eeCHECK

QUARTERLY BUSINESS REVIEW

Background-Screening Vendor Business Review

Quarterly Review Agenda and Scorecard

A governance framework for HR, Talent Acquisition, Procurement, Compliance and Screening Providers

Executive Summary

What is a background-screening vendor QBR?

Executive Summary

A periodic governance meeting between an employer and its screening provider **— going beyond SLA reporting.**

- Reviews programme outcomes, root causes, risks, quality, candidate experience, technology, compliance, and commercial performance
- Quarterly cadence suits established programmes; monthly reviews for new launches, high-volume programmes, or underperformance
- Combines three elements: consistent data, weighted scoring, and accountable actions
- Discussion should focus on causes, trade-offs and decisions — not just whether one headline SLA was met

What It Typically Reviews

- Service demand and completion volumes
- Turnaround time and SLA performance
- Quality, discrepancies and rework
- Candidate and stakeholder experience
- Compliance, privacy and security matters
- Operational risk and country developments
- Technology and integration performance
- Commercial performance
- Agreed improvements for next quarter

QBR, SLA Review and Procurement Review

What is the difference — and who should attend?

Comparing Review Mechanisms

Mechanism	Primary Purpose	Frequency	Core Question
Operational review	Resolve current cases & queues	Weekly / monthly	What needs attention now?
SLA review	Measure vs contracted service levels	Monthly / quarterly	Did the provider meet agreed levels?
Quarterly business review	Evaluate outcomes, trends, risks	Quarterly	Is the programme working well?
Procurement / contract review	Assess commercial value & renewal	Annually / pre-renewal	Renew, renegotiate or retender?

An SLA report is an input to the QBR, not the whole QBR — a provider could meet its headline SLA while still creating unnecessary candidate follow-ups or missing country-level risks.

Who Should Attend

- Employer's programme owner (HR / TA / People Ops)
- Procurement or vendor management
- Compliance, legal, privacy or InfoSec (where relevant)
- Regional or business-unit stakeholders
- Provider's account lead
- Provider's operations / service-delivery lead
- Technical / product reps (for integration topics)

Keep a small accountable core group; invite subject-matter experts for specific agenda items.

What Should Be Sent Before the Meeting

QBR pack circulated 3–5 business days in advance

QBR Pack Components

1. **Executive summary & overall score**
   Programme status, trend, risks, decisions required
2. **Volumes and scope**
   Cases/checks by country, business unit, check type
3. **Turnaround performance**
   Median, percentile performance, SLA attainment, misses
4. **Ageing and WIP**
   Open-case ageing and long-running cases
5. **Quality and rework**
   Errors, amendments, rework, complaints, QA findings
6. **Candidate / stakeholder experience**
   Response time, follow-ups, complaints, recurring issues
7. **Risk and compliance**
   Incidents, regulatory updates, audit & privacy matters
8. **Technology**
   Integration availability, failed transactions, workflow issues
9. **Commercial**
   Spend, pricing, pass-through fees, credits, invoice accuracy
10. **Action tracking**
    Status of previous-quarter commitments

Recommended 60–90 Minute QBR Agenda

Nine agenda items from executive summary through action approval

1 **Executive Summary and Decisions Required**

Overall RAG status, top risks/opportunities, decisions required, overdue actions.

5–10 min

2 **Demand, Volume and Scope**

Volume changes, distribution by country/entity/BU, cancellations, urgent requests.

5–10 min

3 **Turnaround Time, SLA and Ageing**

% within SLA, median & percentile TAT, ageing, provider vs third-party delay.

15 min

4 **Quality and Report Integrity**

Amendment rate, substantiated errors, QA findings, rework; severity matters.

10–15 min

5 **Candidate and Stakeholder Experience**

Contact rate, response time, follow-ups, portal completion, complaints, escalation.

10 min

6 **Compliance, Privacy, Security & Operational Risk**

Requirement changes, consent & data-minimisation, retention, DSRs, security incidents, audits, subcontractor oversight.

10–15 min

7 **Technology and Integration Performance**

API/ATS/HRIS availability, failed transactions, duplicate orders, sync errors, workarounds.

