

Self Assessment

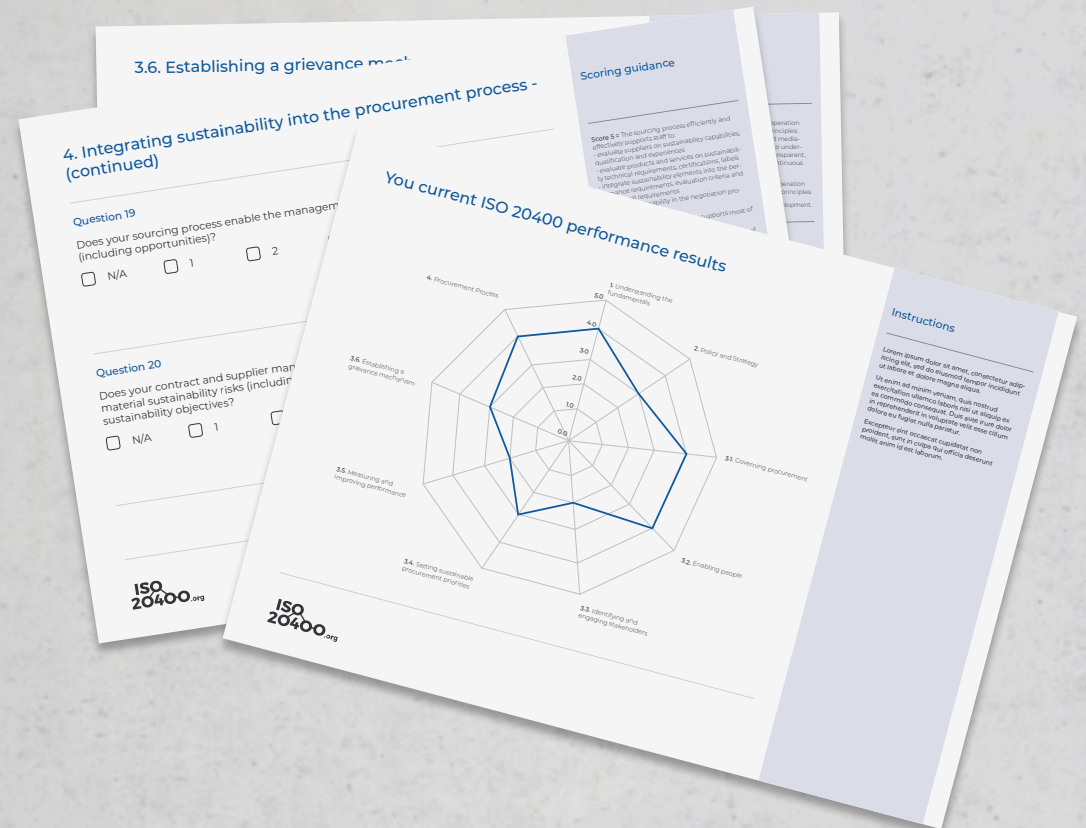
You can self-assess your organisation's progress towards alignment with ISO 20400 by answering 20 simple questions.

How to use

Simply answer the questions by ticking one of the score boxes based on your assessment according to the scoring guidance.

Then work out an average score of each section, and plot this number on the radar diagram.

Once all the scores have been plotted, you can join to dots to reveal your ISO 20400 performance results.



1. Understanding the fundamentals

Question 1

Does your organisation's policy and strategy reflect material sustainability impacts of your supply chains and organisational drivers to sustainable procurement?

- N/A 1 2 3 4 5
-

Question 2

Does your organisation's policy and strategy align with the principles of exercising due diligence in extended supply chains?

- N/A 1 2 3 4 5
-

Scoring guidance

Score 5 = The policy and strategy covers environmental, social and economic procurement issues and focuses on all material impacts in the supply chains. It also aligns with drivers that are considered as critical ones by the Industry and by the organisation.

Score 3 = Many material sustainability impacts and drivers are reflected.

Score 1 = There's no organisation's policy and strategy or it is very generic.

Score 5 = The policy and strategy clearly expresses how the organisation identifies, assesses, prevents, mitigates and accounts for actual and potential adverse sustainability impacts in the supply chains, as an integral part of decision-making and risk management. It also recognises the importance of putting in place responsible procurement practices that do not generate adverse impacts.

