

Vendor Performance Management Program



Effective: May 2026
Classification: Public

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**Calgary Board
of Education**

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Vendor Performance Management (VPM) Program

1. Introduction

The Calgary Board of Education (CBE) Vendor Performance Management (VPM) Program establishes a standardized, transparent, and consistent framework for managing and evaluating vendor performance. The Program supports effective contract administration, ensures best value for public funds, mitigates operational and reputational risk, and promotes constructive, professional relationships with vendors.

The VPM Program is a core contract-management tool that enables the CBE to monitor, assess, and document vendor performance over the life of a contract. It is designed to support accountability, encourage continuous improvement, and inform future procurement and supply-chain decisions in a fair and evidence-based manner.

As a public entity, the CBE administers this VPM Program in accordance with the principles of fairness, transparency, consistency, and proportionality that underpin Canadian public procurement. Vendor performance information will be applied objectively, supported by documented evidence, and administered in a manner consistent with applicable trade agreements and procurement law.

2. Objectives

The objectives of the VPM Program are to:

- 2.1 Strengthen accountability and transparency in vendor management and contract management.
- 2.2 Support the consistent delivery of high-quality goods, services, and construction projects.
- 2.3 Promote timely, cost-effective, safe, and reliable contract outcomes.
- 2.4 Provide a structured and documented mechanism for two-way performance feedback between the CBE and vendors.
- 2.5 Enhance supply chain management decision-making through the use of vendor performance history.
- 2.6 Encourage continuous improvement, innovation, and sustainable practices among vendors.

By achieving these objectives, the VPM Program supports sound stewardship of public resources while providing vendors with clear performance expectations and opportunities to improve.

3. Benefits of Vendor Performance Management

The VPM Program provides measurable value to the CBE by strengthening accountability, fostering collaboration, supporting defensible procurement decisions, and enabling continuous improvement. Key benefits include:



- 3.1 **Improved Quality and Service:** Regular and documented evaluations hold vendors accountable to CBE's contractual standards, reducing risks of delays, deficiencies, or poor workmanship.
- 3.2 **Informed Decision-Making:** Performance data provides a consistent and transparent basis for renewals, extensions, or future supply chain management decisions.
- 3.3 **Enhanced Vendor Performance:** Ongoing monitoring and feedback motivates vendors to sustain or improve their performance, deliver on commitments, to address issues proactively, and pursue innovation.
- 3.4 **Compliance and Risk Mitigation:** Early identification of performance issues, such as safety non-compliance, payment disputes, late payments to subcontractors, or regulatory breaches, supports timely corrective action and risk management.
- 3.5 **Sustainability and Responsibility:** The program supports CBE's broader goals by monitoring vendors' environmental, social, and ethical practices where relevant to contract performance.
- 3.6 **Cost Effectiveness:** Evaluations highlight opportunities to improve value for money, reduce inefficiencies, and optimize resource allocation.
- 3.7 **Stronger Vendor Relationships:** Transparent expectations and structured feedback foster professional, collaborative relationships grounded in trust, open communication, and opportunities for innovation.
- 3.8 **Operational Efficiency:** Evaluating delivery times, capacity, and reliability enables better planning, resource management, and adaptability in changing conditions. Performance insights enable contract oversight across the supply chain.
- 3.9 **Reputation and Public Confidence:** Engagement with vendors who consistently demonstrate reliability, compliance, and ethical conduct strengthens CBE's reputation as a responsible steward of public funds.

4. Scope

The VPM Program applies to all vendors providing goods, services, and construction to the CBE. The VPM Program is mandatory for contracts valued at more than \$100,000 and may also be applied to lower-value contracts deemed high-risk, based on factors such as complexity, duration, safety considerations, or past performance, at the discretion of CBE's Strategic Sourcing and Supply Chain Operations Team (SSSCO / Strategic Sourcing). CBE reserves the right, acting reasonably and with notice to the vendor where practicable, to apply the VPM Program to any contract where it is determined advantageous to do so. The scope, frequency, and level of evaluation may be adjusted by the CBE to reflect operational priorities and available resources, while maintaining fairness, consistency, and transparency. In administering this VPM Program, the CBE may also consider credible, relevant, and lawfully obtained information from reference checks, information provided by other entities, and other information relevant to vendor performance, risk, capacity, or integrity.

