

## Objective

### Contractor Performance Management Objectives

- 1 Facilitate alignment of Contractor service delivery with CNL's performance expectations
- 2 Provide a mechanism for open communication and feedback
- 3 Extend continuous improvement efforts and benefits into the supply base

### Message for CNL's Contractors

CNL has developed a performance scorecard, and an accompanying process for managing contractor's performance. This handout introduces the scorecard, and further describes the process of conducting periodic performance evaluation.

Key features include:

- Simple and easy to use
- A 360 view of performance (CNL and Contractor)
- Provides a platform for continuous improvement

## Performance Scorecard

The scorecard consists of 7 key categories highlighted below. Each category follows the same rating scale. Completing the scorecard, on an average should take approximately 15 minutes.

### Scorecard Categories



### Rating Scale

- 1 Far below Expectations
- 2 Below Expectations
- 3 Meets Expectations
- 4 Exceeds Expectations
- 5 Far Exceeds Expectations

### Note

CNL is currently building the scorecard in ISN. Relevant updates will be rolled out, when the tool is finalized. Contractors are requested to familiarize themselves with the scorecard and the process. Feel free to contact our Contractor Management Team if you have any questions.

CNL Contact Email: [contractormanagement@cnl.ca](mailto:contractormanagement@cnl.ca)

## Process Overview

1

Project Representatives communicates performance management requirements during the initial kick off meeting, and sends a copy of the performance management scorecard to the Contractor SPOC for review.

2

Approximately one to two weeks preceding the due date of the evaluation, the Project Representatives sends a notice to the Contractor SPOC with a due date for the evaluation.

3

The Contractor completes a self assessment and records any feedback for CNL. Similarly, the Project Representatives completes the evaluation portion of the scorecard and records feedback for the Contractor.

4

A meeting is scheduled to review performance, and jointly agree on a score for each category.

5

After the meeting, the final project scores are recorded in ISN

### Note

- Other hiring clients can not view contractor's performance
- It is recommended that periodic performance management reviews take place during the term of the contract, and a final evaluation at contract close-out.
- Only final project scores are going to be recorded in ISN
- Contractor's receiving an Interim Performance Evaluation with a rating of "1" (far below expectation) or "2" (below expectation), in Cost, Schedule, Quality and Health and Safety, and Sub-contractor management will be requested to provide, a written response and appropriate corrective action within an acceptable timeframe.

# Performance Management Process for Contractors

November, 2018