



XYZ Template Performance Culture Program Plan

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Prepared for:

XYZ Corporation
123 Treaty Lane
City, ST 12345-6789

Prepared by:

TREATY CONSULTING GROUP, LLC
Post Office Drawer 121255
West Melbourne, FL 32912-1255

PERFORMANCE CULTURE PROGRAM PLAN FOR XYZ CORPORATION

Prepared By:

| | |
|-------------------------------|------|
| Jane Smith Program Manager | Date |
|-------------------------------|------|

Approved By:

| | | | |
|---|------|---|------|
| John Hancock Deputy Program Manager | Date | John Hancock Engineering Lead | Date |
| John Hancock Change Agent | Date | John Hancock Logistics & Supply Chain Lead | Date |
| John Hancock Operations Lead | Date | John Hancock Customer Service Lead | Date |
| John Hancock Integration & Test Lead | Date | John Hancock Program Finance Lead | Date |
| John Hancock Sponsor | Date | Jane Smith President, Business Area | Date |

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INTRODUCTION

The **XYZ Corporation** performance culture program plan defines the organization, schedule, and controls required to communicate to the **XYZ** corporation stakeholders, and provide a clear description of how the **XYZ** performance culture program team will deliver program benefits.

SCOPE

The **XYZ** program manager is responsible for leading the program team in developing a program plan that clearly describes how the program team will deliver the benefits of the business optimization program. The **XYZ** Performance Culture Program Plan describes the program management processes, the performance baseline, and the requirements management, change management, configuration management, process improvement, scope, time, cost, quality, human resources, communications, risk, and procurement management plans.

The program plan is a "living document" that will be updated throughout the program in accordance with the change management section herein.

High Level Scope Statement

Treaty Consulting Group will assist the **XYZ Corporation** stakeholders in documenting the performance vision for the company, assessing the "as is" and "to be" architectures, researching and evaluating potential systems and tools, identifying skills required and developing or obtaining the necessary talent, ascertaining and constructing the necessary organization structure, and institutionalizing a performance culture strategy.

Program Baseline Documents

The **XYZ** Performance Culture Program Baseline Documents List contains the documents that specify the scope and technical requirements for the benefits that will be delivered by the program.

The documents are:

- 1) Performance Vision Statement
- 2) "As Is" & "To Be" Architectures
- 3) Program Team Agreements
- 4) <List All Pertinent Documents>

PROGRAM MANAGEMENT PROCESSES

The following program management processes of initiation, planning, execution, monitoring & controlling, and closing will be used on the **XYZ** program and will be iterated throughout the program phases and each project as required to ensure program benefits delivered meets all stakeholder explicit and implicit needs and expectations.

Initiation

The program will be initiated in a manner to ensure all stakeholders are informed and aligned with the scope and the high-level plan for the program. This will include identifying all

stakeholders, their needs and expectations, and ensuring a plan is developed and communicated accordingly.

Program Planning

The program planning process establishes and maintains this document for program execution throughout the program life cycle. This includes initial, integrated planning with all program functions, and the ongoing maintenance of the plan.

The program planning process is used to plan all program-planning activities. The result of the planning process is a performance culture program plan that is presented to the stakeholders that details the planned execution approach. Upon completion of the program plan, the program kick-off review is performed where the details of this plan are presented to stakeholders.

Execution

The program team will execute the program plan under the guidance of the program manager. In the execution of the plan, the program manager will ensure all work scope, and only the work scope as defined in the program documents, is completed. Any deviation from the initial work scope shall be approved and documented in the program plan and supporting documents before performing that work.

Program Monitoring and Control

The program monitoring and control process provides an understanding of the program's progress so that appropriate corrective actions can be taken when the program's performance deviates significantly from the plan. This process is performed during major technical reviews, sponsor meetings, internal management meetings, weekly program staff meetings, and ad hoc meetings to manage corrective actions. The frequency and schedule for these reviews is detailed in the table below:

| Review Name | Frequency | Reference Procedure |
|----------------------------|--------------------------------|---------------------|
| Internal Program Reviews | Monthly | |
| Requirements Review | Once – During Initial Planning | |
| Daily Standup | Weekdays | |
| Sponsor Status | Weekly | |
| Team All Hands | Monthly | |
| Process Improvement Review | Monthly | |
| Customer Program Reviews | Monthly | |
| Risk Management Reviews | Monthly | |
| Change Control Board | Monthly | |
| Etc. | Frequency | |

PERFORMANCE BASELINE

Program Management has developed a set of program objectives that include financial, technical, and schedule objectives. These program objectives establish the program's vision and are important for the entire program team to understand and focus on for successful execution of the program, satisfaction of stakeholder needs or objectives, and most importantly, total XYZ Corporation satisfaction. Program performance will be measured against these baselines at monthly program reviews to ensure benefits projected are delivered.

