



# PROCUREMENT EXCELLENCE NETWORK

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## Procurement Excellence Template Series: Essential Procurement Performance Metrics to Track Regularly

*Author:* Rebecca Graffy

*Contributors:* Kailey Burger Ayogu, Maja Gray, Elena Hoffnagle,  
Danielle Kavanagh-Smith, and Hope Patterson

This tool suggests common key performance indicators used by purchasing offices to take a data-driven approach to improve procurement operations. If you are new to using data to track and assess your procurement operations, we recommend starting by reading this how-to guide as a primer.

## 1. Introduction

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This document suggests common key performance indicators (KPIs) used by purchasing offices to take a data-driven approach to improve procurement operations.

Each KPI can be categorized according to several different criteria:

**Strategy:** Partners for Public Good's framework for procurement excellence is a set of strategies designed to help governments use procurement and contracting to achieve better outcomes for residents. This framework includes four pillars of procurement excellence, in which excellent procurement systems are:

- *Efficient:* metrics that measure whether the process is efficient, inviting, and cost-effective;
- *Fair:* metrics that measure the overall fairness of the process and the size of the vendor pool;
- *Results-driven:* metrics that measure whether contracted programs, products, or services deliver desired outcomes; and
- *Strategic:* metrics that measure whether procurement is elevated and resourced as a strategic function within government.

For a thorough overview of these pillars and how to apply them in your jurisdiction, see the PPG's how-to guide [What is Procurement Excellence?](#)

**Rating:** Our guide to procurement excellence linked above provides a rubric to identify where your government may be on a maturity scale of procurement excellence. In this template we use the following criteria to identify KPIs:

- *Beginner:* We recommend starting with the beginner metrics for governments that are new to data-driven approaches within their procurement shop. Beginner goals aim to improve procurement in foundational ways, and the corresponding KPIs track processes. For most governments, these KPIs are feasible to track with existing data, though they may require some require limited data manipulation.
- *Intermediate:* Intermediate goals build on the beginning goals, and aim to improve the outputs of the procurement process and reform efforts. It may be possible to track some corresponding KPIs using existing data systems, though data manipulation is likely required. Other KPIs may require setting up simple new tools for data collection, such as routine surveys with staff and vendors.
- *Advanced:* Advanced goals build on intermediate goals and aim to improve the impact or outcomes of the government's procurement system. The corresponding KPIs can be nuanced to measure, have longer time horizons, and for most governments, will require more than routine administrative data.

**Cycle Time:** Each of these metrics can be applied at particular points during the procurement process:

- *Draft:* the government defines their needs, drafts solicitation (e.g., Request for Proposal or Invitation to Bid) materials, and reviews and approves materials that will be posted publicly.
- *Open:* the solicitation is open for prospective vendors to respond.
- *Evaluation & Award:* responses are evaluated by the government to make a selection, and that decision is approved by the required authorities.
- *Contracting:* a contract is formalized and signed with the awarded vendor.

## Procurement KPIs: Beginner

| Strategy       | Goal  | Key Performance Indicator (KPI)   | Common Data Sources  |
|----------------|---|---|--|
| Efficient      | Reduce cycle times                            | <b>Cycle time:</b> average number of days per procurement stage, per solicitation   | eProcurement Software, or other procurement records with time stamps (excel logs, paper records, etc.) |
|                |   | <b>Cancellations:</b> percentage of solicitations that don't result in a contract   | eProcurement Software, or other procurement records with time stamps (excel logs, paper records, etc.) |
|                |   | <b>Rebids:</b> frequency of solicitation cycle repetitions due to cancellations or failed solicitations   | Rebids: frequency of solicitation cycle repetitions due to cancellations or failed solicitations       |
| Results-Driven | Get more or better responses to solicitations | <b>Response rate:</b> average number of responses (proposals or bids received) per solicitation   | eProcurement Software, or other procurement records (excel logs, paper records, etc.)                  |
|                |   | <b>Rate of competitive solicitations:</b> percentage of solicitations getting more than a target number of responses (2+ responses, 3+ responses, etc.) | eProcurement Software, or other procurement records (excel logs, paper records, etc.)                  |