Score 3 = The concept of due diligence, as expressed above, is partially included in the policy and strategy.

Score 1 = No reference to due diligence.

Your average score

2. Integrating sustainability into the organization's procurement policy and strategy

Question 3

Do you have a formal commitment to sustainable procurement from top management?

N/A 1 2 3 4 5

Question 4

Are clear accountabilities for sustainable procurement established?

N/A 1 2 3 4 5

Scoring guidance

Score 5 = Commitment to sustainable procurement stated in a public document, endorsed at top management level.

Score 3 = Commitment stated in internal documents or procedures.

Score 1 = No formal commitment but work in progress.

Score 5 = Clearly defined sustainable procurement roles and responsibilities, including those of key decision makers outside the procurement and/or sustainability function where applicable.

Score 3 = Clearly defined sustainable procurement roles and responsibilities for the procurement and/or sustainability function only.

Score 1 = Roles and responsibilities in development.

Section 2 continues on the next page

2. Integrating sustainability into the organization's procurement policy and strategy (continued)

Question 5

Do you have SMART sustainable procurement objectives and goals that fully align with your organisation's priorities?

N/A 1 2 3 4 5

Question 6

Is sustainable procurement performance regularly reviewed with key stakeholders?

N/A 1 2 3 4 5

Scoring guidance

Score 5 = SMART objectives set for each priority sustainability issue specific to the procurement activity and supply chain

Score 3 = Objectives stated but not SMART or comprehensively addressing all issues.

Score 1 = No objectives but work in progress.

Score 5 = Sustainable procurement performance is regularly reviewed with all key stakeholders and the organisation ensures that progress is made according to SMART objectives.

Score 3 = Sustainable procurement performance is regularly reviewed by at least Sustainability and Procurement.

Score 1 = Not regularly reviewed but work in progress.

Your average score

3.1. Governing procurement

Question 7

Is sustainable procurement integrated into your procurement governance process?

N/A 1 2 3 4 5

Scoring guidance

Score 5 = Governance process in operation covering sustainable procurement for the full scope of the procurement activity (e.g. categories, suppliers, contracts), including clear rules and guidance in procedures and systems.

Score 3 = Governance process in operation but does not cover the full scope of the procurement activity and/or lacks of clear rules and guidance in procedures and systems.

Score 1 = Governance process in development.

Your average score

3.2. Enabling people

Question 8

Do job descriptions, objectives and personal development plans of individuals who are responsible for the procurement of goods and services include sustainable procurement?

- N/A 1 2 3 4 5
-

Question 9

Are individuals who are responsible for the procurement of goods and services supported to build their sustainable procurement capability e.g. through a supportive organisational culture, access to sustainable procurement training, guidance and learning through collaboration and professional sustainability advice?

- N/A 1 2 3 4 5
-

Scoring guidance

Score 5 = Clearly defined sustainable procurement elements in job descriptions, objectives and personal development plans, including those of key decision makers outside the procurement function where applicable.

Score 3 = Clearly defined sustainable procurement elements in job descriptions, objectives and personal development plans for the procurement function only.

Score 1 = SP elements in development.

Score 5 = All relevant staff, including key decision makers outside of the procurement function, are actively supported to build their sustainable procurement capability.

Score 3 = More than 50% or relevant staff are actively supported to build their sustainable procurement capability.

Score 1 = Support to sustainable procurement capability development in progress.

Your average score

3.3. Identifying and engaging stakeholders

Question 10

Do you identify your internal and external sustainable procurement stakeholders and engage with them?

N/A 1 2 3 4 5

Question 11

Do you engage with your supply chains to deliver your sustainability goals, through initiatives such as supplier development plans, supplier relationship management, capacity building, supplier diversity or industry or commodity based sustainability initiatives?

N/A 1 2 3 4 5

Question 12

Do you engage with other external stakeholders to deliver your sustainable procurement goals, e.g. government and non-governmental organisations?

N/A 1 2 3 4 5

Scoring guidance

Score 5 = Stakeholder mapping exercise carried out in the past 12 months, active stakeholder engagement programme in place which includes internal functions, supply chains and other stakeholders.

Score 3 = Informal stakeholder engagement takes place regularly.

Score 1 = Stakeholder management plan in progress.

Score 5 = Initiatives in place covering all key suppliers and/or sustainability issues.

