AS9100 Linkage: AS9100 Section 8.4 Purchasing Process

1. **Supersedes**
   1. Revision D
2. **Process Owner**
   1. Triumph - Work Transfer (WT).
3. **Applies To**
   1. Triumph Supply Chain Management, Work Transfer, Supplier Development, Triumph Business Unit Supply Chain; Supplier Quality Assurance and Triumph Operational Business Units.

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

1. **Purpose** 
   1. The purpose is to identify, plan and execute new, temporary, or permanent transfer(s) of component (part) manufacturing (Work Transfer). This process also defines activities to ensure compliance to all applicable requirements during the component (part) transition process.
2. **Scope**
   1. This process applies to Direct Product (Original Equipment Manufacturer (OEM) in-production parts and spares) and Maintenance, Repair, and Overhaul (MRO). Excludes all Indirect product and material not supporting production.
   2. The process controlled by this document begins with and supports the new / alternative source or manufacturing site or location is being identified and approved through either the Sourcing Board SCMP 7.4 or Triumph Operations site leadership review (as defined by the site).
   3. This may include the following transfers and organization ownership:
      1. Triumph to Supplier (Make to Buy) – Triumph Enterprise Supply Chain and Business Unit (BU) Functional Groups
      2. Change of Supplier A to Supplier B (Buy to Buy) – Triumph Enterprise Supply Chain and BU Functional Groups
      3. Change of Supplier Site A to Site B – includes moves internal to Supplier (Buy to Buy) – Triumph Enterprise Supply Chain and BU Functional Groups

**Note: Supplier to Triumph (Buy to Make) & Triumph to Triumph (Make to Make) are managed by Triumph BU Operations and BU/Site Supply Chain, but should also utilize the SCMP 7.5 process**

* 1. For Work Transfer purposes, parts shall be classified, per Pareto Analysis, as a group of items in decreasing order of annual dollar volume (price multiplied by projected volume) or other criteria as defined in each classification below (A, B, or C). TG-Site performing work transfer activities as defined below may use SCMP 7.5 work transfer process or TG-Site work transfer management process equivalent:
     1. “A” Parts: usually represent 10% to 20% by number of items and 50% to 70% by dollar volume. These parts typically are complex in nature, critical to End Product success, and difficult to resource (usually have significant qualification costs, special manufacturing techniques, or supplier owned Intellectual property (IP)). These parts are typically high value due to the value-added labor nature of these parts. Safety of Flight / Flight Critical Parts shall be categorized as Class A parts for Work Transfer purposes.
        1. Work Transfer Requirement: Parts in this category are fully subject to SCMP 7.4 and SCMP 7.5
     2. “B” Parts: usually represents 20% by number of items and 20% by dollar volume. These parts are typically simple to moderately complex, and moderate costs associated with change in source of supply. These parts are typically component level and thus have moderate value-added labor associated with them.
        1. Work Transfer Requirements: Parts in this category are subject to SCMP 7.4 and SCMP 7.5 (same as “A” Parts), unless the SSR explicitly removes the requirement.
     3. “C” Parts: usually represent 60% to 70% by number of items and represent 10% to 30% of the dollar volume. These parts are typically simple and readily available parts, often catalogue items governed by industry standards, and easily manufactured with multiple sources of capable supply to the requirements. Parts in this category that are moving from one distributor to another distributor will not require the application of a work transfer process
        1. Work Transfer Requirements: Sites may direct the work transfer team to conduct the SCMP 7.5 process for these parts (unless the part does not require a First Article Inspection Report). Parts in this category are subject to SCMP 7.4.
  2. Exclusions & Delegations:
     1. New Product Introduction (NPI) is not considered part of the Enterprise Work Transfer process. The Work Transfer team’s involvement in programs implementing concurrent engineering and / or significant pre-production resourcing efforts will be evaluated by the Site and Supply Team on a case-by-case basis.
     2. Special Processing and Shop Assist work transfer activity will be delegated to respective Sites to manage per Site policies and procedures

