

The purpose of this document is to outline a framework for restarting supply chain operations following a shutdown of an operation due to a pandemic. This document is intended to *supplement* any/all existing documents that reference start-up or restart processes. It provides additional specific information required for leaders across all functions to bring the end-to-end supply chain back to running at full or partial capacity. This document will also help you to prepare the appropriate recommendation for restart at this time. **Decision authority for the restart of all operations resides with _____.**

Requirements to restart:

1. **You have confirmed demand** or a decision to run your facility and build to stock.
2. **You have ample supply of materials** to support production at a reasonable level.
 - a. Consider external suppliers.
 - b. Consider internal suppliers, cross business units and region to region.
3. You have provided for the **health and safety of your employees** upon return to work.
4. Your plant has been **cleared through all appropriate authorities (Reg gov, National gov, etc.) to return to work** at some given capacity
5. You have _____ **approval** to restart.

Linked documentation and processes are updated regularly.

Review frequently to remain up to date with the latest information.

Workstream: Aspect of Workstream	Responsible Organization	Key processes to be Addressed	Owner/Resource	Link to Supporting Documentation (found at the end of the document)
Workforce: Health-Safety- Environmental Medical	Plant	<p>Do not assume we will restart as normal.</p> <ul style="list-style-type: none"> ➤ Evaluate if deep cleaning as prescribed in Link 3 is needed. ➤ Understand and deploy employee entry screening requirements/guidance for your restart. ➤ Stay informed of ongoing screening guidance updates for your region. ➤ Social distancing and site density requirements are to be considered mandatory. Adjust staffing levels and shift patterns to comply. ➤ Secure appropriate PPE for individual stations where social distancing requirement is not able to be met. ➤ Review and implement facilities and environmental restart guidelines. ➤ Check with local utilities to ensure continuity of service is available. 	Owner: Plant HSE Leader Resource:	Link 1: Site/Facility COVID-19 Toolkit Link 2: COVID CRC Graphic Link 3: Facility cleaning Link 4: Entry Screening Guidelines Link 5: Environmental guidelines
Workforce: People & Labor relations	Plant	<ul style="list-style-type: none"> ➤ If applicable, partner with appropriate resource (HR/LR/Legal) to engage with your union leadership. ➤ Check on how your people are feeling (emotionally) as they return to work. ➤ Provide a safety review for employees as they return to work <ul style="list-style-type: none"> ○ COVID considerations ○ New/unfamiliar work 	Owner: Plant Manager and HR Support: Operations leaders, managers and team leaders, LR, Legal, Global labor & employment attorney	
Workforce: Communication	Plant	<ul style="list-style-type: none"> ➤ Using the appropriate communications channels identify how your facility will have ongoing communication with your workforce while they are out. ➤ Coordinate daily/weekly communications to stay connected to your workforce keeping them informed of: <ul style="list-style-type: none"> ○ Production startup status 	Owner: Plant Leadership Support: Corporate Communications	

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		<ul style="list-style-type: none"> ○ Plans to keep our employees safe as they return to work ➤ Ensure consistency with our official COVID-19 communications. ➤ Connect with corporate communications to draft public relations material as required. ➤ Communicate with workforce daily upon return. 		
Workforce: Legal / Government Approval	Corporate Legal	<ul style="list-style-type: none"> ➤ Plant requests legal review for restart. ➤ Legal establishes your local requirements for restart. ➤ Verify corporate government relations agree that we have aligned with state/national authorities to allow or approve restart. (if applicable) 	Owner: Plant Leadership requests review Legal completes review Support: Regional/Functional legal support	
Supply Chain: Senior Sponsor Alignment	Corporate	<ul style="list-style-type: none"> ➤ Senior sponsor for customer relationships has aligned with customer counterpart (OEM, Tier I, Tier n) to support the restart of the supply chain. ➤ Senior sponsor for supplier relationships has aligned with supplier counterpart (strategic suppliers) to support the restart of the supply chain. 	Owner: Supply chain leader Support: Manufacturing leader	

