AS9100 Linkage: AS9100 Section 8.4 Purchasing Process

# Supersedes

# Revision E

# Process Owner

* 1. Triumph Supply Chain

# Applies To

* 1. Triumph Supply Chain Management, Triumph Supplier Quality Management and Triumph Operating Companies as noted in the Triumph Supplier Quality Assurance Manual. This document supports government and non-government procurements.

**Note: The release of this procedure and the noted effectivity is the minimum requirement for sourcing that all Triumph Companies must immediately comply.**

# Purpose

* 1. To establish policies and guidelines for authorization of procurement action for purchased commodities, both new or those changing from the current source of supply.

# Reference Documents

* 1. SCMP 3.3 – Supplier Capability Assessment
  2. SCMP 4.1 – Preferred Performer Program
  3. SCMP 5.1 - Triumph Approved Supplier List Management
  4. SCMP 7.4 (a) Sourcing Project Preliminary Checklist
  5. SCMP 7.4 (b) Pre-solicitation Review Sample Template
  6. SCMP 7.4 (c) Source Selection Review Sample Template
  7. SCMP 7.4 (d) Negotiation Plan & Outcome Highlights Template
  8. SCMP 7.4 (e) RAIL
  9. SCMP 7.4 (f) Project Part Information Template
  10. SCMP 7.5 - Work Transfer
  11. SCMP 7.6 – Commodity Strategy Development

# Definitions and Acronyms

* 1. AA Adoption Agreement
  2. CMPT Cost Management Project Tracker
  3. ESA Enterprise Sourcing Agreement
  4. OpCo Operating Company
  5. PRB Project Review Board
  6. PSR Pre-solicitation Review
  7. RAIL Rolling Action Item List
  8. RFQ Request for Quote
  9. SB Sourcing Board
  10. SSR Source Selection Review

1. **Responsibilities and Procedure**

The PRB is the committee established for the review and approval of sourcing recommendations and captures actions during the RFQ process and following source selection. The PRB may gather as a standing team or ad hoc as driven by projects or contracts. Attachment A describes the PRB application requirements. The Project Leader will determine PRB (PSB or SSB) membership on a case-by-case basis using the charts in Attachment A and may invite other personnel to attend for advice or expertise in making final decisions.

This procedure documents the following processes:

* 1. Pre-Solicitation Board
  2. Source Selection Board
  3. Negotiation Plan
  4. Negotiation Outcome Highlights
  5. Agreement Summary

