

**SKILLS FRAMEWORK FOR LANDSCAPE  
TECHNICAL SKILLS AND COMPETENCIES (TSC) REFERENCE**

<b>TSC Category</b>	Business Management					
<b>TSC</b>	Vendor Management					
<b>TSC Description</b>	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					
<b>TSC Proficiency Description</b>	<b>Level 1</b>	<b>Level 2</b>	<b>Level 3</b>	<b>Level 4</b>	<b>Level 5</b>	<b>Level 6</b>
			<b>LNS-BIN-3028-1.1</b>	<b>LNS-BIN-4028-1.1</b>	<b>LNS-BIN-5028-1.1</b>	
			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	
<b>Knowledge</b>			<ul style="list-style-type: none"> <li>• Organisation's policies and protocol in vendor management</li> <li>• Methods of comparing vendor costs and quality</li> <li>• Vendors' duties and roles, and their impact on the organisation</li> <li>• Performance monitoring processes</li> <li>• Escalation procedures for handling contractual issues</li> <li>• Vendor engagement techniques</li> <li>• Sources of alternative vendors and suppliers</li> </ul>	<ul style="list-style-type: none"> <li>• Methods of evaluating vendor relationships</li> <li>• Contract management</li> <li>• Techniques for managing non-conformance in service delivery</li> <li>• Implications of contractual issues on the organisation</li> </ul>	<ul style="list-style-type: none"> <li>• Vendor performance management systems</li> <li>• Risk management strategies</li> <li>• Key Performance Indicators (KPIs) setting for contracts and service level agreements</li> <li>• Dispute resolution techniques and strategies</li> </ul>	
<b>Abilities</b>			<ul style="list-style-type: none"> <li>• Compare the costs and quality from different vendors and suppliers on products and services provided</li> <li>• Maintain working-level communications and feedback to vendor and/or service providers</li> <li>• Articulate vendor's role and responsibilities, and manage vendors' expectations accordingly</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluate vendors for compliance with Health, Safety and Environment and Current Good Manufacturing Practices requirements</li> <li>• Sustain smooth interactions and relationships with vendors and/or service providers</li> <li>• Determine and set clear parameters and</li> </ul>	<ul style="list-style-type: none"> <li>• Develop strategic vendor management plans</li> <li>• Devise risk mitigation strategies to pre-empt and address potential risks associated with the vendor relationship</li> <li>• Establish key roles, duties and performance expectations of vendors</li> <li>• Maintain positive relationships with vendors based on trust</li> </ul>	

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			<ul style="list-style-type: none"> <li>• Monitor activities and performance of vendors against contract terms and identify performance problems or contractual issues</li> <li>• Resolve minor contractual or performance issues at operational level, and escalate contractual issues that cannot be resolved</li> <li>• Engage vendors regularly to set and align expectations and activities as well as to act on feedback</li> <li>• Source for alternative vendors as a contingent</li> </ul>	<ul style="list-style-type: none"> <li>• Negotiate with vendors to align interests and goals to arrive at mutually-beneficial arrangements</li> <li>• Analyse vendor service delivery and performance levels in line with key performance indicators, and provide performance feedback</li> <li>• Resolve complaints and quality or service issues with vendors</li> <li>• Evaluate the impact of contractual issues and problems on the organisation, and determine if a major contractual breach has occurred</li> <li>• Manage vendors' performance against standards and benchmarks</li> </ul>	<ul style="list-style-type: none"> <li>• Develop KPIs based on organisation's strategies and expectations, to measure service delivery and performance of vendors</li> <li>• Evaluate overall performance of vendors to review and endorse decisions on future contract renewals, changes or termination</li> <li>• Develop provisions for dispute resolutions</li> </ul>	
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