5. Definitions

Key definitions include:

- 5.1 **Corrective Action Plan (CAP):** A formal performance-improvement document prepared by the vendor, using the template set out in Appendix C, at the request of the CBE when performance is rated as Marginal or Unsatisfactory. The CAP identifies documented performance issues, proposed corrective actions, implementation timelines, and monitoring requirements. The initial draft of the CAP must be submitted by the vendor and is subject to review and approval by the CBE. The CAP must be formally acknowledged by the vendor and implemented as approved.
- 5.2 **Corrective Action Timeline:** The agreed timeframe within which a vendor must implement corrective actions identified in a Corrective Action Plan.
- 5.3 **Escalation:** The process of referring serious or repeated vendor performance issues to higher levels of governance (e.g., Vendor Performance Committee, CBE leadership) for resolution.
- 5.4 **Evaluation Framework or Performance Evaluation:** The structured approach used to assess vendor performance, including the applicable performance categories, key performance indicators, scoring methodology, evidence requirements, and governance processes that guide consistent and objective evaluations.
- 5.5 **Evaluation Schedule:** The specific timeframe during which vendor performance is assessed, including project close-out evaluations, annual reviews, or ad hoc evaluations.
- 5.6 **Interest Holders:** Internal CBE representatives, including project managers, end users, or Strategic Sourcing staff, who provide input into vendor performance evaluations.
- 5.7 **Key Performance Indicators (KPIs):** Defined, measurable indicators used to assess vendor performance in areas such as quality, delivery, safety, compliance, sustainability, and value for money.
- 5.8 **Performance Category:** A defined area of vendor performance being measured, such as quality, delivery, cost management, safety, sustainability, or innovation.
- 5.9 **Suspension:** A temporary restriction on a vendor's eligibility to bid on CBE contracts due to documented and substantiated poor performance.
- 5.10 **Suspension Period:** The defined duration during which a suspended vendor is not eligible to bid on new CBE contracts.
- 5.11 **Vendor:** An individual, business, or organization contracted to provide goods, services, or construction to the CBE. For the purposes of this VPM Program, "Vendor" includes any successor, assign, affiliate, related entity, renamed entity, amalgamated entity, acquired entity, surviving entity, or other organization that CBE determines, acting reasonably, is substantially connected to the vendor, including through common ownership, control, management, directors, officers, principals, key personnel, operations, or business. CBE may attribute VPM records, evaluations, corrective actions, restrictions, suspensions, and past-performance history to any such entity where appropriate, and a Vendor may not

avoid the application of this VPM Program through a change of name, change of control, restructuring, amalgamation, transfer, or creation of a new entity.

- 5.12 **Vendor Acknowledgment:** Formal confirmation by the vendor that they have received, reviewed, and understood their performance evaluation and any required corrective actions.
- 5.13 **Vendor Performance Committee (VPC):** The cross-functional committee responsible for reviewing disputed evaluations, addressing disputes, and determining corrective actions and disciplinary measures, including suspensions. The VPC is engaged only where a vendor evaluation results in a rating of Marginal or Unsatisfactory; where matters involving significant safety, compliance, or reputational risk require escalation; or where otherwise deemed appropriate by the CBE.
- 5.14 **Vendor Performance Management Scorecard:** The standardized tool used to document, consolidate, and report vendor performance results across defined performance categories.

6. Program Requirements

All CBE Strategic Sourcing contracts subject to the VPM Program will include performance evaluation clauses. The following requirements apply:

- 6.1 Vendors will be evaluated against standardized performance categories and KPIs appropriate to the contract type and scope.
- 6.2 Performance evaluation results will be documented, retained, and consolidated to support contract management, risk assessment, and future supply chain management decisions.
- 6.3 All new vendors must review the VPM Program during onboarding and provide a written acknowledgment confirming their understanding of, and compliance with, the Program.
- 6.4 Where performance does not meet acceptable standards, corrective measures, including the issuance of formal Corrective Action Plans and, where warranted, interim measures or temporary suspension, will be enforced for repeated poor performance and/or serious breaches.



