

Vendor Performance evaluation – general guidance: Goods

	Overall Score (all questions combined)	Description
Greatly exceeds expectations	99-100	If all or nearly all of the deliverables exceed HRM expectations. Clarification: 80 to 100% of the deliverable’s expectations have been exceeded.
Exceeds expectations	80-98.9	If some deliverables exceed expectations and all others meet expectations Clarification: 20% of deliverables exceed expectations and others consistently meet expectations
Meets expectations	60-79.9	If all deliverables meet quality expectations outlined in the contract, but no “extra-value” is added
Minor Concerns	40-59.9	If a minimal portion of deliverables are below expectations. Clarification: Less than 20% of deliverables below expectations
Major concerns	20-39.9	If more than a minimal portion of deliverables are below expectations. Clarification: More than 20% of deliverables below expectations and may or have jeopardized the project.
Unacceptable	0-19.9	Contract terminated for default or legal action taken
<p>Note: when the majority of the criteria are exceeding expectations, but there is a minimal amount that also fall below expectations the project manager has the flexibility to look at this holistically and apply judgement in scoring.</p>		

Criteria	Exceptional	Exceeds Expectations	Met Expectations	Minor Concerns	Major concerns
No defective items and all items were delivered in accordance with the contract.	No defective items and all items were delivered in accordance with the contract.	Defective items and delays were fewer than expected for similar goods. Delays were not within the control of the supplier	Defective items and delays were acceptable. Delays were not within the control of the supplier	HRM experienced delays, unnecessary increased costs, missed milestones and/or date delays, as a result of supplier's action or inaction	Consult with Procurement for further guidance
Defects were not severe.	There were no defects through the life of the contract	Defects were fewer than expected for similar goods and did not result in the return or refusals.	Defects were within acceptable limits and the supplier addressed them quickly. Defects, when found did not impact HRM operations	Defects were sometimes severe, requiring return or workarounds. Claims were delayed. HRM operations were disrupted	Consult with Procurement
The number of defective items was not severe.	There were no defects through the life of the contract	The number of defects were minimal and did not impact HRM operations nor result in any additional workload for staff.	The number of defects was acceptable and did not impact HRM operations nor result in excessive additional workload for staff.	The number of defects exceeded acceptable limits, impacting HRM operations.	Consult with Procurement
Corrective actions were timely and effective (i.e.,/ replacement of items, vendor identification of root causes and	There was no need for corrective actions to be taken	Corrective actions were taken in a timely manner, root causes of issues were consistently addressed, corrected	Corrective actions were taken in a timely manner. Root causes were mostly addressed, corrected and communicated to staff	Corrective actions were performed but not always timely, causing extra effort by HRM staff. Issues were dealt with, but the	Consult with Procurement

addressing the underlying issues)		and communicated to staff.		root cause was not investigated and permanent corrective actions were not communicated	
Deliveries were on time, complete (no unexpected backorders), and accurate (no missing items, no incorrect items)	Deliveries were always on time with no unexpected backorders. Backorder deliveries were consistently on time. No missing or incorrect items during the contract evaluation period	Deliveries were on time (on the expected date) with no unexpected backorders. Backorder deliveries were mostly on time. No missing or incorrect items during the contract evaluation period	Urgent orders were delivered time or earlier. Routine deliveries were mostly on time with no unexpected backorders. Backorder deliveries were mostly on time. Minimal missing or incorrect items during the contract evaluation period. Inaccuracies or missing or late items did not disrupt HRM operations.	Deliveries were not on time, there were unexpected backorders, and shipments had missing or incorrect items that were inconvenient but did not disrupt HRM operations	Consult with Procurement
When backorders did occur a small number of items were affected and the reason for backorders were outside the control of the supplier	There were no backorders throughout the contract evaluation period.	When backorders did occur a small number of items were affected and the reason for backorders were outside the control of the supplier. Supplier proactively addressed backorders by offering alternatives	When backorders did occur a small number of items were affected and the reason for backorders were outside the control of the supplier	Backorders occur regularly on certain items and the supplier didn't offer solutions	Consult with Procurement