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| --- | --- |
|  | |
| * 1. Pre-solicitation Review      1. Upon completion of 7.4 (a) Preliminary Project Risk Assessment and the initiation of a SCMP 7.4 (e) RAIL, the Project Leader will prepare the subsequent PSR presentation. The project will be assigned a project number by addition to the CMPT, and a Project folder will be allocated on the Strategic Sourcing SharePoint site.      2. Once created, the Project Leader will present the PSR to management per Attachment A, using scheduled recurring or an ad hoc meeting.      3. Following completion of the PSR management review, the Project Leader will send the presentation to the SB members per Attachment A, using Outlook voting buttons.   NOTE:Electronic signatures (e.g., email) are acceptable.   * + 1. SB members will review and approve presentation material and return to the Project Leader within five (5) business days, including any recommendations for specific changes and requests for resubmittal.   **NOTE:** No response within the 5 business days will be considered approval.   * + 1. The Project Leader will summarize PSR proceedings and conclusions and execute actions approved in the PSR and capture any actions in the RAIL SCMP 7.4 (e).  1. Note: the requirement for all suppliers to support the Triumph Work Transfer Process SCMP 7.5 must be included in all solicitations. 2. Note: Capture customer flow downs for addition in solicitations (IE Boeing Work Transfer Requirements or Airbus APQP)    * 1. Any Enterprise, OpCo or Site-specific documentation should be addressed by the responsible parties, as necessary.  |  | | --- | |  | | |
| **Note:** PSR Template is not required for a contract. PSR management review and SB member voting is required. Project Leader can present in format best suitable for the contract and audience.   * 1. Source Selection Review      1. Upon receipt of bids or completion of agreement negotiations, the Project Leader will develop the SSR presentation. This must include a cost analysis which can be done in the manner deemed appropriate by the Project Leader.   **NOTE:** For a contract the cost analysis must include a negotiation summary highlighting the achieved cost avoidance.   * + 1. The Project Leader will present the SSR to the SB members per Attachment A, using scheduled recurring or ad hoc meetings.   **NOTE**: It is recommended that the Project Leader send the SSR presentation to the SB members 24 hours in advance of the SB.   * + 1. After presenting the SSR, the Project Leader will send the presentation to the SB members per Attachment A, and document approval using Outlook voting buttons.   **NOTE:** Electronic signatures (e.g., email) are acceptable.   * + 1. SB members will review and approve presentation material and return to the Project Leader within five (5) business days, including any recommendations for specific changes and requests for resubmittal.   **NOTE:** No response within the 5 business days will be considered approval.   * + 1. The Project Leader will summarize SSR proceedings and conclusions and execute actions approved in the SSR and capture any actions in the RAIL SCMP 7.4 (e).     2. The Project Leader will complete SCMP 7.4 (f) Project Part Information Template   **NOTE:** Project Leader is responsible for ensuring a successful handoff post SSR and should consider use of supporting documents such as New Vendor Checklist and WT Handoff Checklist   * + 1. Any Enterprise, OpCo or Site-specific documentation should be addressed by the responsible parties as necessary.   **Note**: SSR Template is not required for a contract. SSR management review and SB member voting is required. Project Leader can present in format best suitable for the contract and audience while ensuring all requirements above in 7.2 are complied with   * 1. Negotiation Plan      1. The Negotiation Plan template will be completed by the Contract Leader and presented to the site and Enterprise Sourcing Boards for approval. The project will be assigned a project number by addition to the CMPT, and a Project folder will be allocated on the Strategic Sourcing SharePoint site.      2. After presenting the Negotiation Plan, the Contract Leader will send the presentation to the SB members per Attachment A, and document approval using Outlook voting buttons.   **NOTE:** Electronic signatures (e.g., email) are acceptable.   * + 1. SB members will review and approve presentation material and return to the Contract Leader within five (5) business days, including any recommendations for specific changes and requests for resubmittal.   **NOTE:** No response within the 5 business days will be considered approval.   * + 1. Project Leader will summarize Negotiation Plan proceedings and conclusions and execute actions approved. All actions will be captured in the RAIL SCMP 7.4 (e).   **NOTE:** Project Leader may present actual Negotiation Plan template or alternative document for management review.   * 1. Negotiation Outcome and Contract Approval      1. The Negotiation Outcome Highlights template will be completed by the Contract Leader and presented to the Site and Enterprise Sourcing Boards for approval      2. After presenting the Negotiation Outcome Highlights, the Contract Leader will send the presentation to the SB members per Attachment A, and document approval using Outlook voting buttons.   **NOTE:** Electronic signatures (e.g., email) are acceptable.   * + 1. SB members will review and approve presentation material and return to the Contract Leader within five (5) business days, including any recommendations for specific changes and requests for resubmittal.   **NOTE:** No response within the 5 business days will be considered approval.  **NOTE:** Project Leader may present actual Negotiation Outcome Highlights template or alternative document for management review.   * + 1. The Project Leader will summarize Agreement Compliance Matrix or Negotiation Outcome Highlights proceedings and conclusions and execute actions approved. All actions will be captured in the RAIL SCMP 7.4 (e). | |
| * 1. Agreement Summary      1. The Agreement Summary will be completed by the Contract Leader and presented to the authorized signatory for final agreement and signature. | |