## Procurement KPIs: Intermediate

Consider the Beginner KPIs, plus:

| Strategy        | Goal  | Key Performance Indicator (KPI)   | Common Data Sources   | Rating       |
|-----------------|---|---|---|--------------|
| Efficient, Fair | Improve staff or vendor experiences           | <b>Staff experience:</b> percentage of staff rating procurement process as efficient, transparent, or effective   | Staff survey or interviews  | Intermediate |
|                 |   | <b>Bidder or proposer experience:</b> percentage of bidders or proposers rating procurement process as efficient, transparent, fair, or accessible          | Bidder or proposer survey or interviews                               | Intermediate |
|                 |   | <b>Vendor experience:</b> percentage of current or recent vendors that would recommend working with the government  | Vendor survey or interviews   | Intermediate |
| Results-Driven  | Get more or better responses to solicitations | <b>New vendors:</b> number or percentage of new vendors (who have never worked with the government) that are awarded contracts each year                    | eProcurement Software, or Enterprise Resource Planning (ERP) Software | Intermediate |
|                 |   | <b>RFP quality:</b> percentage of RFPs released that include goals and performance metrics for vendors  | Manual review of RFP content  | Intermediate |
|                 |   | <b>Vendor understanding:</b> percentage of awarded vendors who report that the RFP was clearly written and it was clear what the government was looking for | Vendor survey or interviews   | Intermediate |

| Strategy  | Goal                         | Key Performance Indicator (KPI)   | Common Data Sources   | Rating       |
|-----------|------------------------------|---|---|--------------|
| Fair      | Increase size of vendor pool | <b>Wide vendor participation:</b> number or percentage of small, local, or other categories of firms participating in the procurement process at each stage           | eProcurement Software, or Enterprise Resource Planning (ERP) Software | Intermediate |
|           |                              | <b>Diverse spend:</b> dollars or percentage of contracted dollars spent with small, local, or other categories of firms   | eProcurement Software, or Enterprise Resource Planning (ERP) Software | Intermediate |
| Strategic | Build staff capacity         | <b>Staff trained:</b> number or percentage of staff trained in procurement, or trained to write RFPs that will improve the results of contracted programs or services | Training logs   | Intermediate |
|           |                              | <b>Trainers trained:</b> number of staff equipped to train others to write RFPs that will improve the results of contracted programs or services                      | Training logs   | Intermediate |

## Procurement KPIs: Advanced

Consider the Beginner and Intermediate KPIs, plus:

| Strategy       | Goal   | Key Performance Indicator (KPI)   | Common Data Sources  | Rating   |
|----------------|--|---|--|----------|
| Efficient      | Save resources                               | <b>Staff time saved or reallocated</b> from a process improvement   | Estimate from staff interviews or survey                     | Advanced |
|                |  | <b>Contract dollars saved or reallocated</b> through more strategic contracting practices                                 | Enterprise Resource Planning Software, or manual calculation | Advanced |
| Results-Driven | Improve the outcomes of a contracted service | <b>Contract outcomes:</b> number or percentage of priority contracts that achieve or exceed the goals outlined in the RFP | Contract management records                                  | Advanced |
|                |  | <b>On-time delivery:</b> percentage of contracted goods and services delivered on time                                    | Contract management records                                  | Advanced |
|                |  | <b>Vendor performance:</b> number or percentage of contracts with satisfactory annual vendor performance evaluations      | Vendor performance evaluation system                         | Advanced |

| Strategy  | Goal                              | Key Performance Indicator (KPI)  | Common Data Sources | Rating   |
|-----------|-----------------------------------|--|---------------------|----------|
| Strategic | Build staff capacity              | <b>Staff knowledge:</b> number of percentage of staff who pass post-training knowledge tests, or who report an increased understanding of procurement best practices | Staff survey        | Advanced |
|           |                                   | <b>Job satisfaction:</b> number of percentage of staff working in purchasing or related roles reporting job satisfaction   | Staff survey        | Advanced |
|           | Elevate the status of procurement | <b>Status of procurement:</b> number or percentage of staff or senior officials who value procurement as a strategic tool  | Staff survey        | Advanced |

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The **Procurement Excellence Network** (PEN) is a free, online community for public sector leaders seeking to transform their jurisdiction's procurement practices. It offers virtual trainings, tools, templates, and coaching, while building peer connections for leaders as they launch efforts to make procurement more strategic, fair, and innovative. PEN is an initiative of **Partners for Public Good** (PPG), a 501(c)(3) non-profit organization that helps state and local governments use key operational levers—procurement, workforce, digital infrastructure, and budgeting—to drive public impact.

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