

AFFILIATED CORPORATE SERVICES, LLC

ACS RESOURCE CENTER

VENDOR PERFORMANCE EVALUATION SCORECARD

A practical tool for evaluating vendor performance, documenting concerns, and managing improvement

Good vendor management starts with defined expectations and uses observable performance, documented results, communication, and follow-through to determine whether the relationship is delivering what the business requires.

EXPECTATIONS → PERFORMANCE → EVIDENCE → ACTION → FOLLOW-UP

EVALUATE AGAINST DEFINED REQUIREMENTS

Evaluate the vendor against the requirements of the actual relationship—not against undefined expectations that were never communicated.

Vendor & Evaluation Information

Vendor: _____

Service / Product Provided: _____

Business Location / Department: _____

Contract / PO / Agreement: _____

Evaluation Period: _____

Evaluation Date: _____

Evaluator: _____

Primary Vendor Contact: _____

Previous Evaluation Date: _____

Rating Scale

Rating	Performance
5	Consistently Exceeds Requirements
4	Fully Meets Requirements
3	Generally Meets Requirements / Minor Improvement Needed
2	Frequently Below Requirements / Improvement Required
1	Does Not Meet Requirements / Significant Action Required
N/A	Not Applicable / Insufficient Basis to Evaluate

RATE WHAT THE EVIDENCE SUPPORTS

Do not artificially raise or lower ratings to produce a desired overall result. Use records, inspection findings, service history, observations, customer feedback, and other appropriate evidence.

PERFORMANCE EVALUATION

1. Quality of Work / Product

- ☐ Work, service, or product consistently meets defined requirements.
- ☐ Defects, errors, callbacks, rework, or repeat problems are appropriately controlled.
- ☐ Vendor demonstrates attention to quality and required standards.

Category Rating: ____ / 5 **Comments / Evidence:** _____

2. Reliability & Timeliness

- ☐ Required schedules and commitments are met.
- ☐ Deliveries, service calls, projects, or recurring work occur when expected.
- ☐ Delays or disruptions are communicated promptly.

Category Rating: ____ / 5 **Comments / Evidence:** _____

3. Responsiveness & Communication

- ☐ Vendor responds within reasonable or agreed timeframes.
- ☐ Appropriate contacts are accessible when issues arise.
- ☐ Communication is clear, accurate, timely, and professional.

Category Rating: ____ / 5 **Comments / Evidence:** _____

4. Compliance With Scope & Requirements

- ☐ Vendor performs the agreed scope of work.
- ☐ Contractual, procedural, documentation, safety, or site requirements are followed.
- ☐ Changes or out-of-scope conditions are communicated before unauthorized work occurs.

Category Rating: ____ / 5 **Comments / Evidence:** _____

PERFORMANCE EVALUATION

5. Problem Resolution & Corrective Action

- ☐ Vendor responds appropriately when deficiencies are identified.
- ☐ Immediate problems are corrected within reasonable or required timeframes.
- ☐ Recurring or significant problems receive meaningful corrective action rather than repeated temporary fixes.

Category Rating: ____ / 5 **Comments / Evidence:** _____

6. Customer Service & Working Relationship

- ☐ Vendor personnel interact professionally with employees, customers, occupants, or other stakeholders.
- ☐ Concerns are handled constructively.
- ☐ Vendor demonstrates appropriate ownership and accountability.

Category Rating: ____ / 5 **Comments / Evidence:** _____

7. Value & Commercial Performance

- ☐ Pricing and invoicing are consistent with the agreement.
- ☐ Charges are understandable and appropriately documented.
- ☐ Overall performance provides reasonable value considering quality, reliability, responsiveness, and total service requirements.

Category Rating: ____ / 5 **Comments / Evidence:** _____

PRICE IS NOT THE SAME AS VALUE

A lower-priced vendor can become expensive when poor quality creates rework, management time, customer complaints, downtime, emergency replacement, or operational disruption.