The VPM Program will not be applied in a manner that creates permanent exclusion from procurement opportunities. Any limitation on a vendor's future participation must be supported by documented performance evidence and follow the corrective action, review, and escalation processes set out in this Program.

7. Governance and Responsibilities

The VPM Program is administered through a defined governance structure to ensure consistent application, clear accountability, and effective oversight. Roles and responsibilities are established to support objective evaluation and timely issue resolution of vendor performance management. The following table defines the governance structure and outlines the specific roles and responsibilities of the Strategic Sourcing Team, Interest Holders, and the Vendor Performance Committee, ensuring coordinated

oversight, accountability, and continuous improvement in the management and evaluation of vendor performance.

Table 1: Governance and Responsibilities

Role	Responsibilities
Strategic Sourcing Manager	Provides overall leadership for the VPM Program, including implementation, reporting, training, and continuous improvement.
Buyers / Contract Managers	Complete vendor performance evaluations at the required intervals, manage vendor communications, document performance issues, and escalate concerns in accordance with this procedure.
End Users / Interest Holders / Project Managers*	Provide input and feedback on vendor performance based on direct operational experience and their interactions with the vendor. Buyers typically support the evaluation process and Contract / Project Managers provide the data, observations, and evidence required to complete the evaluation.
Vendors	Participate in the evaluation process in good faith, respond to performance feedback, and implement corrective actions where required.
Vendor Performance Committee*	Reviews disputed evaluations, oversees corrective action plans, determines whether escalation or suspension is warranted, and ensures decisions are evidence-based, proportionate, and procedurally fair.

*Routine evaluations are typically resolved at the Buyer/Contract Manager or Project Manager level. Only evaluations resulting in a rating of Marginal or Unsatisfactory, or matters involving significant safety, compliance, or reputational risk, will be escalated to the VPC for review and determination.

Delegation of Authority:

Authority to administer and complete routine vendor performance evaluations may be delegated by Strategic Sourcing to other designated CBE representatives with direct oversight of the vendor's work. Delegated evaluators must apply the VPM Program consistently and in accordance with this Program and any related guidance issued by Strategic Sourcing.

8. VPM Evaluation Schedule

CBE will apply an approach to vendor performance management, whereby material performance issues are communicated to vendors as they arise and not raised for the first time at a formal evaluation.

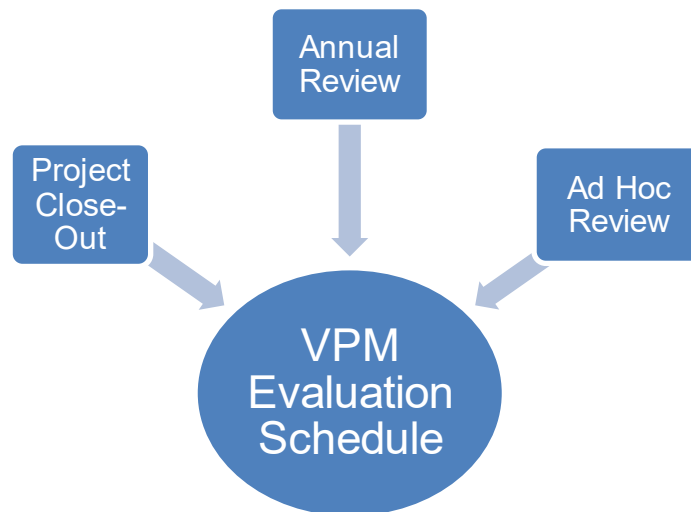
Vendor performance will be evaluated at specified intervals to ensure ongoing accountability, identify performance trends and areas for improvement, and support informed strategic sourcing and contract management decisions. Regular evaluations allow Strategic Sourcing to monitor trends, recognize high-performing vendors, and address performance issues proactively, while providing vendors with clear feedback and opportunities for continuous improvement. CBE will apply an approach to vendor performance management, whereby material performance issues are communicated to vendors as they arise and not raised for the first time at a formal evaluation.

