## SKILLS FRAMEWORK FOR FOOD SERVICES

### TECHNICAL SKILLS AND COMPETENCIES (TSC) REFERENCE DOCUMENT

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<table>
<thead>
<tr>
<th>TSC Category</th>
<th>Business Management</th>
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<tbody>
<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, and compliance standards</td>
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<table>
<thead>
<tr>
<th>TSC Proficiency</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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- 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
- Performance monitoring processes
- Escalation procedures for handling contractual issues
- Vendor engagement techniques
- Sources of alternative vendors and suppliers

### 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
- 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
- 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
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

• 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 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