CONTRIBUTION STANDARD DOCUMENT

Purchasing Manager *(Prepared as a succession planning illustration)*

Mission and Vision

Cascade Precision builds machined components our customers can put straight into their assemblies without a second inspection. Our vision is to be the supplier our customers stop shopping — earned through delivery they can schedule around and quality they do not have to verify.

[Add with your organization's mission and vision This is important, so the person knows how they fit into the overall organization]

Role Significance

The Purchasing Manager controls the largest single cost in the business and the largest single source of schedule risk. This role decides who is qualified to supply us, what we pay, and whether the material arrives in time to hold a promise date. It is also the position that carries our customers' requirements outward, the clauses, specifications, and revision levels that determine whether what we ship is acceptable.

Because this role holds supplier history, negotiated terms, and customer requirement knowledge that exists nowhere else in written form, continuity of that knowledge is an accountability of the role itself, not an afterthought at departure.

Reports to: Director of Operations

Key Success Areas

Supplier Base Management and Qualification

Success looks like:

- The approved supplier list is current, and no purchase order is issued to a supplier outside it.
- New suppliers are qualified against defined criteria before first article, and the basis for approval is recorded.
- Supplier performance is reviewed on a defined cycle, and corrective action is requested and closed when performance falls below standard.

Results:

- One hundred percent of purchase orders issued to approved suppliers; any exception escalated the same day.
- Scorecards covering on-time delivery and quality acceptance published quarterly for the top twenty suppliers by spend.
- Supplier corrective actions closed within thirty days of issue.

Sourcing, Cost, and Negotiation

Success looks like:

- Quotes are sourced competitively where competition exists, and sole-source decisions are documented with rationale.
- Price, lead time, and total landed cost are evaluated together rather than on unit price alone.
- Cost changes reach estimating before they reach a customer quote.

Results:

- Purchased material cost tracked against standard monthly; variances greater than five percent explained.
- A current sole-source justification on file for every single-sourced part.
- Estimating receives revised material costs within five business days of a supplier price change.

Supply Continuity and Risk

Success looks like:

- Single-source and long-lead parts are identified, and each carries a mitigation — a second source, safety stock, or a documented accepted risk.
- Shortages become visible before they affect the schedule rather than after.
- Supplier financial or capacity distress is surfaced to Operations early enough to act on.

Results:

- Purchased-part risk list reviewed quarterly with Operations, each mitigation carrying an owner and a date.
- No unplanned line stoppage attributable to a purchased-part shortage that was foreseeable thirty or more days out.
- A second source qualified for every part rated critical.

Customer Requirement Flow-Down

Success looks like:

- Customer quality clauses, specifications, and revision levels flow down to suppliers on the purchase order.
- Changes in customer requirements reach affected suppliers before the next order, not with the next rejection.
- Suppliers understand what the end customer needs, not only what the drawing states.

Results:

- One hundred percent of purchase orders for customer-specified processes carry the applicable clauses and the current revision level.
- Zero customer escapes attributable to a missing or outdated flow-down.
- Affected suppliers notified within five business days of a customer specification change.

Knowledge Continuity and Coverage

Success looks like:

- The basis for supplier decisions is recorded and searchable. This includes why a supplier was approved, disqualified, or substituted, and what went wrong when something did.
- A designated backup can place and release purchase orders and has done so unsupervised during a planned absence.
- Supplier and customer requirement knowledge is not held exclusively by this role.

Results:

- A dated, attributed supplier history entry recorded for every qualification decision, disqualification, and significant nonconformance.
- Backup buyer places and releases orders unsupervised for at least one full week each quarter.
- A named secondary contact established and introduced at each of the top ten suppliers by spend.

Personal and Professional Growth and Development

Contribution will be considered successful when:

- Capability in cost analysis and supplier negotiation continues to develop, with at least one structured learning activity completed annually.
- Knowledge of customer industry requirements deepens enough to anticipate flow-down changes rather than react to them.
- The backup buyer's development is treated as part of this role's own success, not as a competing demand on time.

Results:

- One development goal set and reviewed at each quarterly check-in.
- Backup buyer advances at least one readiness level within twelve months.

This example is illustrative. Key Success Areas, standards, and results should be written to your own operation — the value is in the specificity, not the template.