The CBE retains discretion to determine the scope and frequency of evaluations in a manner proportionate to the nature, value, complexity, and risk profile of the goods or services provided. The level of review may be adjusted to reflect operational priorities and available resources, while maintaining fairness, consistency, and transparency.

Vendor performance evaluations use the template set out in Appendix A and typically occur at the following intervals:

- 8.1 **Project Close-Out:** Upon completion of major projects or contracts.
- 8.2 **Annual Reviews:** For ongoing or long-term contracts.
- 8.3 **Ad hoc Reviews:** When significant performance concerns, risks or issues are identified.

Figure 8A: Vendor Performance Evaluation Schedule



9. Performance Evaluation Framework

Vendor performance will be assessed against standardized performance categories and supported by Key Performance Indicators (KPIs). This framework is designed to ensure evaluations are consistent, objective, and aligned with the CBE's operational, financial, strategic and risk management objectives. Evaluations will consider both quantitative and qualitative metrics and are intended to provide a balanced and comprehensive assessment of vendor performance over the evaluation period.

a. General Vendor Criteria (all vendors):

- 9.1 **Quality Performance:** Assessment of goods or services for quality, reliability, adherence to specifications, and defect or return rates to ensure consistent delivery of high-quality outputs.
- 9.2 **Delivery & Supply Chain Performance:** Measurement of on-time delivery, lead time consistency, order accuracy, and responsiveness to changes or urgent requests, supporting a reliable and agile supply chain.
- 9.3 **Compliance and Regulatory Adherence:** Ensuring vendors meet contractual obligations, legal requirements, health, safety, and other regulatory standards. The evaluation may also consider key risk controls such as safety performance, insurance adequacy, financial stability, privacy and cybersecurity practices, and, where applicable, child and vulnerable persons safeguards.
- 9.4 **Commercial Performance:** Evaluation of cost adherence, invoice accuracy, overall value for money, and total cost of ownership, promoting responsible financial stewardship.
- 9.5 **Customer Service and Collaboration:** Assessment of communication, problem resolution, relationship management, and cross-functional engagement, fostering partnership and effective coordination. The evaluation will also consider the vendor's respect for CBE roles and procurement processes, including avoiding unsolicited direct marketing to school-based staff.
- 9.6 **Innovation Performance:** Review of vendors' contributions to process improvements, technology adoption, product or service innovation, and proactive suggestions for operational enhancements.
- 9.7 **Sustainability and Social Responsibility:** Consideration of environmental practices, ethical conduct, labour standards, and initiatives that align with CBE's sustainability goals and community values.

b. Construction-Specific Criteria (if applicable):

- 9.8 **Schedule Performance:** Adherence to project timelines and milestones.
- 9.9 **Safety Performance:** Compliance with safety legislation, site safety requirements, and incident prevention practices. Serious safety failures may independently trigger escalation without prior corrective action, including incidents involving significant injury, critical hazards, repeated safety violations, failure to comply with stop-work directions, or conduct that demonstrates disregard for legislated or contractual safety requirements.
- 9.10 **Quality of Workmanship and Materials:** Assessment of construction quality, workmanship, and conformity with project specifications, including the durability and performance of the work over time where observable during the contract term or warranty period. The evaluation may also consider the vendor's willingness, responsiveness, and timeliness in addressing deficiencies, including errors and omissions identified after the warranty period, where the vendor elects to cooperate in good faith. Observed deficiencies or performance issues may be considered in evaluating vendor performance and, where disclosed, in future procurement opportunities.

