



Starting a management position at a new or current company can be very exciting and challenging. One needs to be organized and prepared. Anxiety and stress can be reduced by having a pre- and post-start list of things to do or review". This is important for a successful startup and for making key decisions at your new management role in the purchasing/supply chain field.

Here are some things to think about before your first day:

- ***Prepare a short bio to introduce yourself to the new team/department.***
- ***Prepare a short questionnaire to use when having initial one-on-one meetings with each of your direct and/or indirect reports.***
- ***Update your list of supplier contacts and networking individuals.***
- ***Review former General Terms and Conditions in order to address any supplier issues.***
- ***Have training courses in mind to be able to react to the department's potential needs.***

After getting through the first few days of orientation, one can get started on the post-start list. Here is my list of important items to accomplish the first 60-90 days on the job:

- ***Send an email to all business/personal acquaintances to update your new title, contact information, company name and location.***
- ***Obtain and review a copy of the department's current organization chart.***
- ***Obtain job descriptions for each position reporting to you.***
- ***Discuss with HR the number of open requisitions for direct/indirect positions in your area.***
- ***Ascertain your direct reports are in the correct job role, their interests, their training needs, skill set and critical open issues.***



First 60-90 days continued

- ***Obtain current work instructions and policies/procedures relating to functional purchasing/procurement/supply chain department. Review and revise/rewrite as necessary to avoid audit non-compliance.***
- ***Discuss with boss or financial management lead the department's baseline budget allocation(s), how much has been spent to date, etc.***
- ***Gain an understanding of the processes that are being utilized for managing commodities and suppliers.***
 - ***Are there clear performance metrics for quality, commercial, delivery and technical areas?***
 - ***How are suppliers kept current on their performance?***
 - ***Who are the top and bottom performing suppliers in each commodity?***
 - ***What is being done to reward top performing suppliers and improve the bottom performers?***
- ***Verify that production buyers are having discussions with sales, engineering and manufacturing operations. Inform them how their supply base of the various commodities must perform so that supplier objectives with the company can be achieved.***
- ***Verify that production buyers are going on supplier visits to understand how their components are manufactured and fit into the scope of their own commodity strategies for new and future program needs.***
- ***Meet with your supervisor, management peers or the sales department to understand the corporate strategies and objectives. Sales is usually most informed due to the interface they must have with the customer base.***
- ***Visit the plant locations where key products will be manufactured or assembled. Make certain that production buyers have already done the same. This task may not fit into the 60-90 day period depending on the number of company plant locations involved.***
- ***Assign weekly or bi-weekly updates to each direct report along with a common format to be submitted to you on the same day of the week from all.***
- ***Obtain BOM's (Bill of Materials) from engineering or the production buyers for critical programs requiring sourcing so that you can become quickly acquainted.***
- ***Review the company's General Terms and Conditions. Suggest revisions as necessary.***



First 60-90 days continued

- ***Review basic purchase order and tool order layouts. Review purchase order language and reference made to the company's General Terms and Conditions.***
- ***Find out if all purchase orders are signed by the supplier with a copy returned to the buyer. Even though most of the environment in North America is aware of "implied acceptance", it is wise to obtain signatures given more legal issues exist in this time period.***
- ***Assess whether APQP meetings are being scheduled by the production buyers for critical components with purchasing, quality, engineering, and logistics all in attendance.***
- ***Assess cost breakdowns submitted by suppliers and the company's RFQ request form for level of detail and completeness.***
- ***Obtain contractual agreements and review mainly for indirect spending.***
- ***Review commodity strategies if in existence. If not, begin to train the buyers and strategize by using a storyboard method or a PowerPoint format that is 10-12 pages maximum per commodity.***
- ***Assess current productivity reductions/givebacks and historical trends with key suppliers.***

As you can see, the lists can become endless. Much depends on the company structure, customer base, supplier base, and open issues. However, by going through the above mentioned points, your management startup is assured to be more methodical and organized and may elicit quicker results. Plus, your management will regard your enthusiasm and leadership in a positive nature.