Score 3 = Some initiatives in place for some key suppliers and sustainability issues.

Score 1 = Initiatives in development.

Score 5 = Active engagement with key external stakeholders.

Score 3 = Ad hoc engagement on a case by case basis.

Score 1 = Rare engagement.

Your average score

3.4. Setting sustainable procurement priorities

Question 13

Have you determined sustainable procurement priorities for key categories of spend, suppliers and/or sustainability issues?

- N/A 1 2 3 4 5
-

Scoring guidance

Score 5 = Priority setting incorporating all key categories, suppliers and sustainability issues completed in past 12 months.

Score 3 = Priority setting partially completed or done in the past 36 months.

Score 1 = Priority setting process planned.

Your average score

3.5. Measuring and improving performance

Question 14

Have you defined a limited number of significantly important metrics and performance indicators you require from your internal functions and supply chains? Have you formally communicated them?

- N/A 1 2 3 4 5
-

Question 15

Do you routinely collect performance data from your internal functions and supply chains? Do you use this data to manage performance?

- N/A 1 2 3 4 5
-

Scoring guidance

Score 5 = Metrics and indicators fully defined and incorporated into stakeholders' objectives and contracts for all key categories and suppliers, aligned with sustainable procurement priorities.

Score 3 = Metrics and indicators defined but not fully incorporated.

Score 1 = Metrics and indicators in development.

Score 5 = Comprehensive data collection, performance reviews, trend analysis and corrective action.

Score 3 = Data collection does not cover all impacts. Some analysis and performance management but not comprehensive.

Score 1 = Data collection in development.

Your average score

3.6. Establishing a grievance mechanism

Question 16

Do you have an effective grievance mechanism for your supply chain?

N/A 1 2 3 4 5

Scoring guidance

Score 5 = Grievance mechanism in operation and that aligns with the following principles: based on engagement, dialogue and mediation, legitimate, accessible and easy to understand, safe, predictable, equitable, transparent, rights-compatible and a source of continuous learning.

Score 3 = Grievance mechanism in operation but does not align with some of these principles.

Score 1 = Grievance mechanism in development.

Your average score

4. Integrating sustainability into the procurement process

Question 17

What percentage of your spend categories - products, services and assets - with significant sustainability risks (including opportunities) can demonstrate strategic management of sustainability throughout the procurement and contract management process?

- N/A 1 2 3 4 5
-

Question 18

Does your planning process enable the integration of material sustainability risks (including opportunities) into the category strategy?

- N/A 1 2 3 4 5
-

Scoring guidance

Score 5 = 80%+

Score 3 = 50%+

Score 1 = Less than 20% or uncertainty about which sourcing activities represent significant sustainability risks (including opportunities).

Score 5 = The planning process efficiently and effectively supports staff to:

- assess relevant and significant sustainability risks (including opportunities)
- analyse all the costs that will be incurred during the lifetime of the goods or services,
- analyse organisational needs and how they could be challenged to achieve sustainability objectives,
- analyse how the market can best support our sustainability objectives

Score 3 = The planning process supports most of the above and could be improved.

Score 1 = The planning process supports some of the above but is not efficient or effective.

Section 4 continues on the next page

4. Integrating sustainability into the procurement process - (continued)

Question 19

Does your sourcing process enable the management of material sustainability risks (including opportunities)?

- N/A 1 2 3 4 5
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Question 20

Does your contract and supplier management process enable the management of material sustainability risks (including opportunities) and achievement of desired sustainability objectives?

- N/A 1 2 3 4 5
-

Scoring guidance

Score 5 = The sourcing process efficiently and effectively supports staff to:

- evaluate suppliers on sustainability capabilities, qualification and experiences
- evaluate products and services on sustainability technical requirements, certifications, labels
- integrate sustainability elements into the performance requirements, evaluation criteria and contractual requirements
- include sustainability in the negotiation process

Score 3 = The sourcing process supports most of the above and could be improved.

Score 1 = The sourcing process supports some of the above but is not efficient or effective.

Score 5 = The contract and supplier management process efficiently and effectively supports staff to:

- actively manage supplier sustainability performance,
- encourage supplier/customer joint initiatives on sustainability when appropriate,
- manage supplier failure on sustainability requirements
- capture lessons learned and use them on the next sourcing activity

Score 3 = The sourcing process supports most of the above and could be improved.

