

# Performance Balanced Scorecard



**For Suppliers and for Customers**  
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## Supplier Balanced Scorecard

| Quality  |  |   |   |
|--|--|---|---|
| Red  | Amber  | Green   | Exceeded  |
| Little evidence or regard of concept to adhere to recognised quality control and processes | Evidence of engagement with customer to identify weaknesses and areas of improvement | Evidence that the supplier demonstrates effective and efficient quality control and processes | Evidence that the supplier demonstrates a proactive approach to quality control and process improvement – that produces quantifiable benefits |
| Failure to provide goods or services to the contractual requirement                        | Evidence that the supplier develops and implements processes to address shortfall    |   |   |
| Quality Control processes have not been sustained  |  |   |   |
| Quality Control Processes are showing deterioration  | Where performance is deteriorating   |   |   |

| Cost   |  |  |   |
|--|--|--|---|
| Red  | Amber  | Green  | Exceeded  |
| Little evidence for delivering the contract at the agreed price  | Evidence of engagement with customer to identify weaknesses and areas of improvement           | Evidence available to support a structured approach to contract cost control and cost monitoring, recording and accounting | Supplier seeks to work together with shared rewards and cost benefit and utilises open book |
| Little evidence of a structured approach to contract cost control, cost monitoring, recording and accounting | Evidence of development and implementation of processes to record and account for cost control |  |   |
| Little or no recognition of the need to introduce a formal accounting and cost control structure             |  | Contract performance is achieved within the price structure determined in the contract                                     |   |
| Cost control performance has not been maintained or is deteriorating   |  | Proactive liaison to mitigate cost changes   |   |

## Time

| Red  | Amber   | Green   | Exceeded  |
|--|---|---|---|
| Little evidence of meeting the agreed / required delivery times            | Evidence of engagement with customer to identify weaknesses and areas of improvement                | Timely completion of delivery in accordance with the contract | Seeks to work together to continuously improve delivery times                                 |
| Little evidence of analysis to determine cause and effect of late delivery | Evidence that supplier has developed and implemented and auditable process to eliminate time delays |   |   |
| Performance is deteriorating   | Performance has not been sustained  |   | Timely completion of delivery in accordance with the contract – without customer intervention |

## Communication

| Red  | Amber  | Green   | Exceeded   |
|--|--|---|--|
| Little evidence that customer communication requirements being met | Evidence that steps are being taken to improve and implement an efficient and effective communications process | Evidence that the supplier is delivering efficient and effective communications – in line with contractual requirements | Exceeds agreed communication requirements and is seen as best practice |
| Performance is deteriorating                                       |  |   |  |

## Management

| Red   | Amber  | Green   | Exceeded   |
|---|--|---|--|
| Little evidence of recognised management processes  | Evidence that steps are being taken to improve and implement an efficient and effective management process | Demonstration of sound and efficient management processes which ensure contractual requirements are met | Demonstrates a proactive management approach and implements process improvements that produces quantifiable benefits |
| Lack of understanding of the management requirements and processes necessary to satisfy the contractual terms |  |   |  |
| Lack of evidence that there are appropriate people and resources to deliver the contract                      | Evidence of engagement with customer to identify weaknesses and areas of improvement                       |   |  |
| Management performance has significantly deteriorated   |  |   |  |

## Aggregated Supplier Performance

| Red  | Amber  | Green   | Exceeded   |
|--|--|---|--|
| Little evidence or recognition of adhering to contractual requirements                     | Evidence that proactive steps have been taken to identify weaknesses and areas for improvement   | Evidence that sound processes and resources are in place to support ongoing contractual obligations | Proactive approach is evident and suggestions for continuous improvement are made that produce quantifiable benefits |
| Lack of evidence that appropriate resources have been deployed to satisfy the requirements | Supplier performance has deteriorated - but an improvement plan has been created and implemented | Overall supplier performance fully meets the obligations of the contract                            |  |
| Supplier performance has significantly deteriorated  | Supplier performance has improved against previous levels  |   |  |

## Customer Balanced Scorecard

| <b>Quality</b>   |   |   |   |
|--|---|---|---|
| <b>Red</b>   | <b>Amber</b>  | <b>Green</b>  | <b>Exceeded</b>   |
| Requests for information, documentation and data requirements are not auctioned                | Engagement with supplier to identify weaknesses and areas for improvement | Sound and efficient processes in place that enable successful contract delivery | Customer demonstrates a proactive approach to quality control and processes |
| Evidence that customer process underpinning customer obligations are not operating effectively | Processes developed and implemented to improve weaknesses                 |   |   |
| Customer performance has deteriorated to the detriment of the contract delivery                | Customer performance has begun to deteriorate                             |   |   |

| <b>Communication</b>   |   |  |  |
|--|---|--|--|
| <b>Red</b>   | <b>Amber</b>  | <b>Green</b>   | <b>Exceeded</b>  |
| The communication process is not operating effectively   | Proactive steps are being taken to improve and implement an efficient communication process | Customer delivers effective and efficient communication process, fully in accordance with the requirements of the contract | Exceeds agreed communication requirements and is seen as best practice |
| Lack of evidence that the agreed reporting and information exchange processes are being adhered to                     |   |  |  |
| Lack of evidence that the communication, information exchange and reporting performance processes are being adhered to | Performance is deteriorating  |  |  |

## Management

| Red   | Amber  | Green  | Exceeded   |
|---|--|--|--|
| Lack of evidence that dependencies, contract & project management processes are operating effectively | Proactive steps are being taken to improve and implement an efficient & effective management process | Customer demonstrates sound and efficient management processes which help deliver the contract | Demonstrates a proactive management approach and implements process improvements that produces quantifiable benefits |
| Risks are not being managed effectively   | Evidence of engagement with supplier to identify weaknesses and areas for improvement                |  |  |
| Management performance has significantly deteriorated   | Performance is deteriorating   |  |  |

## Aggregated Customer Performance

| Red  | Amber   | Green  | Exceeded  |
|--|---|--|---|
| Lack of evidence that overall processes and procedures are operating effectively | Evidence of engagement with supplier to identify weaknesses and areas for improvement | Sound processes and resources are capable of supporting the contract | Customer seeks to work together with shared rewards |
| Appropriate resources have not been deployed to meet supplier needs              | A recovery plan is in place to address short comings that shows improvements          | Overall performance supports the contract                            |   |
| Overall performance has significantly deteriorated                               | Performance is deteriorating  | A proactive relationship is evident                                  |   |

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