REQUIREMENTS MANAGEMENT

The XYZ requirements management process is applied across all life-cycle phases, and across all disciplines. It is started during the performance culture initiation, expanded at program startup, and executed throughout the life of the system. Requirements are the focus of all activities on the program, starting with requirements capture and continuing through allocation and verification.

The plan for managing requirements is the Program Manager's responsibility and is conducted throughout the program's life-cycle phases. The Program Manager will derive program requirements to specific architectural blocks. The validation of these requirements will be conducted under the oversight of the implementation lead.

CHANGE MANAGEMENT

The change management process is used to effectively manage and communicate changes to the performance culture program baseline. The program manager is responsible for the management of change on the program. Change is defined as any deviation from the way the team planned, scheduled, and budgeted the execution of the program requirements. Potential changes are documented in a change request by program team members and submitted to the XYZ Program Change Review Board consisting of the program manager, change agent, and sponsor. The review board evaluates each change request to make informed decisions regarding implementation and the impacts of changes on cost and schedule. The established performance culture program baseline can be modified only through XYZ Corporation senior management approval.

CONFIGURATION MANAGEMENT

The XYZ configuration management process is used to manage configuration items and program data. Configuration management establishes and maintains the integrity of work products using configuration identification, configuration control, configuration status accounting, and configuration audits. Data management establishes and maintains the data requirements, form, and content of program products.

Table 7.1 identifies the program items to be placed under appropriate levels of configuration control, with description and responsibility.

Table 7.1 XYZ Items Under Configuration Control

| Program Data Type | Data Description and Examples | Primary Responsibility/ Control Authority |
|----------------------|--|---|
| Program Baseline | Program Requirements | Program Management |
| Product Requirements | Requirements Allocation, Allocation Traceability | Engineering |

| Program Data Type | Data Description and Examples | Primary Responsibility/ Control Authority |
|--|--|--|
| Design Review Records | Presentation Package and Action Item Listing (if any) | Systems Engineering |
| Plans | Program, Systems, Software Development, Configuration Management Plans | Document owner |
| Drawings | Engineering Drawings | Systems Engineering |
| Risk Management Data | Risk Item Tables, Risk Reviews and Reports | Program Manager |
| Supplier Agreements, Records, and Subcontracts | Statements of Work and Specifications | Material, Subcontracts, Team Leads |
| Hardware Deliverables | Dell Servers, Cisco Routers | Build & Test |
| Etc. | Etc. | Etc. |
| Etc. | Etc. | Etc. |

PROCESS IMPROVEMENT

The program team is responsible for continuous process improvement throughout all phases of the program. The program manager is responsible for leading this process improvement. The program manager will keep a log of Corrective Action Requests and manage the resolution of these requests through formal monthly process improvement reviews.

SCOPE MANAGEMENT

The scope of the program is detailed in the program documents and it is the responsibility of all program team members to ensure all the scope, and only the scope, detailed in the program documents is completed. To ensure this, the program team will conduct a SOW and Requirements review meeting with the XYZ management and technical representatives as part of the formal program planning exercise. The purpose of this review is to ensure there is agreement on the scope, and if there are disagreements, to create an action plan to resolve in accordance with the change management approach above.

TIME MANAGEMENT (SCHEDULE)

The XYZ Program maintains a single program schedule in MS Project. It is logically linked to the WBS by WBS number and to the activities with supporting time estimates.

The program schedule is a separately maintained document from the program plan. It is updated on a periodic basis, maintained by the program manager, and statused at program reviews and sponsor meetings.

<INSERT THE SUMMARY PROGRAM SCHEDULE AND PROVIDE LINK TO THE DETAIL SCHEDULE IF APPLICABLE>

COST MANAGEMENT

Work Breakdown Structure (WBS)

The XYZ WBS is a hierarchical organization of all the work task elements required to provide the XYZ products and services authorized by the XYZ program baseline. The WBS may change when additional work scope is directed. After planning the new work, the WBS and WBS Dictionary will be updated as required by the scope of the change.

WBS Dictionary

The XYZ work task elements in the WBS are described in the WBS Dictionary. The dictionary contains the WBS element number, title, and a description of its scope of work. The WBS Dictionary is a separately maintained document that is maintained by the program manager.

Cost Baseline

A cost baseline should be established in order to determine the return on investment of the performance culture program. This baseline yokes the WBS elements to the cost elements and the program schedule, and provides for efficient and effective earned value management of the program.

