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| **TSC Category** | General Management | | | | | |
| **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 * Methods of comparing vendor costs and quality * Vendors’ duties and roles, and their impact on the organisation * Performance monitoring processes * Escalation procedures for handling contractual issues * Vendor engagement techniques * Sources of alternative vendors and suppliers | * Methods of evaluating vendor relationships * Contract management * Techniques for managing non-conformance in service delivery * Implications of contractual issues on the organisation | * Vendor performance management systems * Risk management strategies * Key Performance Indicators (KPIs) setting for contracts and service level agreements * Dispute resolution techniques and strategies |  |
| **Abilities** |  |  | * Compare the costs and quality from different vendors and suppliers on products and services provided * Maintain working-level communications and feedback to vendor and/or service providers * Articulate vendor’s role and responsibilities, and manage vendors' expectations accordingly * Monitor activities and performance of vendors against contract terms and identify performance problems or contractual issues * Resolve minor contractual or performance issues at operational level, and escalate contractual issues that cannot be resolved * Engage vendors regularly to set and align expectations and activities as well as to act on feedback * Source for alternative vendors as a contingent | * Evaluate vendors for compliance with Health, Safety and Environment and Current Good Manufacturing Practices requirements * Sustain smooth interactions and relationships with vendors and/or service providers * Determine and set clear parameters and expectations of vendors' roles and responsibilities * Negotiate with vendors to align interests and goals to arrive at mutually-beneficial arrangements * Analyse vendor service delivery and performance levels in line with key performance indicators, and provide performance feedback * Resolve complaints and quality or service issues with vendors * Evaluate the impact of contractual issues and problems on the organisation, and determine if a major contractual breach has occurred * Manage vendors' performance against standards and benchmarks | * Develop strategic vendor management plans * Devise risk mitigation strategies to pre-empt and address potential risks associated with the vendor relationship * Establish key roles, duties and performance expectations of vendors * Maintain positive relationships with vendors based on trust and mutual understanding * Develop KPIs based on organisation's strategies and expectations, to measure service delivery and performance of vendors * Evaluate overall performance of vendors to review and endorse decisions on future contract renewals, changes or termination * Develop provisions for dispute resolutions |  |
| **Range of Application** |  | | | | | |