1. **Reference Documents**

SQAM001 Triumph Supplier Quality Assurance Manual

SCMP 1.1 Triumph Supply Chain Management Document Control

SCMP 7.4 Sourcing Review Supplier Selection

CMPT Cost Management Project Tracker

. Lessons Learned Database

Note: The documents listed above are located on the Triumph Portal except for the Cost Management Project Tracker (CMPT) and the Lessons Learned Database, which are located on SharePoint and HighQ. In all instances, the working documents and forms shall be stored on SharePoint (See Section 11)

1. **Definitions and Acronyms**

Triumphsupplysource.com: Triumph Supplier Portal. Website that houses the Triumph approved Supplier list, Supplier performance and Supplier requirements. Often referred to as “the system” or “the portal.”

BU Business Unit

CMPT Cost Management Project Tracker

EAR Export Administration Regulations

ECCN Export Control Classification Number

ESCM Enterprise Supply Chain Management

FAFP First Article Flow Plan

MRO Maintenance, Repair and Overhaul

NPI New Product Introduction

OEM Original Equipment Manufacturer

OpCo Operating Company

PSR Pre-Solicitation Review

RAIL Running Action Item List

S&ST Site and Supply Team – includes Site or OpCo Supplier Quality

SCMP Supply Chain Management Procedure

SME Subject Matter Expert

SQA Supplier Quality Assurance

SSR Source Selection Review

WT Work Transfer

1. **Responsibilities**
   1. It is the joint responsibility of the Work Transfer Lead to identify and ensure that all project risks are addressed with executable mitigations and to use the agreed tools and processes.
   2. The Work Transfer Lead is responsible for scheduling and conducting cross-functional team meetings for the application of this procedure.
   3. The forms noted within this procedure shall be applied in their entirety unless otherwise determined by the Work Transfer Lead.
2. **Procedure**
   1. Planning
      1. Work Transfer leads are required to identify the tools and processes that shall be used to manage the project and mitigate all risks.

Upon notification of a potential Work Transfer, the Work Transfer Lead will assemble a cross functional team from the BU SME’s

* 1. First Article / Last Article
     1. All work transfers First Articles shall be in accordance with AS9102 and may require at a minimum a delta First Article. Supplier Quality shall determine the level of FAI required and shall consider any proposed exclusions in accordance with AS9102.
  2. **Knowledge Transfer**

|  |  |
| --- | --- |
|  | **For both Make to Make and Buy to Make only – the following shall apply:** |

|  |  |
| --- | --- |
| 9.3.1 | Information is gathered regarding product and process definition, requirements, tooling, quality levels, costs, etc. in order to provide assurance the project success. For example, production processes are often not completely captured in manufacturing operation and tooling instructions. |
| 9.3.2 | There may be certain steps or tasks taken for granted that may not be included in the documentation provided to the destination source. As such, it is suggested that the pre-transfer manufacturing process be reviewed / audited by members of the transfer team to document hidden (undocumented) factory steps, operator actions, and lessons learned during manufacture at the exit source. |
| 9.3.3 | This can be a sensitive issue for the workforce at the exit source, and as such, should be considered carefully. Ideally, this should be done during routine audits under the quality system of the controlling source, ensuring documentation of all actions and information. |
| 9.3.4 | This activity will provide the basis for the determination as to whether a Last Article Inspection is necessary to mitigate the risk of unknown or hidden process/product knowledge. |