- 9.11 **Subcontractor Management:** Management of subcontractors, including fair and timely payment of subcontractors in accordance with applicable legislation (including the *Prompt Payment and Construction Lien Act* or similar legislation). Evidence of non-payment, late payment, or disputes resulting in liens or legal claims against the CBE or CBE real property may negatively affect performance ratings.
- 9.12 **Change Order Management:** Effectiveness in managing change orders, including cost control, documentation, and timely communication.
- 9.13 **Claims and Disputes:** The occurrence and management of claims, liens, or legal disputes arising from the contractor's performance, including failure to make timely payment to subcontractors.
- 9.14 **Collaboration with Project Managers:** Effectiveness of coordination, communication, and cooperation with CBE project managers and consultants.

10. Scoring System and Thresholds

Vendor performance will be assessed using a five-point scoring scale to ensure consistency, comparability, and objectivity across evaluations. Scores will be grouped into performance categories and consolidated to determine an overall performance rating, which informs recognition, improvement requirements, or corrective measures.

5 – Excellent: Exceeds contractual requirements consistently

4 – Good: Meets contractual requirements consistently

3 – Fair: Meets most contractual requirements, with some deficiencies or areas for improvement

2 – Poor: Frequently fails to meet contractual requirements

1 – Deficient: Consistently fails to meet contractual requirements

Performance Thresholds and Required Actions:

4.0 – 5.0: Satisfactory Vendor – Performance consistently exceeds expectations

3.0 – 3.9: Acceptable – Improvement required

2.0 – 2.9: Marginal – Corrective Action Plan required

< 2.0: Unsatisfactory – Escalation, interim restrictions and potential suspension

Consolidated Performance Evaluations Results (Scorecard):	
Total Possible Points	
Total Points Awarded	
Overall Average Score	
Vendors	
Vendor Rating (<i>Satisfactory/Acceptable/Marginal/Unsatisfactory</i>):	

Ratings of 2 (Poor) or below must be supported by written narrative and objective evidence. Evaluations lacking sufficient justification may be returned for revision. Minor administrative issues should not, in isolation, drive overall ratings. Evaluators must consider materiality and risk impact.

Refer to Figure 10A and Appendix B: Vendor Performance Management Scorecard for an example of the standardized scorecard template.

Figure 10A - Appendix B: Vendor Performance Scorecard

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VENDOR PERFORMANCE MANAGEMENT (VPM) SCORECARD

VPM Scorecard Ratings

No.	DESCRIPTION	RATING
1	Excellent: Exceeds requirements consistently	5
2	Good: Meets requirements consistently	4
3	Fair: Meets most requirements with some issues	3
4	Poor: Frequently fails to meet requirements	2
5	Deficient: Consistently fails to meet requirements	1

RATING KEY
EXCELLENT
GOOD
FAIR
POOR
DEFICIENT

VPM Scorecard Thresholds

No.	DESCRIPTION	THRESHOLD
1	Satisfactory Vendor - Performance consistently exceeds expectations	4.0 - 5.0
2	Acceptable - Improvement required	3.0 - 3.9
3	Marginal - Corrective Action Plan required	2.0 - 2.9
4	Unsatisfactory - Escalation, potential suspension	< 2.0

THRESHOLD KEY
SATISFACTORY
ACCEPTABLE
MARGINAL
UNSATISFACTORY

VPM Scorecard

No.	DESCRIPTION	RESULTS
1	Total Possible Points	
2	Total Points Awarded	
3	Overall Average Score	
4	Vendor Rating (Satisfactory/Acceptable/Marginal/Unsatisfactory)	

11. Corrective Actions, Appeals, and Suspension Process

Where vendor performance falls below acceptable thresholds, the CBE may require the vendor to develop and implement a Corrective Action Plan. CAPs must be submitted within 10 business days of CBE's request for such document, unless otherwise agreed to in writing.

Persistent poor performance may trigger suspension from bidding. Suspension from bidding will not be imposed unless the vendor has been provided with: (i) notice of performance concerns; (ii) an opportunity to respond; and (iii) a reasonable opportunity to remedy performance deficiencies through corrective action; except in cases of serious misconduct or material breach.

In determining whether corrective action, interim restrictions, suspension, or other measures are appropriate under this Program, the CBE may consider credible, relevant, and lawfully obtained information, including reference checks, information obtained from other entities, prior performance information, and other due-diligence factors relevant to vendor performance, risk, or integrity.

