

**SKILLS FRAMEWORK FOR TOURISM
TECHNICAL SKILLS & COMPETENCIES (TSC) REFERENCE**

TSC Category	Business 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, compliance standards					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
		TOU-BIN-2028-1.1-1	TOU-BIN-3028-1.1	TOU-BIN-4028-1.1	TOU-BIN-5028-1.1	
		Apply standards, processes and procedures to coordinate vendors' work	Maintain communications with vendors, monitor their performance and resolve minor contractual issues	Develop and sustain vendor relationships and manage vendor performance	Establish organisation expectations of vendors and manage critical vendor interactions	
Knowledge		<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<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 setting for contracts and Service Level Agreements (SLAs) Dispute resolution techniques and strategies 	
Abilities		<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	

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		<ul style="list-style-type: none"> • Support vendor sites and company inductions 	<ul style="list-style-type: none"> • 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 	<p>mutually-beneficial arrangements</p> <ul style="list-style-type: none"> • 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 	<p>vendors based on trust and mutual understanding</p> <ul style="list-style-type: none"> • 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 	
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