Cost and Schedule Control

The XYZ cost and schedule baseline is managed by the program manager, with the assistance of the program accounting. The status of this is reported at the monthly program reviews.

QUALITY MANAGEMENT

The XYZ quality process provides planning, assurance, and control functions to ensure quality products and services are delivered. The program manager will lead the team in defining specific quality metrics and defining how quality will be achieved. The Program Manager, Change Agent, and Program Quality Management Representative will conduct periodic audits to ensure processes are being followed. Deviations from agreed upon processes will be documented in the corrective action request process and managed for continuous improvement. The individual team members will ensure second source inspection of all work to ensure requirements are met before delivery to operation.

HUMAN RESOURCE MANAGEMENT

The XYZ program is organized as an integrated program team to support the performance culture program in delivering the forecasted benefit to the XYZ organization. The XYZ program organization chart depicts this structure and the XYZ Program Manager maintains its configuration to reflect any organization or personnel changes. Figure 13.1 details the program organizational structure and figure 13.2 details the relationship of the program to the executive sponsor and senior levels of management.

Figure 13.1 – XYZ Program Organizational Structure.

INSERT THE PROGRAM ORGANIZATIONAL CHART HERE

Figure 13.2 – Executive Leadership Organization

INSERT THE EXECUTIVE ORGANIZATION CHART HERE.

This chart should show the how reporting relationship of the program manager and executive sponsor the President of XYZ and the CEO of XYZ.

Table 13.1 describes the roles and responsibilities of the Program areas.

| Table 13.1. Roles and Responsibilities of Program Stakeholders | | |
|---|--|-----------|
| Stakeholder | Description of Responsibilities | ID |
| Program Management | <ul style="list-style-type: none"> Overall responsibility for the program's integrated cost, schedule, and planning and performance Monitors of all aspects of the program plan Establishes process baseline Manages requirements (analysis, allocation, derivation, traceability, reviews) Empowers the team members with the responsibility and authority to execute the plan Interfaces with XYZ management at reviews and meetings Manages changes to program scope Chairs Program Change Control Board Manages program risks and execute handling approaches Supervises collection and analysis of program metrics Provides subcontract program management Coordinates career needs of program personnel as appropriate Conducts process audits Performs schedule management Manages execution Provides leadership Coordinates with the project managers | PgM |
| Procurement | <ul style="list-style-type: none"> Develops acquisition documentation; interacts with suppliers; administers supplier contracts Conducts all official communications between XYZ and suppliers Primary Point of Contact for discussion of supplier contract requirements, negotiations, and coordination of communications on all issues Ensures contract performance in compliance with contractual requirements, procurement law and other legal requirements Safeguards XYZ interests in contractual matters | PROC |
| Accounting | <ul style="list-style-type: none"> Manages changes to cost/schedule baseline, WBS, and WBS Dictionary Collects and Reports Incurred Costs at Program Reviews Assists in documenting benefits achieved | ACCT |
| Engineering | <ul style="list-style-type: none"> Monitors technology evolution, evaluate potential benefits and perform cost and risk analyses Interfaces with supplier engineering organizations Manages system architecture Manages system-level design content and related reviews Coordinates other engineering disciplines Develops CONOPS Manages technical decision analyses (e.g., trade studies, tech memos) Plans and conduct formal design reviews | ENG |

Table 13.1. Roles and Responsibilities of Program Stakeholders

| Stakeholder | Description of Responsibilities | ID |
|--|--|------|
| | Verifies products that are created throughout the program life-cycle Manages SW design content and related reviews Conducts system quality testing (or equivalent) and lower level verification Design, build and assemble program components/products for end item delivery | |
| Systems Support Engineering | Maintains system/product baseline Administers change control Develops training Prepares user help system documentation Conducts logistics analyses | SSE |
| Executive Sponsor & Executive Management | Approves Performance Culture Program Plan Monitors program performance and recommend corrective actions to achieve organization objectives Provides discipline and process training to program personnel as required Collects and analyzes program benefit delivery metrics Provide mechanisms to share best practices, re-useable products, and improvement information across the organization | LEAD |

Training

Throughout all phases of program performance, training will need to be conducted to ensure personnel can perform program activities successfully and safely. The table below details the planned training required with scheduled dates & status.

| Type of Training | Target Audience | Schedule | Provided by (ABC / Vendor) |
|------------------|-----------------|----------|----------------------------|
| | | | |
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Program Training Plan Requirements

Facility/Capital Requirements

A XYZ Program Office is located in LOCATION.
<List any and all other significant facility and capital requirements>

Responsibility Matrix

The Responsibility Matrix identifies the XYZ Program organization levels responsible for the work elements in the program Work Breakdown Structure (WBS). These assignments are

represented in matrix or table form. The Responsibility Matrix is updated whenever the WBS is changed as noted in the following sections.