Score 1 = The sourcing process supports some of the above but is not efficient or effective.

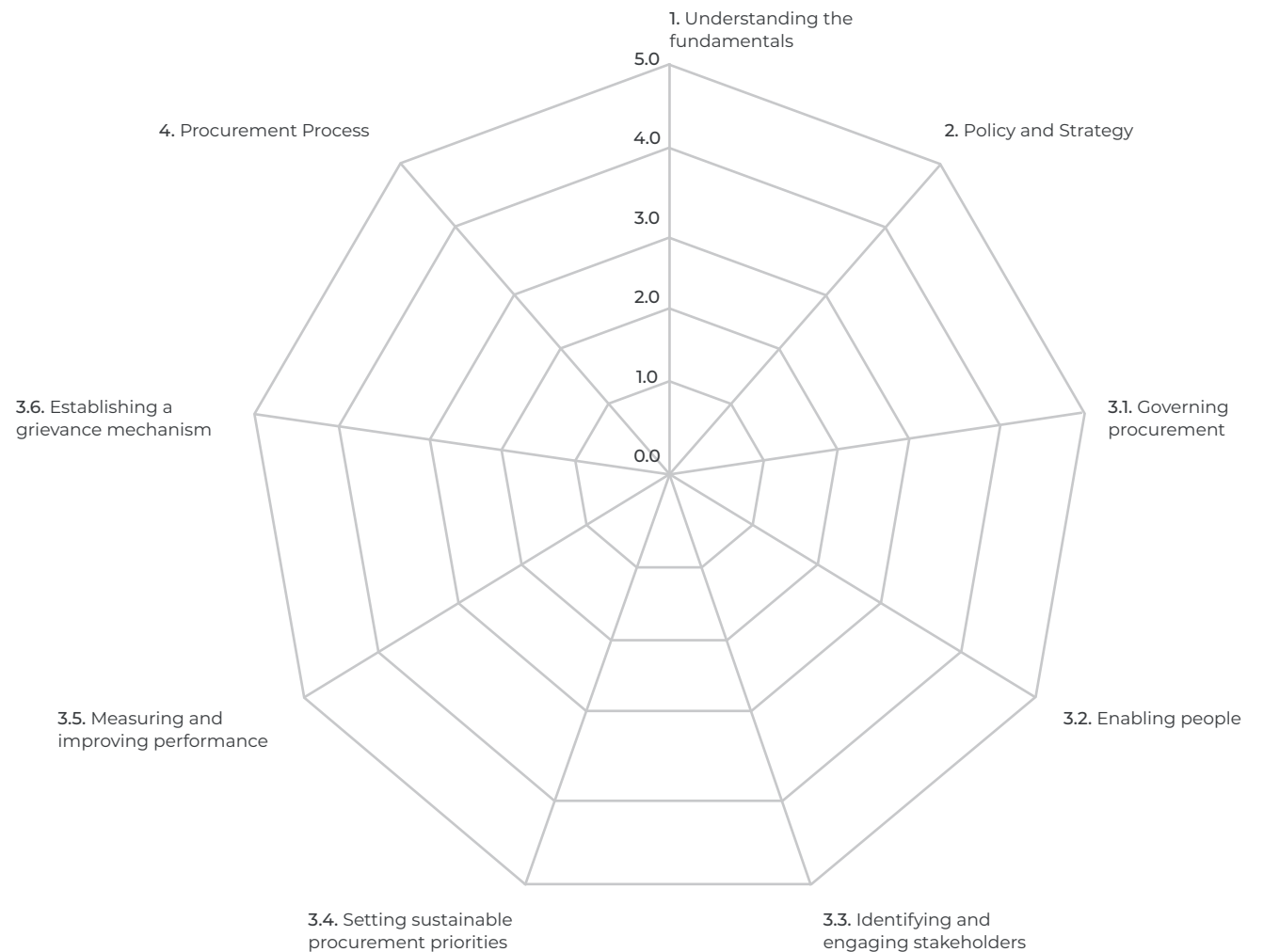
Your average score

You current ISO 20400 performance results

What to do now

You should now have 9 numbers.

Plot these numbers on the radar diagram opposite along the corresponding line. Once all the scores have been plotted, you can join to dots to reveal your ISO 20400 performance results.



We'd welcome your feedback

We'd love to know how helpful you have found this self assessment document.

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