



# **Strategy/Business Planning & Monitoring National Metrology Laboratory - IE**

**5 Dec, 2014**

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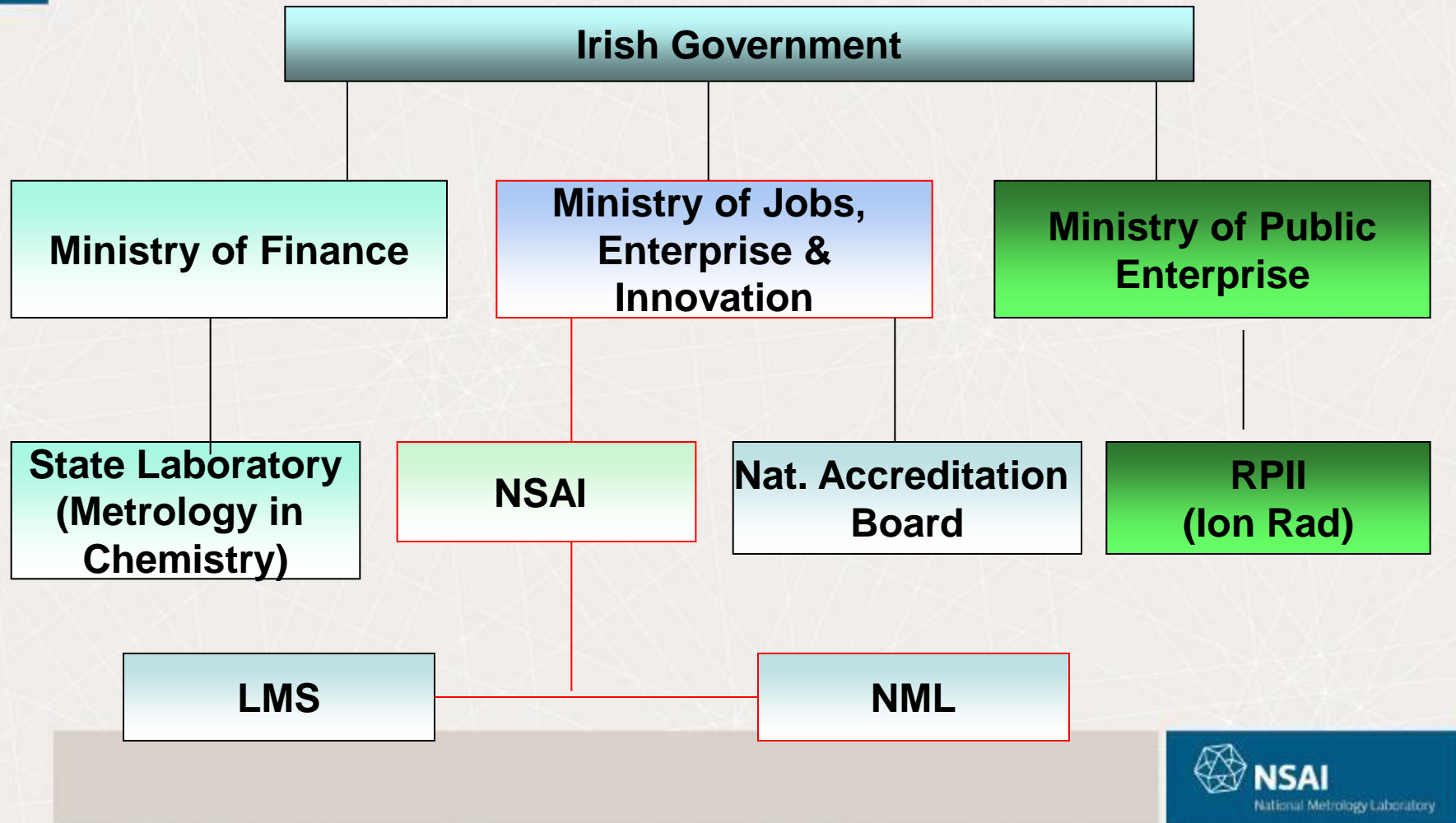
# Ireland by Numbers

