

Supplier Decision Checklist

24 questions to test whether a supplier recommendation is ready to defend.

Use this checklist before a shortlist is approved or an award recommendation is submitted. A blank box is not a failure. It is a signal that the evidence, owner or decision condition still needs to be made explicit.

1. Decision setup

- ☐ Are the evaluation criteria and weights approved before supplier data is scored?
- ☐ Are mandatory requirements separated from weighted preferences?
- ☐ Is the risk appetite or rejection threshold documented?
- ☐ Are currency, quantities, delivery terms and comparison assumptions consistent?

2. Qualification and evidence

- ☐ Is every mandatory document linked to a source or evidence reference?
- ☐ Can a critical failure block a supplier regardless of commercial score?
- ☐ Are capability, capacity, compliance and continuity issues recorded explicitly?
- ☐ Are assumptions clearly distinguished from verified facts?

3. Commercial outcome

- ☐ Does the comparison include freight, duty, tooling, inspection, fees and other landed-cost drivers?
- ☐ Are MOQ, lead time and payment terms visible beside cost?
- ☐ Are one-off and recurring costs treated consistently?
- ☐ Could the lowest quoted price change once the full commercial outcome is included?

4. Residual risk

- ☐ Is inherent risk recorded before controls and mitigation?
- ☐ Does each mitigation have an owner, due date and evidence requirement?
- ☐ Is residual risk reflected in the supplier ranking or recommendation?
- ☐ Are decision triggers defined for unacceptable unresolved exposure?

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Continue the same review before recommendation or award.

5. Negotiation and award conditions

- ☐ Are targets, concessions and minimum acceptable positions documented?
- ☐ Are agreed concessions assigned to an owner and deadline?
- ☐ Are pre-award conditions separated from post-award actions?
- ☐ Can the handover team see the conditions that shaped the award?

6. Management recommendation

- ☐ Can the preferred supplier be explained on one page?
- ☐ Are cost, score, residual risk and critical conditions visible together?
- ☐ Does the recommendation state what remains unresolved?
- ☐ Could a reviewer reconstruct the decision six months later?