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March 2022 Scorecard Discussion

1. **What is the goal of your scorecard?**
   - Depends on the level of maturity of your program and number of suppliers
   - Show trends
   - Drive conversation with suppliers
   - Create the bigger picture around participation
   - Candidate quality
   - Compliance/contract obligations
   - Make the business better with data; show them cycle times to discuss opportunities for improvement
   - Optimize the supply base and determine if you have the right type and number of suppliers
   - Demonstrate that the supplier is aligned to the strategic goals of the organization
   - Measure program performance (of both suppliers and managers)
   - What behavior do we want to drive with the suppliers? Set the scorecard to match those behaviors

2. **Pros and Cons of Changing Supply Chain**
   - Pro's
     - New offering from new suppliers
     - Cost savings
     - Add diverse suppliers
   - Con's
     - Time it takes a supplier to ramp up can be 6-9 months
     - Additional effort of the business in explaining the environment and needs
     - Program confidence from managers ("We're changing suppliers again?")

3. **Scorecard Trends**
   - Current market conditions are relevant
   - No longer 'punishing' suppliers when candidates don't take the job or start
   - Changing scope due to current market conditions
   -

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- Pausing scorecards or making a honeymoon phase; the scorecards haven't been designed based on current market trends so pause them for 6 months or the rest of 2022 to get an idea on data trends
- Gather data quarterly but review twice a year
- Look at data around hiring manager performance
- Don't hold the supplier accountable when the metrics are the hiring manager's fault (slow response time in a tight market)

4. **Scorecard Attributes**
- Submittals: Make sure the suppliers are working the jobs; drives conversation with the supplier
- Fills: Most important since filling jobs is the bottom line; should have the highest weight
- Partner Score/Account Management
- Safety
- Cycle Time: Suppliers and hiring managers
- Responsiveness: Is the supplier submitting to all jobs?
- Candidate Quality: % interviewed, offers (is there any accounting for the managers who causes delays and the supplier didn't get the interview?, etc)
- Worker quality (conversions, terminations for cause)
- Fees for cause is a consideration but must include an uptick on the front end; if you try to 'take away' profits from the suppliers quality of candidate will go down
- Also need to look at MSP and hiring manager metrics
- Rate card compliance was discussed; will likely hold another meeting on this topic
- Staff augmentation vs. SOW; will likely hold another meeting on this topic

5. **Frequency of Scorecard Meetings**
- Quarterly (small base of suppliers; small suppliers)
- Every 6 months
- Consider a pause in 2022