## Statistics

<b>Population</b>	4.5m
<b>Language</b>	Irish & English
<b>GDP</b>	€183 Billion
<b>Total area:</b>	70,282 km <sup>2</sup>
<b>Currency</b>	Euro (€)
<b>Export Partners</b>	EU (39%) US (21%) UK (18%) Other (22%)
<b>Main Exports</b>	Pharmaceuticals Chemicals Computer Hardware & Software Food & Drink Medical Devices
<b>Largest Industrial Companies</b>	Intel Boston Scientific CRH Google Abbott Medtronic Hewlett Packard Apple Pfizer



# Metrology Infrastructure



# Metrology Infrastructure

- Ireland has a centralized (Primarily) National Measurement System.

- The NMS consists of :

- **NSAI NML**

*All subject fields with the exception of ionizing radiation and metrology in Chemistry*

*NSAI has overall responsibility for metrology (scientific, Industrial and Legal) in Ireland; NSAI NML is the prime NMI and represents Ireland on the international metrology stage.*

- **Radiological Protection Institute of Ireland (RPII)**

*Ionizing radiation*

*Not Designated – No CMCS*

- **State Laboratory**

*Metrology In Chemistry*

*Nationally Designated by NSAI – No CMCS*



**NSAI**

National Metrology Laboratory

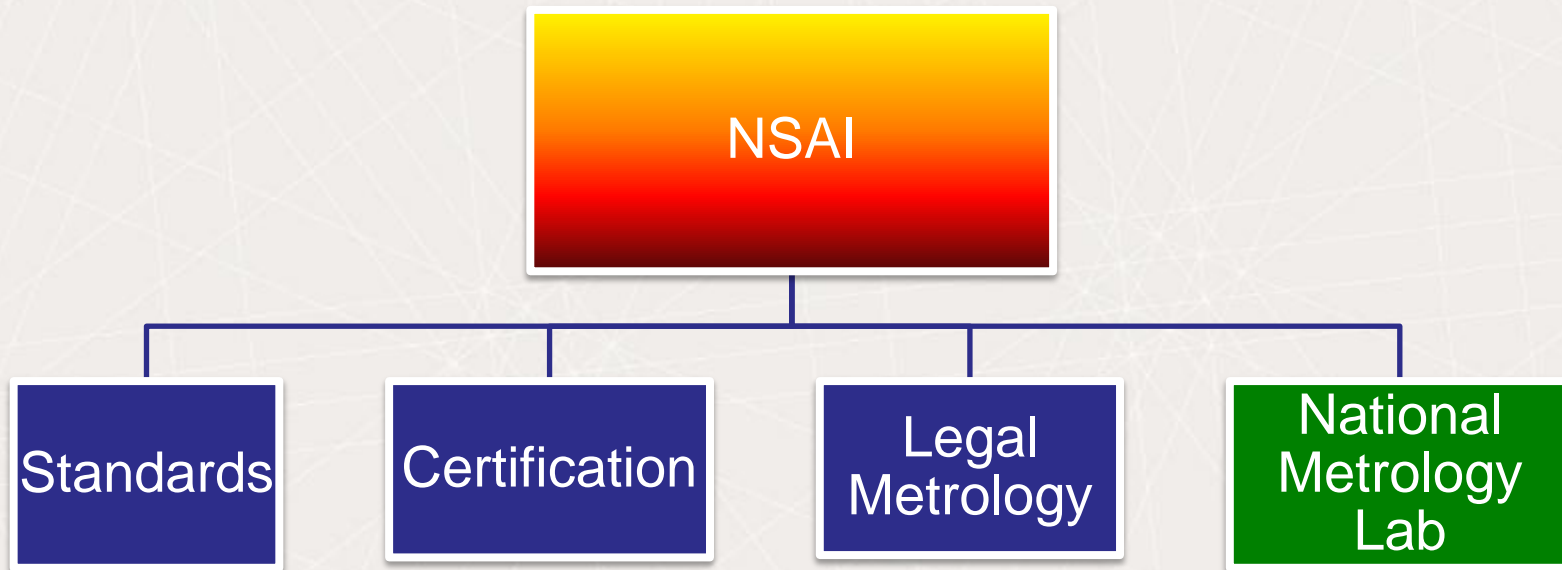
# Overview

- The National Metrology Laboratory (NML) is a division of the National Standards Authority of Ireland (NSAI).
- NSAI is an Agency of the Department of Jobs, Enterprise & Innovation and is regulated by the Industrial Development Act. Its metrology activities is regulated by the Metrology Act 1996
- NSAI is Ireland's official standards body.
- NSAI is the national certification authority for CE Marking and provides a certification service to enable business demonstrate that Irish goods and services conform to applicable standards.
- NSAI is responsible for scientific, industrial and legal metrology matters in the state.





# NSAI Structure



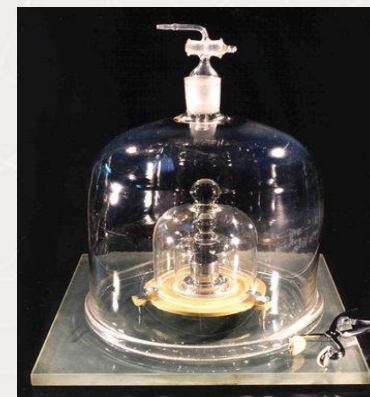
NSAI Staff Number : approx 140

NML Staff Number : 20



# Overview of NSAI NML

- *Developing & maintaining national **measurement standards** in accordance with the International System of Units (SI)*
- *Dissemination of measurement through **calibration** service*
- *Metrology **Research** & Development*
- ***Knowledge & Technology Transfer** through training, advisory services and audit activity*



- **Lab Space : 1 000 m<sup>2</sup>**
- **Staff : 20**
- **Operating Budget : 2.3 M€**