		or overstocking at their facility.			
Deliveries contained the correct quantities as in the purchase order (excluding backorders). Invoices and packing slips are on time, accurate, and complete in accordance with the contract's payment and invoicing instructions.	Deliveries never contained incorrect quantities (excluding backorders). Invoices and packing slips are always on time, accurate, and complete. No HRM intervention was required during the contract evaluation period.	Incorrect quantities were rare and resolved immediately (same day). Invoices and packing slips are on time, accurate, and complete in accordance with the basis of payment and invoicing instructions included in the contract most of the time. When there was an invoice error it was corrected immediately. HRM intervention was rarely required.	Incorrect quantities were rare and resolved within 1 or 2 days. Invoices and packing slips are mostly on time, accurate, and complete in accordance with the basis of payment and invoicing instructions included in the contract. When there was an invoice error it was corrected immediately and did not reoccur.	Incorrect quantities were frequent but resolved in a timely manner. Invoices and packing slips are on time, accurate, and complete. HRM intervention was required to correct issues. Incorrect quantities had potential to interrupt HRM operations.	Consult with Procurement
Timeliness and effectiveness of mitigating and corrective actions was high (for example, advanced notification of delays, schedule adjustments, identifying and addressing the underlying issue	The contractor is proactive and highly effective in suggesting corrective actions well in advance with early notification and solution implementation avoiding disruption to HRM.	The contractor responds quickly to delays or issues. No follow up is required.	The contractor responds to delays or issues as they arise, resolving them within a reasonable timeframe.	Final product is inadequate and/or does not fulfill requirements; requires intervention from HRM to meet standards and other mandatory requirements.	Consult with Procurement.

<p>The contractor is consistent and proactive in their communications, including order acknowledgements, provides clear and comprehensive information, and timely progress updates.</p>	<p>The contractor is consistent and proactive in their communications, including providing advice on future supply issues that may affect HRM. Provides clear and comprehensive information, and timely progress updates on availability, upcoming product changes (e.g./changes in sku numbers, specifications, replacements etc.), environmental expectations and sustainability requirements.</p>	<p>The contractor is consistent and proactive in their communications. Order acknowledgements are consistently correct including delivery dates, provides clear and comprehensive information, and timely progress updates. HRM is advised of product changes (e.g./changes in sku numbers, specifications, replacements etc.), in a timely fashion.</p>	<p>The contractor is consistent and proactive in their communications, including order acknowledgements, provides clear and comprehensive information, and timely progress updates.</p>	<p>Order acknowledgements are sometimes not received or contain errors, Delays that could have been anticipated are sometimes not communicated on time for HRM decision making. Progress updates on the status of orders is sometimes but not always provided.</p>	<p>Consult with Procurement</p>
<p>The contractor demonstrates adaptability, openness, collaboration, and cooperation in coordinating activities and in responding to inquiries and requested changes to deliverables</p>	<p>The contractor proactively works with HRM to identify opportunities for improvement of the relationship, adapts to HRM's requirements, reacts immediately to urgent requirements. Offers options for savings or operational improvements related</p>	<p>The contractor responds to inquiries and requested changes to deliverables quickly. When requests cannot be met, the contractor provides a reasonable explanation. The contractor works to coordinate deliveries based on HRM's</p>	<p>When approached, the contractor works with HRM to identify opportunities for improvement of the relationship, adapts to HRM's requirements, reacts in a timely manner to urgent requirements. Sales personnel have regular "check-ins" with HRM staff.</p>	<p>The contractor has very little interaction with HRM aside from the order processing and invoicing process. Sales personnel do not check in with HRM</p>	<p>Consult with Procurement</p>

quickly	to the purchase and use of their product(s)	operational requirements and constraints.			
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