| TSC Category | General Management | | | | | |
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| **TSC Title** | Vendor Management | | | | | |
| **TSC Description** | Manage vendor relationships by ensuring performance as per contracts, operations within standards established by the organisation such as adherence to safety, security, and compliance standards | | | | | |
| **TSC Proficiency Description** | **Level 1** | **Level 2** | **Level 3** | **Level 4** | **Level 5** | **Level 6** |
| | | | ICT-BIN-3028-1.1 | ICT-BIN-4028-101 | ICT-BIN-5028-1.1 | |
| | | | Monitor vendors' performance and resolve contractual issues | Develop and sustain vendor relationships and manage vendors' performance | Establish organisation's expectations of vendors and manage critical vendor interactions | |
| **Knowledge** | | | • Organisation's policies and protocol in vendor management<br>• Methods of comparing vendor costs and quality<br>• Vendors' duties and roles, and their impact on the organisation<br>• Performance monitoring processes<br>• Escalation procedures for handling contractual issues<br>• Vendor engagement techniques<br>• Sources of alternative vendors and suppliers | • Methods of evaluating vendor relationships<br>• Contract management<br>• Techniques for managing non-conformance in service delivery<br>• Implications of contractual issues on the organisation | • Vendor performance management systems<br>• Risk management strategies<br>• Key Performance Indicators (KPIs) setting for contracts and service level agreements<br>• Dispute resolution techniques and strategies | |
| **Abilities** | | | • Compare the costs and quality from different vendors and suppliers on products and services provided<br>• Maintain working-level communications and feedback to vendor and/or service providers<br>• Articulate vendor's role and responsibilities, and manage vendors' expectations accordingly | • Evaluate vendors for compliance with Health, Safety and Environment and Current Good Manufacturing Practices requirements<br>• Sustain smooth interactions and relationships with vendors and/or service providers<br>• Determine and set clear parameters and | • Develop strategic vendor management plans<br>• Devise risk mitigation strategies to pre-empt and address potential risks associated with the vendor relationship<br>• Establish key roles, duties and performance expectations of vendors<br>• Maintain positive relationships with vendors based on trust | |

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| | | | • Monitor activities and performance of vendors against contract terms and identify performance problems or contractual issues<br>• Resolve minor contractual or performance issues at operational level, and escalate contractual issues that cannot be resolved<br>• Engage vendors regularly to set and align expectations and activities as well as to act on feedback<br>• Source for alternative vendors as a contingent | expectations of vendors' roles and responsibilities<br>• Negotiate with vendors to align interests and goals to arrive at mutually-beneficial arrangements<br>• Analyse vendor service delivery and performance levels in line with key performance indicators, and provide performance feedback<br>• Resolve complaints and quality or service issues with vendors<br>• Evaluate the impact of contractual issues and problems on the organisation, and determine if a major contractual breach has occurred<br>• Manage vendors' performance against standards and benchmarks | and mutual understanding<br>• Develop KPIs based on organisation's strategies and expectations, to measure service delivery and performance of vendors<br>• Evaluate overall performance of vendors to review and endorse decisions on future contract renewals, changes or termination<br>• Develop provisions for dispute resolutions | |
| **Range of Application** | | | | | |