Stakeholder Responsibilities

Table 13.5.1 indicates which program stakeholders typically lead (L) or participate (X) in the performance culture program processes discussed in this section. It identifies the functional responsibility and authority for the integrated processes.

Table. 13.5.1. Stakeholder Responsibility Matrix

| Processes | Stakeholders | | | | | | | | | |
|----------------------------------|------------------------------------|-----|------|-----|-----|------|------|------|-------|------|
| | Roles: L = Leader, X = Participant | | | | | | | | | |
| | PgM | ENG | QUAL | I&T | LOG | CHNG | PROC | ACCT | SPNSR | LEAD |
| Program Planning | L | X | X | X | X | X | X | X | X | X |
| Program Monitoring & Control | L | X | X | X | X | X | X | X | X | X |
| Supplier Management | X | X | X | | X | | L | | | |
| Change Management | L | X | X | X | X | X | X | X | X | X |
| Requirements Management | L | X | X | X | X | X | X | X | X | |
| System Architecting & Design | X | L | | | | | X | | | |
| Integration and Test | X | X | X | | | | X | | | |
| Verification & Validation | X | X | X | | | | | | | |
| Risk Management | L | X | X | X | X | X | X | X | X | X |
| Configuration | X | X | X | L | X | X | X | | X | |
| Program Metrics | L | X | X | X | | | X | | | X |
| Decision Analysis and Resolution | L | X | X | | | | | | X | X |
| Peer Review | X | L | X | X | | X | | | | |
| Program Reviews | X | X | X | X | | X | | | | L |
| Quality Assurance | X | X | L | X | X | X | X | X | X | X |
| Logistics Support | X | X | X | X | L | X | X | | X | |

COMMUNICATIONS MANAGEMENT

Program Instructions

Program Instructions are written and managed to clarify management, financial and process direction that is specific to the XYZ performance culture program. Program instructions are kept under configuration control as specified in Section 7. Adherence to program instructions is monitored by periodic audits conducted by program leadership per the Quality Management Plan.

Program Management Instructions

As illustrated in Table 14.1.1, the following Program Management Instructions has been written for the XYZ Program:

| Table 14.1.1. XYZ Program Management Instructions | |
|---|--------------------------------------|
| Document Number | Program Management Instruction Title |
| Treaty1122334 | Participation in Meetings |
| Treaty2233445 | How We Manage Changes |
| Treaty3344556 | Program Change Control Board |
| Treaty4455667 | Program Communications |

Program Accounting Instructions

The Program Accounting Instructions have been written for the XYZ Program as depicted in Table 14.1.2.

| 14.1.2. XYZ Program Accounting Instructions | |
|---|---------------------------------------|
| Document Number | Program Accounting Instruction Title |
| Treaty5566778 | Program Accounting Requirements |
| Treaty4455677 | WBS & WBS Dictionary Maintenance |
| Treaty3344566 | Program Performance Delivery Analysis |

Process Instructions

The following Process Instructions have been defined for the XYZ Program as depicted in Table 14.1.3 below:

| Table 14.1.3. XYZ Process Instructions | |
|--|---------------------------|
| Document Number | Process Instruction Title |
| Treaty6677889 | Discrepancy Resolution |
| Treaty7788990 | Document Change Change |
| Treaty8899001 | Action Item Tracking |

Program Status Meetings

XYZ Program Management will maintain a calendar of regularly scheduled status meetings. These meetings are listed in section 3.4, Monitor and Control. Specific program status meetings are explained below.

Staff Meetings

Staff meetings are conducted weekly between program management and staff, and between project leaders and project teams. Status reports contain recent progress, near-term plans, and issues. Daily status meetings are conducted at the beginning of each day between the program manager, change agent, and program quality management representative.

Program Review

Program reviews are conducted monthly with **XYZ Leadership** to report program progress. Status is comprised of major accomplishments, upcoming events, cost/schedule review, program and engineering metrics, and program objectives.

Program Status

Program status meetings involve all team members are conducted weekly by the Program Manager. In this meeting, the team leads discuss the status of current and near term milestones (within two weeks) as well as identify upcoming interdependencies required from other control accounts.

All Hands Meetings

All hands meetings are held frequently with the entire program team to disseminate information and conduct team-building activities. **XYZ Leadership** and the **XYZ** program team are encouraged to attend.

Cost and Schedule Review

The cost and schedule reviews are conducted monthly between the Program Manager, The Change Agent, and Program Accounting Administrator prior to reporting status at monthly program reviews.

