<table>
<thead>
<tr>
<th>TSC Category</th>
<th>Business Management</th>
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<tr>
<td>TSC</td>
<td>Vendor Management</td>
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<tr>
<td>TSC Description</td>
<td>Manage vendor relationships by ensuring performance as per contracts, operations within standards established by the organisation such as adherence to safety, security, compliance standards</td>
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<tr>
<th>TSC Proficiency Description</th>
<th>Level 1</th>
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- **Knowledge**
  - Vendor coordination techniques
  - Types of management system
  - Principles of Workplace Safety and Health (WSH), Environmental Management System (EMS) and Quality Management System (QMS)
  - Induction processes for vendors
  - Organisation’s policies and protocols 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 setting for contracts and Service Level Agreements (SLAs)
  - Dispute resolution techniques and strategies

- **Abilities**
  - Support coordination of vendor work activities
  - Create effective relationships with vendors
  - Inspect work of vendors
  - Ensure vendors conform to organisation’s standards and practices during conduct of work and services
  - Compare the costs and quality from different vendors and suppliers on products and services provided
  - Maintain communications with vendors on a day-to-day basis
  - Articulate vendors’ roles and responsibilities, and manage vendors’ expectations accordingly
  - Sustain smooth interactions and relationships with vendors
  - Determine and set clear parameters and expectations of vendors’ roles and responsibilities
  - Negotiate with vendors to align interests and/or goals and arrive at
  - Develop strategic vendor management plans
  - Devise risk mitigation strategies to pre-empt and address potential risks associated with vendor relationships
  - Establish key roles, duties and performance expectations of vendors
  - Maintain positive relationships with vendors
| • Support vendor sites and company inductions | • Monitor activities and performance of vendors against contract terms and identify performance problems or contractual issues | • Resolve minor contractual or performance issues on an operational level, and escalate complex contractual issues | • Engage vendors regularly to set and align expectations and activities as well as to exchange feedback | • Source for alternative vendors as a contingent source of supply | • 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 provisions for dispute resolution | • Vendors based on trust and mutual understanding | • Develop key performance indicators 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 terminations | • Develop provisions for dispute resolution |