5–10 min

8 **Commercial Review**

Spend vs budget, price/volume-band performance, unused packages, fees, credits, invoice accuracy.

5–10 min

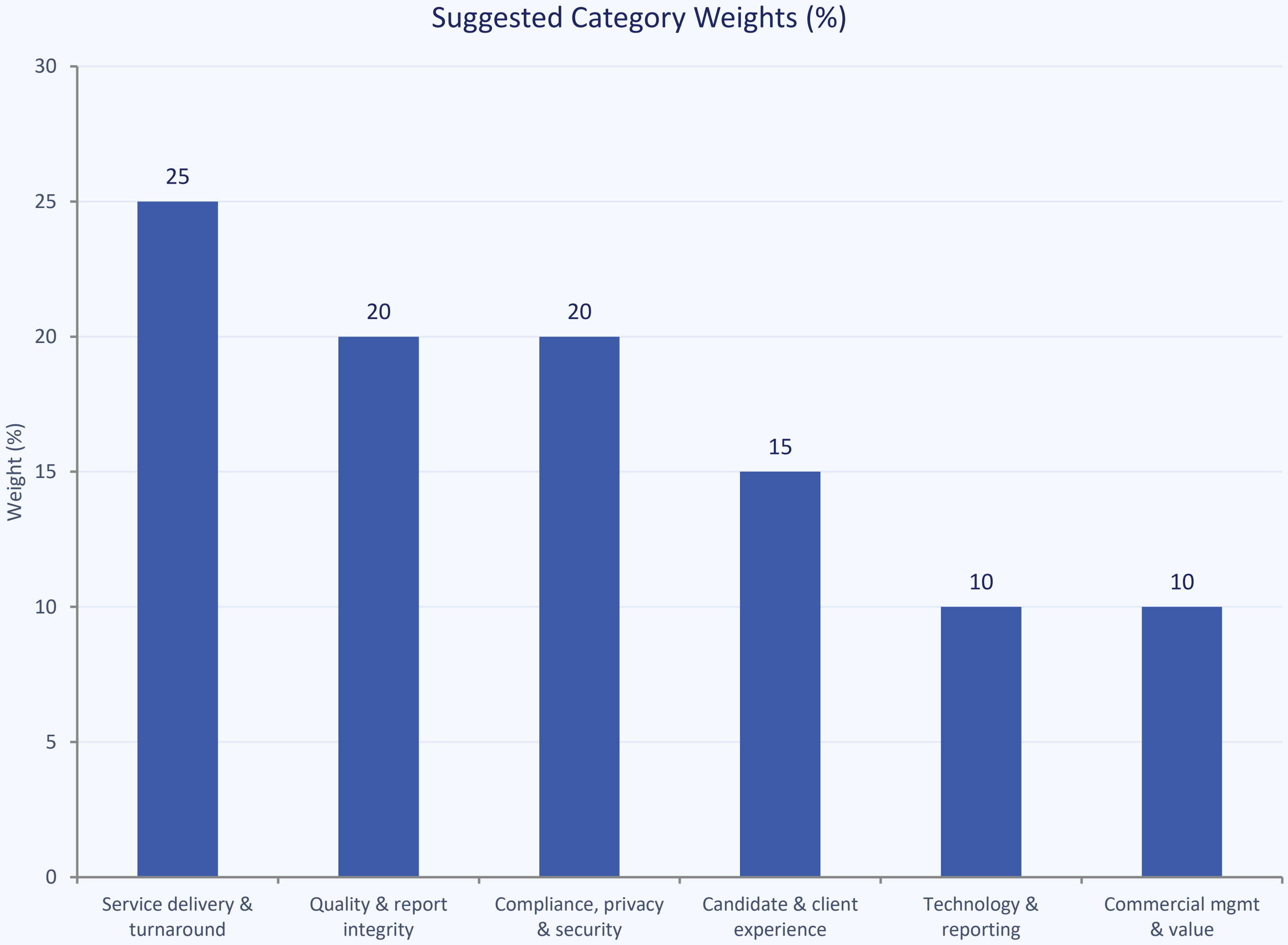
9 **Improvement Roadmap and Action Approval**

Prioritised action plan: issue, agreed action, owner, due date, outcome, dependencies.

