

# Halderstone



Training module

# Supplier Management

Manage suppliers and outsourced processes across requirements, selection, onboarding, oversight, change and exit



# Supplier control that holds up beyond onboarding

## Overview

Suppliers and outsourced processes sit inside the operational reality of most management systems, even when the work is performed outside the organisation. Control often weakens after approval: requirements are generic, internal ownership is unclear, supplier-operated controls are hard to evidence, and change or exit is handled too late.

This module develops the practical judgement needed to manage external provision across the full lifecycle. Participants work through the evolving Northstar case and practise defining requirements, classifying supplier criticality, selecting proportionate due diligence, designing onboarding and interface controls, monitoring supplier signals, triggering re-evaluation and planning controlled offboarding.



## Target audience

- Management system implementers and coordinators
- Executives and department heads accountable for management system performance
- Those responsible for processes, policies, assets, risks, and controls related to a management system
- Auditors seeking insights into management-side best practice (not audit technique)
- Management consultants working with management system design, governance, or improvement

# Is this module for you?

## It is a good fit for you if you...

- work with suppliers, service providers or outsourced processes in a management system.
- want supplier control that remains practical after selection and onboarding.
- need clearer ownership, requirements, evidence or escalation across supplier interfaces.
- see supplier issues, changes or assurance questions surfacing too late.
- want to strengthen supplier management before audits, incidents or customer requests expose gaps.

## It may be less suitable for you if you...

- need procurement negotiation, sourcing strategy or contract law as the main focus.
- want to learn second-party supplier audit execution.
- are mainly looking for software configuration or vendor-management tool administration.
- already have a consistently maintained supplier lifecycle that works in practice.

# Learning outcomes



## Key outcomes

- Design a supplier lifecycle covering requirements, selection, due diligence, onboarding, oversight, re-evaluation and exit
- Use supplier criticality, dependency, assurance pressure and evidence confidence to calibrate control depth
- Define supplier interfaces, monitoring routines, evidence expectations and escalation triggers that work in practice

## Additional capabilities

- Build due diligence and onboarding evidence requests that are proportionate and decision-relevant
- Recognise supplier-operated controls, low-transparency suppliers and outsourced process responsibilities
- Use incidents, performance trends, customer questions and change notices as review triggers
- Plan controlled offboarding covering access removal, data return or deletion, continuity, knowledge transfer and retained records
- Use AI-assisted evidence review to surface critical points without replacing accountable judgement

# Agenda

## **External provision and lifecycle control**

- Identify suppliers, outsourced processes and supplier-operated controls
- Clarify lifecycle stages from requirements to exit
- Refresh the minimum risk, governance and evidence concepts needed for supplier decisions

## **Requirements, boundaries and retained responsibility**

- Define what remains the organisation's responsibility when work is external
- Translate customer, regulatory and management-system needs into supplier expectations
- Assign internal ownership for decisions, interfaces, evidence and escalation

## **Supplier criticality, selection and control depth**

- Categorise suppliers by impact, dependency, relevance as an outsourced process and assurance pressure
- Match control depth to criticality without overloading low-impact suppliers
- Use selection criteria that include evidence, resilience and transparency needs

## **Due diligence, onboarding and working interfaces**

- Request evidence that supports a real approval or onboarding decision
- Turn requirements into contacts, handovers, reporting routines and escalation paths
- Avoid paper onboarding by making supplier-operated controls visible

## **Ongoing oversight, evidence and supplier signals**

- Define monitoring routines that use performance, incidents, assurance evidence and control signals
- Detect weak signals hidden across tickets, scorecards, reviews and customer questions
- Use digital tools and AI-assisted review with human verification safeguards

## **Change, re-evaluation, escalation and exit**

- Trigger re-evaluation when services, sub-suppliers, locations, technology or performance change
- Frame supplier escalation as a decision about remediation, acceptance, replacement or exit
- Plan offboarding for access, data, knowledge transfer, continuity, retained records and lessons learned

# Included materials



## Learning materials

- Slide deck
- Participant workbook

## Templates & tools

- Supplier lifecycle control worksheet
- Boundary, ownership and interface worksheet
- Criticality and control-depth matrix
- Due diligence evidence request checklist
- Monitoring and evidence log template
- Change, re-evaluation and exit checklist
- AI prompts and safeguards for supplier evidence review

## Confirmation

- Confirmation of participation

# Preparation guidance



## Assumed background

No formal prerequisites. The module is designed to work as a stand-alone supplier-management entry point for management-system practitioners.

Helpful background includes general familiarity with suppliers, outsourced work, operational responsibilities or management-system concepts. Key ideas from risk management, governance, operational control, monitoring and documentation are refreshed at the level needed for supplier decisions.

## Optional preparatory modules

Helpful but not required to participate effectively

- Decision Analysis (HAM-AG-MC-01)
- Risk Management (HAM-AG-C-07)



# Halderstone

**Halderstone by Langer & Co**

Zürcherstrasse 2

CH-8852 Altendorf

Switzerland

[info@halderstone.com](mailto:info@halderstone.com)

[www.halderstone.com](http://www.halderstone.com)