# Supplier debriefs – Goods and services procurement guide

This guide explains how to conduct a supplier debrief.

A debrief is an optional meeting to discuss the findings of an Invitation to Supply process once a decision is made. It is not an opportunity to appeal or renegotiate that decision.

All participants should be offered a debrief as part of communicating the procurement outcome. Agencies must provide a debrief to any unsuccessful suppliers that request one. See the [evaluate and select offers guide](https://www.buyingfor.vic.gov.au/evaluate-and-select-offers-goods-and-services-guide) for further detail.

For the supplier, debriefs are an opportunity to:

* learn why their offer was not successful
* improve their market offering and internal capability
* share their feedback on the procurement process

For Agencies, debriefs can:

* identify internal improvement opportunities
* build trust and positive relationships
* uplift market capability
* gather intelligence about the market
* demonstrate commitment to good practices, openness, and transparency

Debriefs should take place within two weeks of the supplier’s request.

## Debrief structure

Debriefs can be conducted remotely or in person. In general, two people attend on behalf of the Agency: one to lead the debrief and one to provide support.

A debrief may include:

1. welcome and introductions
2. debrief overview: scope, objectives and rules
3. overview of the ITS scope, evaluation criteria and process
4. overall impressions of the offer
5. strengths and weaknesses of the offer against the selection criteria
6. supplier questions or feedback
7. closing statements from supplier and Agency

Agencies may provide general feedback about the competitiveness of the supplier’s offer compared to the market. They must not share information about any other suppliers or their offers.

## How to prepare a debrief

The Agency is responsible for properly documenting its requirements, supplier assessments and final selection rationale during the procurement process. See the [Evaluate and select offers: goods and services guide](https://www.buyingfor.vic.gov.au/evaluate-and-select-offers-goods-and-services-guide) for further detail.

Once a request for a debrief is received, set up the meeting and prepare a written plan. This plan should include:

* the meeting time, date, and attendees
* a summary of key messages, including any debrief rules or scope limitations
* a summary of why the offer was or was not successful
* detailed feedback on how the supplier performed against the criteria
* any other feedback on the supplier’s offer, e.g. structure and wording

Use the [supplier debriefing template](https://www.buyingfor.vic.gov.au/supplier-debriefing-template-goods-and-services) to prepare and document a debrief. See [Debrief participants](https://www.buyingfor.vic.gov.au/debrief-participants) for further instructions.

## After the debrief

The discussion points and any outcomes of a debrief must be promptly recorded and stored in accordance with government policy.

The Agency must promptly provide a copy of its complaint procedure on request. It should also promptly consider any improvement opportunities.

## Other forms of supplier feedback

Feedback may also be provided at other stages of the procurement process or during contract management.

Each Agency is responsible for developing a supplier engagement plan and complaints management procedure. See [Prepare a supplier engagement plan: goods and services guide](https://www.buyingfor.vic.gov.au/prepare-supplier-engagement-plan-goods-and-services-guide) for further information.

## Using this guide

This guide accompanies the [goods and services supply policies](https://buyingfor.vic.gov.au/goods-services-supply-policies). There are 5 supply policies:

* Governance policy
* Complexity and capability assessment policy
* Market analysis and review policy
* Market approach policy
* Contract management and disclosure policy

This guide supports the [Market approach policy.](https://buyingfor.vic.gov.au/market-approach-policy)

Associated guidance material:

* Evaluate and select offers: Goods and services
* Complaints management: Goods and services
* Supplier engagement plan: Goods and services
* Supplier debriefing template: Goods and services

For further information on other government programs for suppliers refer to:

* [Small Business Commissioner](http://www.vsbc.vic.gov.au/)
* [Business Victoria](http://www.business.vic.gov.au/)
* [Regional Development Victoria](http://www.rdv.vic.gov.au/).

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