<table>
<thead>
<tr>
<th>TSC Category</th>
<th>Product, Sales and Market Management</th>
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<tbody>
<tr>
<td>TSC</td>
<td>Contract and Vendor Management</td>
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<tr>
<td>TSC Description</td>
<td>Draft, negotiate and formalise contracts with vendors and/or service providers, including measuring and managing vendors and/or service providers performance according to contracts and established standards, resolving contractual issues, and maintaining vendors and/or service providers relationships</td>
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<tr>
<th>TSC Proficiency Description</th>
<th>Level 1</th>
<th>Level 2</th>
<th>Level 3</th>
<th>Level 4</th>
<th>Level 5</th>
<th>Level 6</th>
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<td>FSE-CFC-3050-1.1</td>
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<td>Prepare drafts of contracts and Service Level Agreements (SLAs), monitor vendors and/or service providers’ performance, and resolve contractual issues on an operational level</td>
<td>Evaluate and seek endorsement for contracts and agreements in alignment with performance levels, resolve contractual issues, and manage vendors and/or service providers relationships</td>
<td>Oversee negotiation of contracts, determine business viability of contracts, and establish organisation’s expectations of vendors and/or service providers</td>
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**Knowledge**

- Policies and protocols for contract drafting and vendors and/or service providers management
- Contractual terms, agreements and types of contracts
- Performance monitoring processes
- Escalation procedures for handling contractual issues
- Product or services knowledge and constraints of vendors and/or service providers
- Organisational standards and guidelines for drafting contracts
- Techniques for managing non-conformance in service delivery
- Legal rights and responsibilities of the organisation, vendors and/or service providers
- Implications of contractual issues on the organisation
- Approaches for managing contract changes
- Dispute resolution and conflict avoidance techniques
- Key Performance Indicators (KPIs) setting for contracts and Service Level Agreements (SLAs)
- Organisational, industry and legal standards on contractual matters
- Contract negotiation techniques and protocols
- Organisation’s business strategies and objectives
- Organisation’s business requirements
- Contract review requirements and processes

**Abilities**

- Prepare drafts of contracts with relevant and accurate information and clauses
- Develop contracts and/or Service Level Agreements (SLAs) with vendors and/or service providers, based on the
- Assess contract terms to determine business viability and potential business value

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SKILLS FRAMEWORK FOR FINANCIAL SERVICES
TECHNICAL SKILLS AND COMPETENCIES (TSC) REFERENCE DOCUMENT

• Monitor activities and performance of vendors and/or service providers against contract terms
• Evaluate vendors and/or service providers against alternative providers for comparison
• Identify performance problems and/or contractual issues
• Inform vendors and/or service providers of the implications of identified contractual issues and communicate feedback
• Resolve minor contractual and/or performance issues at an operational level
• Escalate contractual issues that cannot be solved at an operational level
• Document changes and updates to contracts and agreements
• Engage and communicate with vendors and/or service providers to align expectations

unique business requirements of the organisation
• Analyse vendors and/or service providers’ delivery and performance levels
• Articulate performance indicators, and provide performance feedback to vendors and/or service providers
• Evaluate the impact of contractual issues and problems on the organisation
• Manage vendors and/or service providers’ performance against standards and/or benchmarks
• Investigate contractual issues and/or conflicts, and recommend solutions to resolve them
• Assess and justify the need for changes and/or modifications to contracts and/or agreements
• Manage endorsed changes and/or modifications to contracts and/or agreements
• Manage contractual disputes
• Sustain smooth interactions and relationships with vendors and/or service providers based on shared objectives

• Engage in detailed negotiations with vendors and/or service providers on contractual terms
• Sign off on contracts and/or SLAs with vendors and/or service providers
• Develop KPIs and performance standards based on the organisation’s strategies
• Formulate expectations to measure service delivery and performance of vendors and/or service providers
• Resolve significant, escalated contractual issues and/or breaches, in line with the organisation interests and legal standards and rights
• Evaluate the overall performance of vendors and/or service providers to review and endorse decisions on future contract renewal, changes or termination
• Negotiate with vendors and/or service providers on the scope of changes to contracts and/or SLAs
• Endorse contract modifications which are beneficial to the organisation
• Establish communication and contractor management

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| | | | | strategies to maintain positive relationships with vendors and/or service providers |

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