

**SKILLS FRAMEWORK FOR BIOPHARMACEUTICALS MANUFACTURING
TECHNICAL SKILLS & COMPETENCIES (TSC) REFERENCE DOCUMENT**

TSC Category	General Management					
TSC	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
			BPM-GMT-3017-1.1	BPM-GMT-4017-1.1	BPM-GMT-5017-1.1	
			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			<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Methods of evaluating vendor relationships • Contract management • Techniques for managing non-conformance in service delivery • Implications of contractual issues on the organisation 	<ul style="list-style-type: none"> • Vendor performance management systems • Risk management strategies • Key Performance Indicators (KPIs) setting for contracts and service level agreements • Dispute resolution techniques and strategies 	
Abilities			<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	

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			<p>against contract terms and identify performance problems or contractual issues</p> <ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	
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