute is finalised by **31 July 2006**.*