This VPM Program does not affect the CBE's ability to take reasonable contract-administration, safety, risk-management, or procurement steps available to it under the applicable contract, solicitation documents, or CBE policy, including interim measures where appropriate. Such measures may be considered before a formal performance evaluation has been completed or before a Corrective Action Plan or suspension process has been initiated.

Interim Restrictions

Where warranted by performance concerns, risk considerations, or pending completion of corrective actions or further review, the CBE may impose interim restrictions on a vendor's eligibility for future CBE opportunities. Interim restrictions may include enhanced oversight, limitations on the number, size, or type of projects for which the vendor may be considered, or restricting the vendor to one or more active projects at a time. Interim restrictions will be applied in a manner that is proportionate, objectively supportable, and consistent with fairness and applicable procurement law.

Indicative Suspension Periods

Suspension periods are determined through an objective, repeatable, and evidence-based assessment of the nature, severity, and frequency of vendor performance issues, as well as the vendor's response to corrective actions. The duration of any suspension will be proportionate to the underlying conduct and informed by documented performance history, corrective action outcomes, and risk to the CBE. The suspension periods listed below are indicative only and may be applied, in whole or in part, based on the circumstances of each case. Suspension periods will be applied in a manner that is proportionate to the circumstances and consistent with principles of procedural fairness.

Indicative suspension periods include the following:

- **Up to 18 Months:** First suspension following failure to implement or achieve outcomes under a CAP. Where the underlying performance issues are assessed as severe, a first suspension may exceed 18 months.
- **Up to 3 Years:** Repeated unsatisfactory performance across multiple contracts or evaluation periods, demonstrating a pattern of non-compliance or inability to meet contractual requirements.
- **Up to 6 Years:** Severe breaches such as fraud, safety violations, or non-compliance with regulations or sustained failure to pay subcontractors resulting in liens against CBE property or demonstrable reputational harm to the CBE.
- **Up to 10 Years:** Exceptional or egregious misconduct, including significant fraud, deliberate misrepresentation, or other conduct materially more serious than that described above, which undermines trust in the vendor's integrity or ability to do business with the CBE.

In all cases, the length of suspension may be adjusted based on the specific circumstances of the performance issue, or such other suspension period as the CBE determines objectively and in accordance with this VPM Program, having regard to fairness, proportionality, and applicable procurement law.

Phase-Back Following Restriction or Suspension

Following the expiry of an interim restriction or suspension, or where otherwise deemed appropriate by the CBE, a vendor may be reintroduced on a phased basis, subject to conditions considered appropriate by the CBE. Such conditions may include a probationary period, enhanced monitoring, additional reporting, limits on the number or size of projects, or restricting the vendor to one or more active projects at a time. Phase-back measures will be determined objectively, having regard to the vendor's performance history, corrective action outcomes, and risk to the CBE.

Appeal Process

Vendors may appeal a performance evaluation, interim restriction or suspension decision by submitting a written appeal within ten (10) business days of receiving notice of the evaluation, interim restriction or suspension, using the template set out in Appendix D.

Appeals must:

- Be submitted in writing in the form prescribed by the CBE;
- Clearly identify the specific evaluation scores, findings, or decisions being appealed;
- Set out the grounds for the appeal, including any alleged errors of fact, process, or application of the evaluation criteria; and
- Include all relevant supporting documentation relied upon by the vendor.

Upon receipt of an appeal, the matter will be reviewed by the Vendor Performance Committee. The VPC may request additional information from the vendor or relevant CBE staff and may consult internal subject-matter experts, Strategic Sourcing, or Legal Services, as appropriate.

The VPC will assess the appeal based on the documented evidence, the applicable evaluation record, supporting documentation, and the applicable criteria set out in this VPM Program. The review will be conducted in a fair and impartial manner, and the VPC may confirm, vary, or overturn the original evaluation or decision.