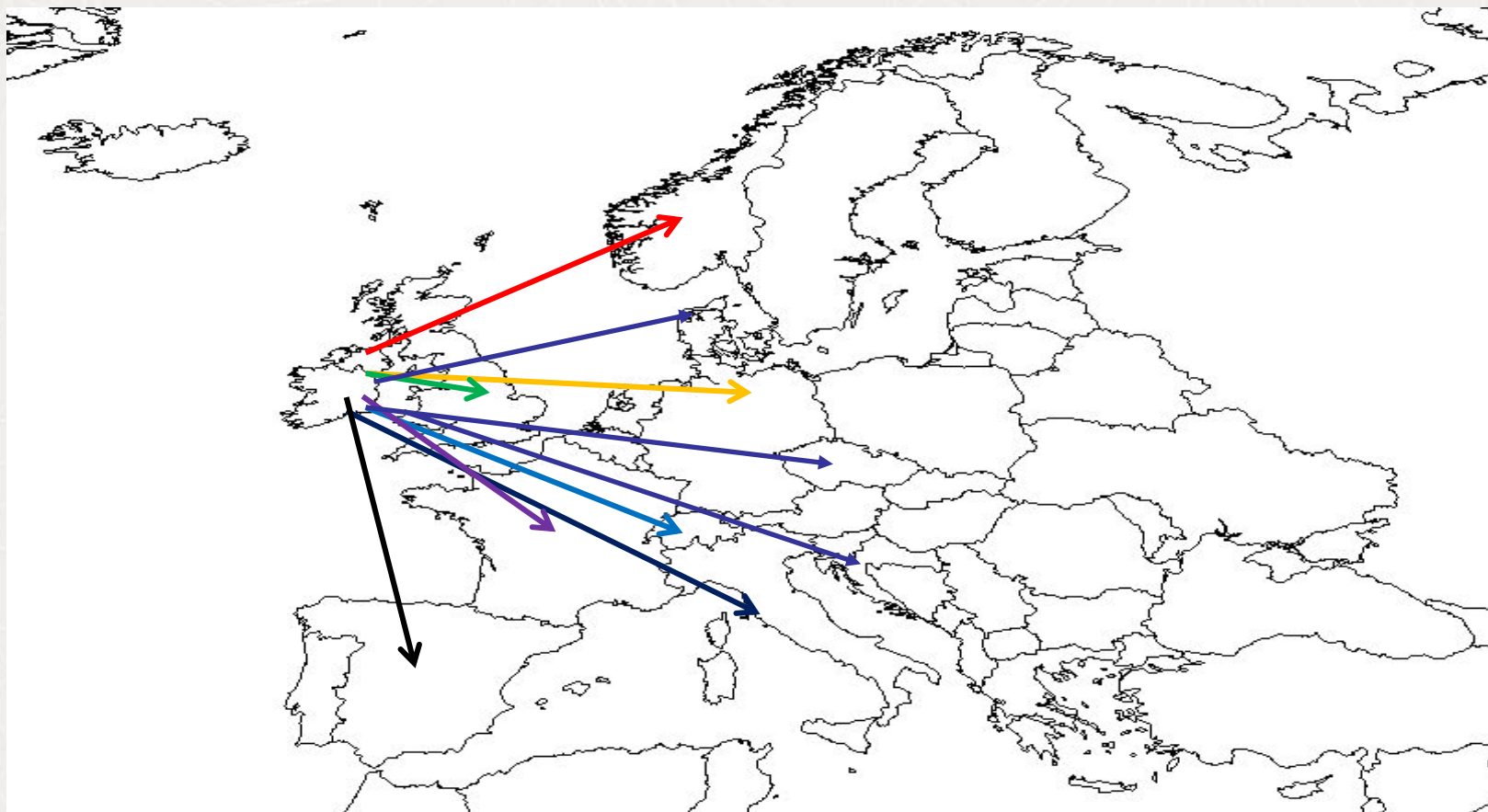
# Funding

- NSAI Financing
  - Annual Operating Budget € 21m
  - Funded by – Fee Income € 16m
    - Government Grant € 5m  
(+ €0.5m for equipment)
- NML Financing
  - Annual Operating Budget € 2.3m
  - Funded by – Fee Income € 1m
    - Government Grant € 1.3m





# NML Traceability



## NML's Traceability Routes



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National Metrology Laboratory