* 1. **Execution**
     1. The Work Transfer Lead will assist in the completion of SCMP 7.4 (a) Stakeholder Risk Assessment.
     2. In support of SCMP 7.4 (b) PSR, the Work Transfer Lead will complete Form SCMP 7.5 (a) Work Transfer Package Analysis – PSR Assessment, to confirm the project meets the minimum criteria for Work Transfer acceptance. Upon this initial review and analysis of the Project, if the criteria defined in SCMP 7.5 (a) are not met, the Work Transfer Project shall not be progressed until closure, or planned closure, of all open actions captured in SCMP 7.5 (f) RAIL
     3. In support of SCMP 7.4 (c) SSR, the Work Transfer Lead will complete Form SCMP 7.5 (b) Work Transfer Package Analysis – SSR Assessment to confirm the project meets the additional criteria for Work Transfer acceptance. Upon this review and analysis of the Project, if the criteria defined in SCMP 7.5 (b) are not met, the Work Transfer Project shall not be progressed until closure, or planned closure, of all open actions captured in SCMP 7.5 (f) RAIL.
     4. Upon confirmation of the chosen Supplier(s), the Work Transfer Lead will apply Form SCMP 7.5 (c) Project Risk Assessment. A “Pause” for PO issuance will ensue if risk to proceed is not given for customer approval or FAA undue burden if/as required.
     5. Upon release of the First Article Purchase Orders, the Work Transfer Lead will, with the cooperation of the chosen Supplier(s), apply Form SCMP 7.5 (d) First Article Flow Plan and update Form SCMP 7.5 (e) Overlap Plan, as appropriate.
     6. In all instances, the actions arising from the application of SCMP 7.5 shall be captured via Form 7.5 (f) Work Transfer RAIL (Rolling Action Item List).
     7. The Work Transfer Lead shall also complete supporting documents (as determined by the Work Transfer Lead) appropriate to managing the Project. See Figure 1.
  2. **Escalation Process**

Should the Work Transfer Lead identify any item / issue that demonstrates significant risk to the project plan, it shall be the responsibility of the Work Transfer Lead to escalate the issue to achieve risk closure, as applicable.

* 1. **Lessons Learned**

Lessons learned shall be reviewed during and at the closure phase of any Work Transfer, and where appropriate shall be communicated or implemented into the process.

* 1. **Project Closure**

The work Transfer Lead shall complete Form SCMP 7.5 (g) Work Transfer Project Closure and obtain the signature of the Director, Strategic Sourcing & Work Transfer acknowledging project closure. The Work Transfer shall be deemed complete when the individual Triumph site quality requirements for acceptable lots has been reached.

* 1. **Appendices and / or Flow Charts**

**Figure 1 – Work Transfer Process**

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1. **Required Forms**

* Form SCMP 7.5 (a) Work Transfer Package Analysis – PSR Assessment
* Form SCMP 7.5 (b) Work Transfer Package Analysis – SSR Assessment
* Form SCMP 7.5 (c) Work Transfer Preliminary Risk Assessment – Project Risk Assessment
* Form SCMP 7.5 (d) First Article Flow Plan
* Form SCMP 7.5 (e) Overlap Plan
* Form SCMP 7.5 (f) Work Transfer RAIL
* Form SCMP 7.5 (g) Work Transfer Project Closure

1. **Required Records**

Document retention shall be in accordance with Triumph Procedure SCMP 1.1. Pertinent data, project execution information and the work transfer closure form – Form SCMP 7.5 (g) Work Transfer Project Closure should be retained at the individual project folder within the Enterprise Work Transfer SharePoint site.

SharePoint location: https://tgiservices.sharepoint.com/sites/TriumphStrategicSourcingandWorkTransfer [select respective CMPT Folder]

1. **Revision History**

Revision Level Description of Change Effective Date

Original New Document 25 September 2017

A Added controlled forms, revised para. 3.1 09 January 2018

B Document Revision / Forms Update 12 September 2019

C Document Revision / Forms Update 28 January 2022

D Document Revision / Forms Update 01 September 2022

E Document Revision / Forms Update 01 June 2023

1. Approvals (Authorizing Signatures on File)

Revision Level Signatory Title Effective Date

Rev A Sr. Director ESCM, Triumph Group 09 January 2018

Rev B Sr. Director ESCM, Triumph Group 12 September 2019

Rev C Sr. Director ESCM, Triumph Group 28 January 2022

Rev D Director, Strategic Sourcing & Work Transfer 01 September 2022

Rev E Director, Strategic Sourcing & Work Transfer 01 June 2023