10 min

Quarterly Background-Screening Vendor Scorecard

Six weighted categories — turnaround is not the only measure



How to Score Each Category

5 **Excellent**
Exceeds requirements; proactive improvement

4 **Good**
Meets requirements; minor exceptions

3 **Acceptable**
Generally meets; improvement needed

2 **Weak**
Repeated/material underperformance

1 **Critical**
Serious control or service failure

Weighted points = category rating ÷ 5 × category weight

Suggested Overall Thresholds & Scorecard Gates

A high score should never override a critical-risk rule

Overall Score Status

GREEN — **85–100**

Maintain performance and pursue targeted improvements

AMBER — **70–84**

Agree specific improvement actions and monitor affected metrics

RED — **Below 70**

Formal remediation plan, increased review frequency, possible contractual action

Example Scorecard Gates

- Any confirmed material data breach results in an automatic red status pending assessment
- Any critical report-integrity incident requires executive review
- Two consecutive quarters below the quality threshold trigger a formal corrective-action plan
- Overdue high-risk audit actions prevent an overall green rating

Example Detailed Scorecard

A working template — Result, Rating and Commentary completed each quarter

Category	KPI	Target / Assessment Basis	Result	Rating (1–5)	Commentary / Action
Service delivery	Cases completed within SLA	Contracted target			
Service delivery	Open cases beyond agreed ageing point	Agreed threshold			
Quality	Substantiated material error rate	Agreed threshold			
Quality	Report amendment and rework trend	Quarter-on-quarter trend			
Compliance and security	Material incidents	Zero, subject to defined severity			
Compliance and security	Audit actions closed on time	100% or agreed target			
Experience	Candidate complaints	Volume-adjusted threshold and themes			
Experience	Client enquiry response	Agreed target			
Technology	Successful integration transactions	Agreed target			
Reporting	QBR and operational reports delivered on time	100%			
Commercial	Invoice accuracy	Agreed target			
Improvement	Previous-quarter actions completed	Agreed target			

Questions the Employer Should Ask

...and common QBR mistakes to avoid

? Key Questions to Ask

- Which three metrics changed most this quarter, and why?
- Which delay reasons are within the provider's control?
- Are a few countries/institutions driving most late cases?
- What does the 90th-percentile experience look like?
- Which errors or complaints were preventable?
- Have any data sources or subcontractors changed?
- What risks could affect the next quarter?
- Which manual steps could be removed or automated?
- What did the provider improve proactively?

Common Mistakes → Better Approach

Focusing only on averages → Use medians, percentiles, ageing bands, country analysis

Treating every delay as provider failure → Separate provider-controlled vs external dependencies

Allowing exclusions to obscure elapsed time → Review both contractual SLA and real elapsed time

Measuring quantity instead of severity → Apply severity definitions and escalation triggers

Changing KPIs every quarter → Maintain a stable core scorecard

Carrying actions forward indefinitely → Give every action an owner, deadline, closure evidence

Driving Continuous Improvement

How eeCheck supports vendor governance, and the final strategic takeaway

1

Maintain a clear baseline

Consistent definitions for TAT, errors, complaints, escalations

2

Segment the data

Country, check type, business unit, job level, ordering channel

3

Prioritise root causes

Identify the few institutions/workflows driving most exceptions

4

Verify actions worked

Test whether the error, delay or complaint actually declined

5

Connect to annual governance

Feed results into renewal, pricing, scope and retender decisions

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How eeCheck Supports Vendor Governance

Supports regional and multinational screening programmes across Asia and other markets — operational reporting, turnaround and ageing analysis, escalation review, quality trends, compliance updates and structured improvement actions.

Final Strategic Takeaway

- Did the programme deliver the required service and quality?
- Were candidate data and screening processes managed responsibly?
- What caused the most important exceptions or inefficiencies?
- What will the employer and provider do differently next quarter?

The scorecard creates consistency — the conversation creates value.