

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

TSC Category	Product, Sales and Market Management					
TSC	Contract and Vendor Management					
TSC Description	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					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
			FSE-CFC-3050-1.1	FSE-CFC-4050-1.1	FSE-CFC-5050-1.1	
			Prepare drafts of contracts and Service Level Agreements (SLAs), monitor vendors and/or service providers' performance, and resolve contractual issues on an operational level	Evaluate and seek endorsement for contracts and agreements in alignment with performance levels, resolve contractual issues, and manage vendors and/or service providers relationships	Oversee negotiation of contracts, determine business viability of contracts, and establish organisation's expectations of vendors and/or service providers	
Knowledge			<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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			<ul style="list-style-type: none"> • Prepare drafts of contracts with relevant and accurate information and clauses 	<ul style="list-style-type: none"> • Develop contracts and/or Service Level Agreements (SLAs) with vendors and/or service providers, based on the 	<ul style="list-style-type: none"> • Assess contract terms to determine business viability and potential business value 	

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			<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 • Manage contractual disputes • Sustain smooth interactions and relationships with vendors and/or service providers based on shared objectives 	<ul style="list-style-type: none"> • 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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