5 December 2014

EURAMET Workshop on Strategic  
Management

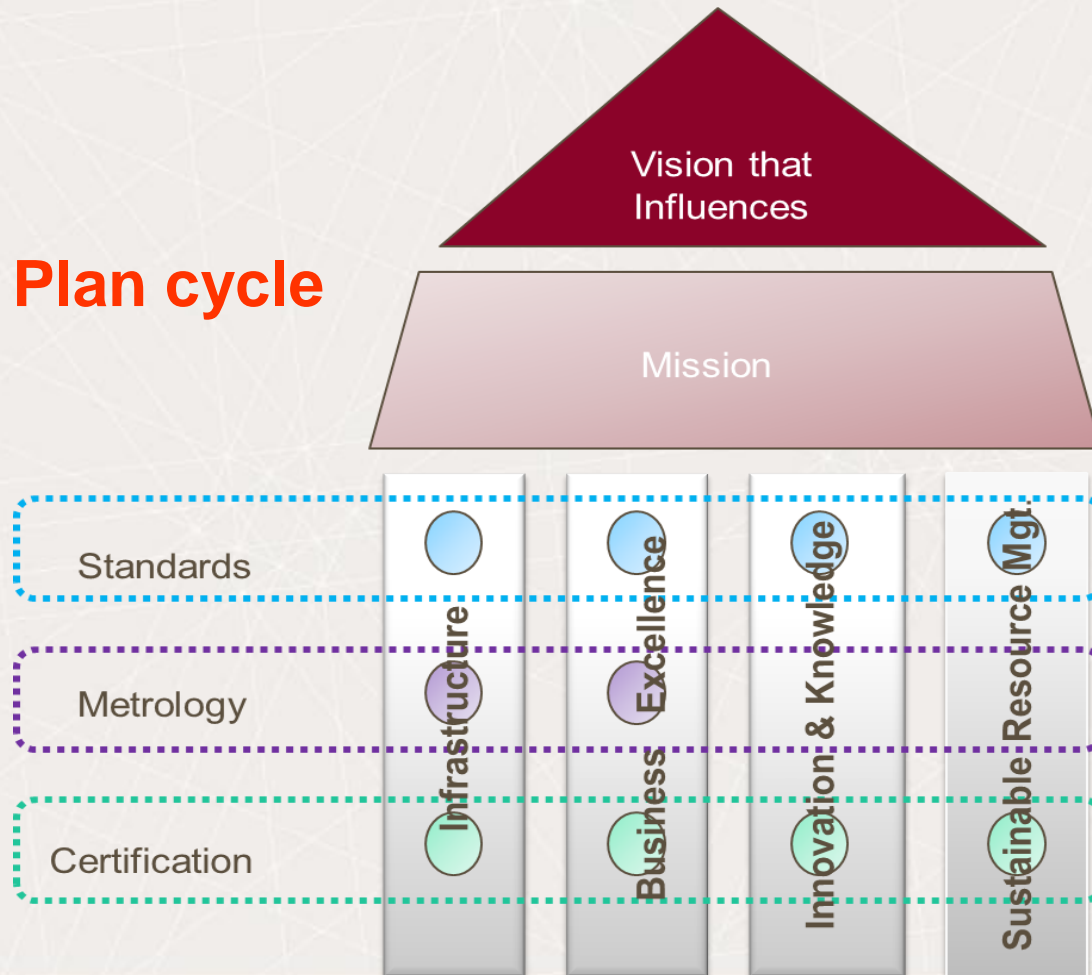
# Testing & Calibration Labs in Ireland

- 16 Accredited Calibration Labs
- 30+ Non-Accredited Calibration Labs
- 85 Testing Labs
- Many In-Company Calibration Labs



# NSAI Strategic Development

3-year Plan cycle



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# Strategy Outcome

- Results in 'High-Level' Strategy
- Short in Divisional Specifics
- 4-5 main objectives





# 3.

## STRATEGIC PILLARS & OBJECTIVES

"During the period of this strategy, NSAI will seek to optimise the application of the tools of Standardization, Metrology and Conformity Assessment to deliver on this mission, both for specific sectors and for the economy in general."

### 3.1 OPEN MARKET INFRASTRUCTURE

We see it as our purpose to open global markets for Irish exporters on the one hand, and, on the other, to maximise the benefits to Irish business and to the Irish consumer from our participation in the Single Market. Creating these conditions for efficient trade is what we call Open Market Infrastructure.

During the period of this strategy, NSAI will seek to optimise the application of the tools of Standardization, Metrology and Conformity Assessment to deliver on this mission, both for specific sectors and for the economy in general.

Metrology, Standardization and Conformity Assessment are inter-linked as follows:

Fig. 1 Source - ISO - 'Fast Forward', 2008



Uniquely in Europe, NSAI now hosts four of the five primary technical pillars identified by UNIDO as prerequisites for an efficient trading economy (Ref. Fig 1).

Management of the policy instruments of Standards, Metrology, Legal Metrology, Conformity Assessment (in the form of Certification and Agrement) ensures confidence in the foundation of Ireland's trade infrastructure. The inter-related programmes ensure that Irish enterprise and consumers achieve the benefits of an efficient trading system by reducing unnecessary variety; interoperability of components and products creating economies of scale; driving quality assurance; and empowering consumers to demand fit-for-purpose products and services that conform to standards.



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# Strategy Documentation



# NSAI Strategy



## NML Business Plan

- Covers 3 years
- Links to Main Strategy
- More detailed and NML-specific Objectives

## Operational Plan

- Produced Annually
- Detailed Operational Objectives
- Linked to Business Plan



**Staff PMDS**



**NSAI**

National Metrology Laboratory

# Business Plan - Elements

- Based on input from Stakeholders & Staff
- Takes account of National & International Trends
- Realistic yet ambitious
- Clear, Concise Objectives
- Targets must be Measureable



