

Procurement Maturity Scoring Sheet

Six dimensions, five levels, scored as a team rather than by one person. The score is not the point. The argument you have getting to it is where the value sits.

HOW TO RUN IT

- **Score independently first.** Everyone rates all six dimensions alone, before any discussion. Group scoring converges on whoever speaks first.
- **Then compare, and go straight to the disagreements.** A dimension where the team splits between 2 and 4 is more informative than one everyone scores 3.
- **Evidence every score.** "We are a 3 on contracts" means nothing. "We are a 3 because we know where the top twenty contracts are and nothing below that" is a finding.
- **Take the lowest two, not the average.** Maturity is limited by its weakest dimension, in the same way a process is limited by its bottleneck.
- **Re-score every six to twelve months.** Movement matters more than the absolute number.

THE FIVE LEVELS

LEVEL	WHAT IT LOOKS LIKE IN PRACTICE
1 • Transactional	Procurement processes purchases. Spend visibility is limited and value is anecdotal.
2 • Controlled	Policies and basic reporting exist. Value is still measured as price, and leaks after signature.
3 • Strategic	Category strategies and competitive sourcing drive savings across major spend.
4 • Commercial	Procurement shapes demand, supplier performance and terms alongside the business.
5 • Enterprise Value	Procurement is measured by realized enterprise value and operates as a capability.

THE SIX DIMENSIONS

DIMENSION	THE QUESTION TO ANSWER HONESTLY	SCORE 1-5
Spend visibility & data	Can you see what you spend, with whom, on what, reliably enough to act on?	
Sourcing & category management	Is spend actively sourced against a strategy, or bought as requests arrive?	
Contracts & compliance	Are contracts current, accessible, and is spend actually going through them?	
Supplier performance & risk	Are suppliers managed after signature, against terms that mean something?	

Value measurement

Can you evidence what reached the P&L, and does finance agree with it?

People, process & technology

Do the team, process and tools support the work, or get in its way?

READING THE RESULT

An **average below 2.5** means the fastest value is in visibility and basic competition, not in sophisticated category strategy you do not yet have the data to support.

An **average of 2.5 to 3.5** usually means savings are being negotiated and then lost. Value measurement and contract compliance are where the money is.

Above 3.5, the constraint is normally earlier involvement and supplier performance rather than sourcing technique.

A **spread of two or more levels** across dimensions matters more than the average. It usually means one strong area is carrying a weak one, and the weak one is the ceiling.

WHAT THIS IS NOT

It is not a benchmark against other organizations, and it does not produce a number you should report to a board on its own. It is a structured way for a team to agree where it actually stands and what to fix first. If you want the same six dimensions scored for you in about two minutes, the Compass Lite assessment on our site does it question by question and returns a level with recommendations.