OVERALL VENDOR EVALUATION

Calculate the Overall Average

Total Category Points: _____

Applicable Categories: _____

Overall Average: _____

$$\text{TOTAL POINTS} \div \text{NUMBER OF APPLICABLE CATEGORIES} = \text{OVERALL AVERAGE}$$

Exclude categories marked N/A from both the total applicable categories and the divisor.

Average	Interpretation
4.50–5.00	Exceptional Performance — consistently meets requirements and frequently exceeds them.
3.75–4.49	Strong Performance — reliably meets requirements with limited improvement opportunities.
3.00–3.74	Acceptable With Improvement Opportunities — generally meets requirements; identifiable improvements should be addressed.
2.00–2.99	Improvement Required — significant concerns require documented action and follow-up.
Below 2.00	Unsatisfactory / Management Review Required — performance is substantially below requirements and warrants prompt review.

DO NOT LET THE AVERAGE HIDE A SERIOUS FAILURE

A satisfactory overall score does not override a critical safety, compliance, contractual, customer, or operational deficiency. Significant individual failures should be addressed regardless of the mathematical average.

Performance Summary

What Is Working Well?

Primary Performance Concerns

Recurring Issues / Trends

Business or Customer Impact

Required Action

Issue / Improvement	Required Action	Owner	Due Date	Status

Follow-Up Review Date: _____

Vendor Response Required? ☐ Yes ☐ No Corrective Action Required? ☐ Yes ☐ No

Management Review Required? ☐ Yes ☐ No

MANAGEMENT REVIEW AND FOLLOW-UP

Overall Management Assessment

- ☐ Continue — Performance Acceptable
- ☐ Continue — Improvement Opportunities Identified
- ☐ Continue With Documented Corrective Action
- ☐ Increased Monitoring / Follow-Up Required
- ☐ Commercial or Scope Review Required
- ☐ Management Review of Vendor Relationship Required
- ☐ Other: _____

Evaluator Comments / Recommendation

Management Review / Decision

Five Questions Before the Vendor Review Is Complete

1. Are we evaluating the vendor against requirements that were actually communicated?

A vendor cannot reliably meet expectations that exist only in someone's head.

2. Are ratings supported by examples, records, inspection findings, service history, or other evidence?

Ratings should reflect performance rather than personality.

3. Are recurring problems being treated differently from isolated problems?

Repeated failures may indicate a process or management-system weakness.

4. Have we considered the total business impact—not merely price?

Quality failures, downtime, complaints, rework, and management attention all have costs.

5. Does the vendor know what must improve, who owns the action, and when follow-up will occur?

An evaluation has limited value if nothing happens afterward.

VENDOR PERFORMANCE MANAGEMENT CYCLE

DEFINE expectations before evaluating performance.

MONITOR meaningful performance throughout the relationship.

EVALUATE against documented requirements.

DISCUSS results with the vendor where appropriate.

CORRECT meaningful deficiencies.

VERIFY that required improvement occurred.

DECIDE what the evidence means for the continuing relationship.

MANAGEMENT JUDGMENT MATTERS

A vendor scorecard should support management judgment—not replace it.

Related ACS Resources

Use the Workplace Quality Inspection Checklist to create evidence for vendor quality ratings. Use the Corrective Action Quick Guide when deficiencies require structured corrective action. Future Service Recovery and Losing a Customer Account guides will address customer impact, account risk, and broader lessons.

Would You Like an Independent Look?

ACS offers eligible businesses one complimentary introductory assessment. Vendor-management concerns may align with the Facility Services or Operations & Process assessment, depending on the relationship and underlying issue.

There is no fee, no obligation, and no requirement to purchase an ACS service.

Learn more or request an assessment: acsllc-nc.com/assessment

EXPECTATIONS DEFINED. PERFORMANCE MEASURED. RESULTS MANAGED.