The VPC will issue a written decision with reasons, using the template set out in Appendix E, which will be provided to the vendor and retained as part of the vendor's performance record. The decision of the VPC is final and not subject to further internal review. Submission of an appeal does not suspend the application of corrective actions or other interim measures unless expressly directed by the CBE.

12. Vendor Evaluation Review Process

The evaluation process will be conducted in a consistent, transparent, and evidence-based manner, ensuring that vendor performance is measured fairly and informs strategic sourcing and contract management decisions. The evaluation process is designed to ensure that performance issues are identified, documented, and addressed in a timely way, and that vendors are provided with clear feedback and an opportunity to respond. Evaluations follow a structured process consisting of initiation, assessment, consolidation, communication, documentation, and ongoing monitoring, as outlined below.

12.1 Initiation:

- **Define Objectives / Evaluation Purpose:** Prior to distributing evaluation forms, the purpose of the evaluation is clearly identified. Objectives may include onboarding new vendors, assessing contract renewal eligibility, or conducting regular performance checks to maintain standards and address emerging issues. Clear objectives ensure the evaluation is targeted and relevant.
- **Set Evaluation Criteria:** Evaluation criteria are selected from the approved Performance Evaluation Framework, found in Section 9 of this VPM Program, and aligned to the specific contract scope and risk profile. Criteria may include quality of goods or services, timeliness, compliance, cost management, innovation, and subcontractor management. Defining criteria ensures consistency, measurability, and fairness.
- **Data Collection:** Relevant quantitative and qualitative data is gathered to support the evaluation. This may include internal feedback from staff interacting with the vendor, performance metrics, inspection or audit results, records of deficiencies or incidents, or supplier-provided information.

12.2 Assessment (Quantitative and Qualitative): Vendor performance is scored against the standardized performance criteria outlined in the Performance Evaluation Framework, found in Section 9 of this VPM Program. Both quantitative and qualitative information is considered to ensure evaluations are objective, balanced, and defensible.

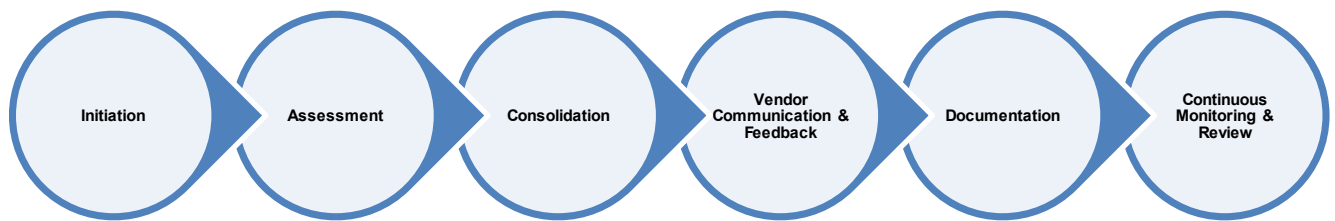
12.3 Consolidation (auto): Evaluation results are compiled into a formal VPM scorecard. The scorecard provides a clear summary of performance across categories and forms the official record of the evaluation.

12.4 Vendor Communication & Feedback: Evaluation results are shared with vendors in a timely and constructive manner, highlighting strengths, identifying areas for improvement, and explaining any required corrective actions or

available review and appeal mechanisms. Scheduled review meetings or written feedback may be used to facilitate dialogue and reinforce accountability.

- 12.5 **Documentation:** All evaluation records including scorecards, supporting documentation, corrective action plans, correspondence, and decisions, are retained in accordance with the CBE's records-retention schedule and applicable privacy legislation. Documentation supports contract administration, audit requirements, and any procurement reviews or legal proceedings.
- 12.6 **Continuous Monitoring and Review:** Trends in vendor performance are tracked across reporting periods to inform ongoing contract management, supply chain management planning, and continuous improvement. Where performance concerns are identified, Corrective Action Plans will include agreed-upon timelines to address deficiencies, with progress monitored in subsequent reviews. Evaluation criteria and processes may be revisited periodically to ensure standards remain relevant and effective.
- 12.7 **Vendor Review and Appeal Process:** See Section 11.