# Business Plan - Example

Objective	Task	Milestone	Year
Solve measurement-related problems for industry through provision of knowledge transfer and consultancy	1. Develop PT scheme for industry test & calibration labs in addition to service sector	Q4, 2013	1
		Q4, 2015	3
	2. Manage 15 PT schemes for up to 20 industry partners	Q4, 2015	3
	3. Provide 15 consultancy assignments	2013 to 2015	1-3
	4. Deliver 16 training courses annually	Q4, 2014	2
	5. Become certified training provider under Continuous Professional Development Scheme	Q4, 2013	1
6. Partner with 3 <sup>rd</sup> Level College for delivery of metrology to Physics/ Engineering courses			
<i>Strategic Plan</i> <i>Objective Ref.: 5.2-M.1</i>			
5.2-M.2			



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# Monitoring & Reporting





- Business Plans
  - Reviewed Mid-Year
  - Reviewed at end-of-year
  - Reviewed against targets and timeframe
- Operational Plans
  - Key Performance Indicators (KPIs) set
  - Reviewed each Quarter
  - Reported to NSAI Sen Management Group & NSAI Board








# KPI Reporting

	Performance/ Activity Objective	2014 target	Position 30 Sep 2014	Current Status	Last report Status
1	Instrument Calibrations	4400	3389		
2	National Standards maintained	14	14		
3	Research Activities	350	232		
4	Certificate turnaround time (mean value)	< 10 days	10.8		

	Performance/ Activity Objective	2014 target	Position 30 Sep 2014	Current Status	Comment
	Training courses delivered	14	15		
	Consultancy assignments	12	10		
	Number of PT's	10	19		
	Extend TY placement scheme	10	7		

Key:	KPI: On target.	
	KPI: Below target but recoverable.	
	KPI: Significantly below target.	

# Strategic Planning – Key Issues

- Involve staff & Stakeholders early in Process
- Difficulty obtaining input from Government & Industry
- Realistic and Ambitious Objectives
- Clear – Concise – Measureable
- Review & Monitor
  - Tracking Progress
  - Strategic/ Business Plans are ‘living’ documents

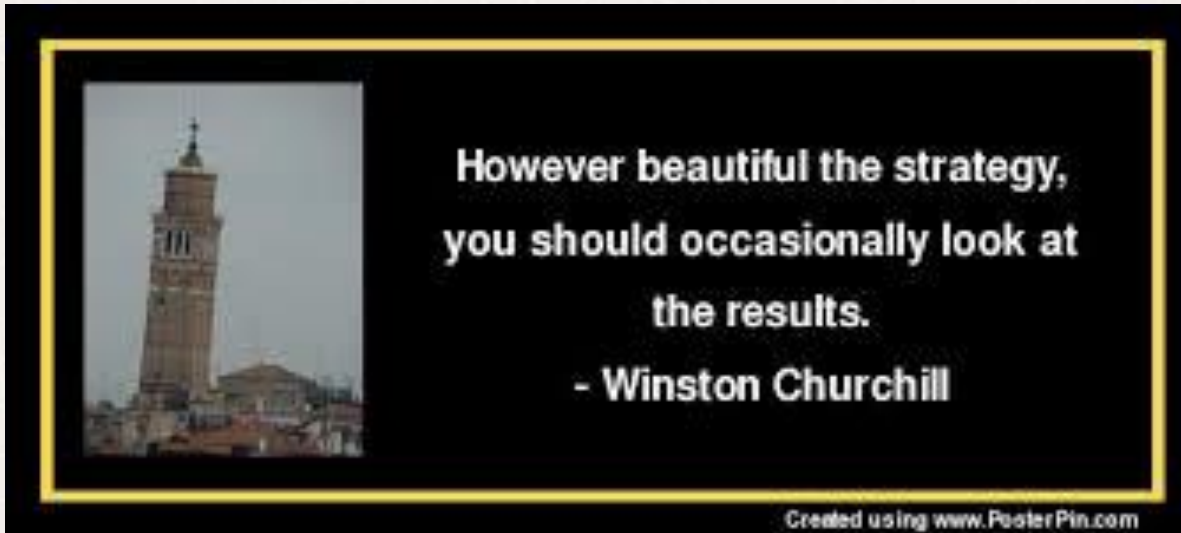


# Strategy – Clear focussed Vision

**‘A Computer on every desk & in every Home’**

**Bill Gates – Microsoft 1980**





*Thank you for your attention*