Stakeholder Reviews

Communications between the **XYZ** Program Team and **XYZ departments** occur in the venues listed below:

- a. Daily – Telecom, Email, Co-location Dialogue
- b. **XYZ Departmental/XYZ Program** Points of Contact (POC)
- c. Working Groups
- d. Change Control Board
- e. Program Reviews
- f. Sponsor/**XYZ Program** Baseline Discussions

Venues a and b are informal, and are not typically documented with meeting minutes; however, participants should document important discussions via email or memorandums so they can be easily shared among the **XYZ Leadership** and the **XYZ** project teams.

Venues c – g are more formal, and are documented with meeting minutes that contain the attendance list, agenda, important discussion points, and action items.

The following working groups have been established: **<TAILOR AS REQUIRED>**

- a. Engineering
- b. Program Management
- c. Execution
- d. Transition & Implementation

Program Management Instruction <Treaty#> (Section 14.1.1) documents the manner in which working groups are conducted, and how issues are identified and elevated to management for resolution.

The XYZ program will hold a monthly Change Control Board meeting in person or via teleconference. Program status, issues, and potential changes are discussed and actions assigned. Program Management Instruction <Treaty#> (Section 14.1.1) documents the Change Control Board process and how potential changes are reviewed and mitigated by the XYZ program and XYZ leadership.

Stakeholder Program Reviews are conducted on a quarterly basis to supplement other meetings. Attendees at these meetings include stakeholders from XYZ Corporation and the XYZ program team.

The Stakeholder Program Review agenda includes the following topics: <TAILOR AS REQUIRED>

- a. Stakeholder Communications
- b. Suppliers
- c. Program Performance Summary
- d. Planning and Engineering
- e. Test & Verification
- f. Implementation
- g. Engineering Management/Facilities/Staffing

The performance culture program sponsor and select members of the program team will meet on a recurring basis to discuss program progress, identify risks to success, and develop risk-handling approaches for executive level concerns. This should occur weekly, but not exceed two weeks.

RISK MANAGEMENT

The XYZ Risk Management process is a continuous, proactive process to effectively anticipate and mitigate potential risks with critical impact on the XYZ Program. Risk management is concerned with the outcome of future events whose exact outcome is unknown, and with how to deal with the uncertainties of possible outcomes. Outcomes are categorized as favorable or unfavorable, and risk management is the process of planning, assessing, and handling future events to ensure favorable outcomes.

The Program Manager is the Risk Management Lead for the program and conducts risk activities on a frequent basis. Risk will be managed following an iterative four step management process of Identification, Analysis/Quantification, Handling, and Monitoring.

Identification

The Program Manager will lead a session with the pertinent members of the XYZ program team. The purpose of the session will be to identify the risks. The goal will be to identify a minimum of 100 risks associated with the XYZ program. It is important that candor is used and encouraged

at this time, as adequate management of risks cannot be performed without first identifying them through honest and sometimes brutal forthrightness.

Analysis/Quantification

Once the risks are identified, an analysis and quantification of the risks will be performed. This can be in the same setting as above or in a follow-up session. In any case, the sessions must be conducted early in the program and no later than 1 month following the program kick-off meeting. The quantification is conducted on the attributes of probability and impact. A five-point scale is used with 10 points being the highest risk possible and 2 points being the lowest. Based on this quantification, a ranked order is determined. The risks at the top of the scale are given the highest priority, while those lower are given lower priority. Initially, a demarcation is selected to begin the handling discussions. That is, a natural breakpoint is determined, with the higher priority risks being given the greatest attention.

Handling

For each of the high priority risk, an owner is assigned by [the Program Manager](#). This owner will recommend a handling strategy and will be responsible for providing status and oversight of the risk during the monitoring phase. Specifically, the risk owner will recommend transferring, avoiding, mitigating, or assuming the risk. In each case, the owner will need to provide the exact approach for handling the risk and to obtain the [Program Manager](#) approval.

Monitoring

[The Program Manager](#) will conduct monthly risk management meetings throughout the program duration. At these meetings, the risk owners will report on the status of the risk. The [Program Manager](#) will lead the team on the iteration of the 4-step process. The program manager will also conduct this process with the sponsor and select program team members to manage executive level risks.

PROCUREMENT MANAGEMENT

The [XYZ Program](#) [may have](#) major suppliers to provide services and material. If so, a technical and procurement team lead will be assigned to manage each supplier to ensure material is being procured and delivered on time that meets the program requirements. The technical lead will make available technical expertise and the procurement lead will provide supplier contract administration support.

