

Annex B: Apparel Scorecard

Quality (Defective Item)

Weighting: 40%

Indicators for this evaluation include:

1. The frequency of deliveries received with defective items not in conformance with the contract.
2. The severity of defects (minor or major).
3. The number of items affected.
4. The timeliness and effectiveness of corrective actions (e.g. replacing defective items, identifying and addressing the underlying issue).

Score	Scoring Guide
<input type="checkbox"/> 5 Exceptional	<ul style="list-style-type: none">• Minimal number of deliveries with defects.• Defects were minor and accepted without being returned.• Only a minimal number of delivery items were affected.
<input type="checkbox"/> 4 Surpassed	<ul style="list-style-type: none">• Occasional deliveries with defects.• A significant number of delivery items with minor defects, or a minimal number with major defects.
<input type="checkbox"/> 3 Achieved	<ul style="list-style-type: none">• Infrequent deliveries with a significant number of major defects; or• Frequent deliveries with minor defects where effective corrective action was taken.
<input type="checkbox"/> 2 Moderate Improvement Needed	<ul style="list-style-type: none">• Frequent deliveries with minor defects where effective corrective action was not taken; or• Frequent deliveries with major defects where effective corrective action was taken.
<input type="checkbox"/> 1 Significant Improvement Needed	<ul style="list-style-type: none">• Frequent deliveries with major defects where effective corrective action was not taken.

Schedule (High Volume Delivery)

Weighting: 30%

Indicators for this evaluation include:

1. The frequency of scheduled deliveries that were late or only partially complete.
2. The number of items affected.
3. The timeliness and effectiveness of mitigating and corrective actions (e.g. advanced notification of delays, schedule adjustments, identifying and addressing the underlying issue).

When deliverables are received, if significant deficiencies are identified, Canada may require the deficiencies be addressed before the delivery is considered to be completed.

Score	Scoring Guide
<input type="checkbox"/> 5 Exceptional	<ul style="list-style-type: none">• No late or partial deliveries.
<input type="checkbox"/> 4 Surpassed	<ul style="list-style-type: none">• Infrequent late or partial deliveries.• Affected only a small number of items, or if significant number of items were affected, sufficient mitigation efforts were made.
<input type="checkbox"/> 3 Achieved	<ul style="list-style-type: none">• Infrequent late or partial deliveries.• A significant number of items were affected.• Mitigation efforts were not always sufficient.
<input type="checkbox"/> 2 Moderate Improvement Needed	<ul style="list-style-type: none">• Frequent late or partial deliveries.• A significant number of items were affected.• Sufficient mitigation efforts and remedial action to address underlying causes of delays.
<input type="checkbox"/> 1 Significant Improvement Needed	<ul style="list-style-type: none">• Frequent late or partial deliveries.• A significant number of items were affected.• Insufficient mitigation efforts and remedial action to address underlying causes of delays.

Management (Communication and Coordination)

Weighting: 30%

Indicators for this evaluation include (as applicable):

1. **Communication:** The contractor is consistent and proactive in their communications, provides clear and comprehensive information, and timely progress updates.
2. **Issue Management:** The contractor is proactive and effective in responding to and resolving issues (e.g. shipment delays, quality defects). Contracting and Project Authorities are informed of risks and issues and provided with mitigation recommendations in a timely manner. Any issues are resolved or effectively mitigated by the contractor.
3. **Delivery Management:** Deliveries contain the correct quantities (including for sizes and other requirements) as prescribed in the contract schedule. Invoices and packing slips are on time, accurate, and complete in accordance with the basis of payment and invoicing instructions included in the contract.
4. **Relationship Management:** The contractor maintains and coordinates effective professional relationships with all stakeholders. This may include subcontractors, client department representatives, end users, third parties and other points of contact, as applicable for the contract.
5. **Flexibility:** The contractor demonstrates openness, collaboration and cooperation in coordinating activities and in responding to inquiries and requested changes to deliverables.
6. **Reliability:** The contractor manages contract work independently, including following through on agreed upon action items, decisions and commitments, without excessive guidance, oversight or intervention required.
7. **Continuous Improvement:** The contractor demonstrates commitment to improving contract outcomes by acknowledging performance areas of weakness, taking corrective action, and providing valuable input for process improvement.

The contractor's performance is rated for each indicator according to the following criteria:

Succeeds +: The contractor met or exceeded performance expectations consistently and flawlessly.

Succeeds -: The contractor did not always meet performance expectations. Some minor errors or shortcomings that could be improved upon were noted.

Significant Underperformance: The contractor did not consistently meet minimum performance expectations. There were repeated deficiencies noted which had a considerable impact on overall contractual outcomes, requiring significant effort to address.

Indicator	Rating	Supporting Justification
1. Communication	<input type="checkbox"/> Succeeds + <input type="checkbox"/> Succeeds - <input type="checkbox"/> Significant Underperformance <input type="checkbox"/> Not Applicable	
2. Issue Management	<input type="checkbox"/> Succeeds + <input type="checkbox"/> Succeeds - <input type="checkbox"/> Significant Underperformance <input type="checkbox"/> Not Applicable	
3. Delivery Management	<input type="checkbox"/> Succeeds + <input type="checkbox"/> Succeeds - <input type="checkbox"/> Significant Underperformance <input type="checkbox"/> Not Applicable	
4. Relationship Management	<input type="checkbox"/> Succeeds + <input type="checkbox"/> Succeeds - <input type="checkbox"/> Significant Underperformance <input type="checkbox"/> Not Applicable	
5. Flexibility	<input type="checkbox"/> Succeeds + <input type="checkbox"/> Succeeds - <input type="checkbox"/> Significant Underperformance <input type="checkbox"/> Not Applicable	
6. Reliability	<input type="checkbox"/> Succeeds + <input type="checkbox"/> Succeeds - <input type="checkbox"/> Significant Underperformance <input type="checkbox"/> Not Applicable	
7. Continuous Improvement	<input type="checkbox"/> Succeeds + <input type="checkbox"/> Succeeds - <input type="checkbox"/> Significant Underperformance <input type="checkbox"/> Not Applicable	

Based on the ratings received, the contractor is scored according to the table below:

Score	Scoring Guide
<input type="checkbox"/> 5 Exceptional	<ul style="list-style-type: none"> Succeeds + against all applicable indicators.
<input type="checkbox"/> 4 Surpassed	<ul style="list-style-type: none"> Succeeds - against only 1 indicator and no significant underperformance against any indicators.
<input type="checkbox"/> 3 Achieved	<ul style="list-style-type: none"> Succeeds - against only 2 indicators and no significant underperformance against any indicators.
<input type="checkbox"/> 2 Moderate Improvement Needed	<ul style="list-style-type: none"> Succeeds - against 3 indicators and no significant underperformance against any indicators.
<input type="checkbox"/> 1 Significant Improvement Needed	<ul style="list-style-type: none"> Succeeds - against 4 or more indicators or significant underperformance against 1 or more indicators.