Figure 12A: Vendor Performance Evaluation Review Process



Please note that vendors may not record meetings that may be held under this Program, including meetings relating to evaluations, corrective action plans, or appeals, without the CBE's prior written consent, which may be granted or withheld at CBE's discretion. Where the CBE permits a recording, the vendor must promptly provide the CBE with a complete copy of the recording and any transcript, summary or other record created.

13. Integration with Strategic Sourcing and Supply Chain Management

Vendor past performance will be factored into strategic sourcing, contract management, and risk-mitigation decisions. The use of VPM data will be applied in a transparent, proportionate, and non-discriminatory manner, consistent with this Program and applicable procurement requirements.

Integration of VPM information includes the following:

- 13.1 **Bid Evaluation:** Where disclosed in solicitation documents, historical performance scores, including quality, timeliness, compliance, and subcontractor management, will influence vendor selection and ranking in solicitations. Vendor performance history will be considered as one factor in procurement evaluations where permitted by law and disclosed in solicitation documents and will not result in automatic disqualification unless expressly stated in the procurement documents or required due to serious misconduct.
- 13.2 **Contract Awards and Renewals:** Vendor performance history may be considered when assessing eligibility for contract renewals, extensions, or future contract opportunities. Vendors with strong performance records may be favourably considered, while vendors with repeated poor performance may be subject to corrective actions or restrictions in accordance with this Program.
- 13.3 **Risk Assessment:** Strategic Sourcing teams will use vendor performance data to identify potential operational, financial, legal, or reputational risks before awarding contracts. For example, in certain engagements, vendors may be required to demonstrate financial stability, insurance adequacy, cyber/privacy controls, and child-safety measures prior to award.
- 13.4 **Strategic Sourcing Decisions:** Insights from the VPM program may inform category management, supplier consolidation, and long-term sourcing strategies.
- 13.5 **Vendor Communication:** Strategic Sourcing staff will leverage VPM results to provide feedback and guidance to vendors during pre-bid meetings or contract negotiations, to clarify expectations, provide constructive feedback, and support continuous improvement.
- 13.6 **Alignment with CBE Policies:** Integration ensures supply chain practices remain aligned with CBE policies and applicable legislation, and other relevant legal and regulatory requirements.

14. Monitoring, Reporting, and Continuous Improvement

The VPM Program will be reviewed at least every two (2) years, or at such other interval as deemed appropriate by Strategic Sourcing, to ensure continued fairness, transparency, and effectiveness. Performance reports and trend analyses will be used to identify systemic issues, inform supply chain planning, and support continuous improvement in vendor performance management and procurement practices. The CBE will implement digital tools to automate score aggregation, trend analysis, and retrieval of completed evaluations to minimize administrative burden.

15. Training, Transition, and Vendor Onboarding

To support consistent implementation and understanding of the VPM Program, the CBE will conduct:

- 15.1 **Internal Training:** Workshops for buyers and other interest holders on completing evaluations and interpreting results to ensure consistent application of evaluation criteria.
- 15.2 **Vendor Communication:** Introducing the VPM Program formally to vendors, explaining its purpose, benefits, processes, and review mechanisms, to promote transparency and collaboration.
- 15.3 **Pilot Phase:** Launch the VPM program with a small group of vendors to test the evaluation forms and processes, refined as needed, and scale to organization-wide implementation.

All new vendors must review the VPM Program during onboarding and sign an acknowledgment confirming their understanding of and compliance with the Program.

16. Appendices

- 16.1 Appendix A: Vendor Performance Evaluation Form
- 16.2 Appendix B: Vendor Performance Scorecard Template
- 16.3 Appendix C: Corrective Action Plan Template
- 16.4 Appendix D: [Vendor Performance Evaluation Appeal Request](#)
- 16.5 Appendix E: Record of Decision (Vendor Performance Committee)

17. Document Revision History

Version	Date	Summary of Revision
1.0	May 2026	Initial release of the Vendor Performance Management Program.
2.0	July 2026	Updated Vendor definition to clarify the scope and application of the VPM Program