# Process Flow

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# Required Forms

# SCMP 7.4 (a) Sourcing Project Preliminary Checklist

# SCMP 7.4 (b) Pre-solicitation Review

# SCMP 7.4 (c) Source Selection Review

# SCMP 7.4 (d) Negotiation Plan and Agreement Scorecard Calculator

# SCMP 7.4 (e) Project RAIL

# SCMP 7.4 (f) Project Part Information

# Required Records

# Document retention shall be in accordance with Triumph Procedure SCMP 1.1. Pertinent files, data and project execution information and should be retained at the individual project folder within the Enterprise Strategic Sourcing SharePoint site.

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# Revision History

|  |  |  |
| --- | --- | --- |
| **Revision Level** | **Description of Change** | **Effective Date** |
| Original | New Document | 01 September 2017 |
| A | Removed reference to Forms 7.5 a & b | 20 November 2017 |
| B | Added note to para. 2.1; revised AS9100 linkage reference | 15 December 2017 |
| C | Document Revision/Forms Update | 04 October 2021 |
| D | Document Revision/Forms Update | 01 September 2022 |
| E  F | Document Revision/Forms Update  Document Revision/Forms Update | 01 June 2023  01 April 2025 |

**Approvals**

/s/ Senior Director Supplier Performance, Triumph XX XXXXXXX XXX

/s/ Vice President International Supply Chain, Triumph XX XXXXXXX XXX

**Attachment A**

**Sourcing Board (SB) Membership and Requirements**

Exceptions

1. PSR not required for Government/Customer Directed Source Procurements
2. Raw/Shop material procurements of **≤**$100K are not subject to SB process when procured from distributors
3. Purchase Order releases pursuant to Agreements in force at time of release
4. Indirect, Nonproduction procurements, catalog items, and/or services
5. IT Procurements and Software License or Maintenance Renewals if issued to provider of software equipment
6. Maintenance Repair and Overhaul (MRO), Spares and/or Out of Production requirements
7. Last Time Buy or procurement from previous supplier of finished goods on the shelf
8. Single procurements of < $50K from new sources
9. PSR not required for Leadership Endorsed Commodity Strategies or Projects (IE SCMP 7.6 or Site Led War on Cost Initiatives)

**Table 1**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Project Type/Scope** | **Buy/Buy** | | **Make/Buy** | | **Buy/Make** | | **Contract** | **Contract** |
| **OpCo/Site SB** | PSR | SSR | PSR | SSR | PSR | SSR | Neg Plan | Final |
| Finance Manager |  | **X** |  | **X** |  | **X** |  | **X** |
| Engineering Manager | **X** | **X** | **X** | **X** | **X** | **X** |  |  |
| Quality Manager | **X** | **X** | **X** | **X** | **X** | **X** |  |  |
| Operations Manager |  |  | **X** | **X** | **X** | **X** |  |  |
| Materials/Planning Manager |  | **X** |  | **X** |  | **X** |  |  |
| Work Transfer Lead | **X** | **X** | **X** | **X** | **X** |  |  |  |
| Program Manager/ Director | **X** | **X** | **X** | **X** | **X** | **X** |  |  |
| OpCo Supply Chain Director | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** |
| Supply Chain Contracts Director |  |  |  |  |  |  | **X** | **X** |
| GM/Deputy GM | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** |

NOTE: All OpCo/Site level approvals must be gained prior to conducting Enterprise SB activity.

Project Leader may add approvers on a case-by-case basis as deemed necessary

Highest OpCo/Site member in applicable role listed – authority may be delegated

**Table 2**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Project Type/Scope** | **Buy/Buy** | | **Make/Buy** | | **Buy/Make** | | **ESA / Contract** | **ESA / Contract** |
| **Enterprise SB** | PSR | SSR | PSR | SSR | PSR | SSR | Neg Plan | Final |
| Senior Director Supply Chain Performance | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** |
| VP International Supply Chain | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** |