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Supply Chain: Customers	Market Leaders	<ul style="list-style-type: none"> ➤ Create or update a comprehensive customer listing of contacts and addresses. ➤ Prepare and execute a customer alignment & communication plan for the duration of the shutdown period and early restart phase. ➤ Verify customers have updated and communicated demand through EDI or other similar customer order management tool. ➤ Understand and communicate to senior leadership if customers are constrained preventing them from restarting together with the operation. ➤ If Customers are constrained, understand and communicate with senior leadership what roadblocks may be inhibiting restart or provide risk of future shutdown. ➤ Complete a customer financial health and risk assessment with current AP. 	Owner: Customer account Executive	
Supply Chain: Manufacturing process restart	Plant	<ul style="list-style-type: none"> ➤ Follow your normal plant manufacturing restart procedures. ➤ If time did not permit normal plant shutdown procedures to be followed, use a structured approach (like FMEA) to identify possible/expected challenges and allow time to address during restart. ➤ Review lineside components and WIP to ensure no physical or environmental damage such as rust has occurred. ➤ Utilize the link “Manufacturing process restart guidelines” as a supplement to your restart procedures. 	Owner: Plant ME Support:	Link 6 below: 1. Assembly, Wash & Paint Restart process guidelines 2. Machining Restart process guidelines 3. Mfg Test and Tools restart guideline

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Supply Chain: Inventory	Plant with Purchasing support	<ul style="list-style-type: none"> ➤ Establish inventory on hand and in-transit, verify if adequate to support restart with minimal risk to run-out. ➤ Work globally to understand if inventory can be re-positioned to support restart. ➤ Communicate the run-out status to the supply continuity leader in purchasing. ➤ Communicate restart plan with Logistics team to ensure appropriate transportation and Warehousing plans. ➤ Evaluate the impact of the pandemic on current downstream inventory to identify demand forecast risk. 	Owner: Plant Materials Support: Purchasing Supplier continuity	
Supply Chain: Logistics	Global Planning & Logistics	<ul style="list-style-type: none"> ➤ Confirm inbound and outbound transportation routes are open or alternatives have been identified, including ocean freight, ports, rail lines, trucking and airfreight if needed. ➤ Confirm activities have been taken to account for any closures, congestion or changes, with clarity on process to gain approval for premium freight if needed. ➤ Confirm normal or incremental warehousing capabilities are ready for plant restart, including any critical operations such as sequencing or kitting. 	Owner: Regional Transportation Leaders	

Workstream: Aspect of Workstream	Responsible Organization	Key processes to be Addressed	Owner/Resource	Link to Supporting Documentation (found at the end of the document)
Supply Chain: Suppliers	Supply Continuity Purchasing with Plant Materials support	<ul style="list-style-type: none"> ➤ Prepare and execute a supplier alignment & communication plan for the early restart phase. ➤ Verify suppliers have received updated demand through EDI or other similar customer order management tool. ➤ Material requests supplier readiness confirmation from supplier continuity leader. ➤ Supplier continuity leader to confirm suppliers have resources required to restart (people/ process/tools) Is support required? ➤ Supplier continuity leader to communicate constrained suppliers, supply gaps, and create countermeasure plans. ➤ As required “managed demand” process to be led centrally by corporate with support from plant and purchasing. ➤ Purchasing to complete supplier financial health and risk assessment for high risk suppliers. <ul style="list-style-type: none"> ○ Do we have suppliers operating under bankruptcy protection? ○ Have we considered adjusting terms for at risk suppliers at restart. 	Owner: Purchasing Supply continuity leader(s)	

Commented [SM1]: Where do we want to put the "scarce resource" allocation or "managed demand" process prioritization into place? Customer? Supply? Nerve Center?

Workstream: Aspect of Workstream	Responsible Organization	Key processes to be Addressed	Owner/Resource	Link to Supporting Documentation (found at the end of the document)
Supply Chain: Plant and Supplier Quality	Supplier Quality with Plant Quality support	<ul style="list-style-type: none"> ➤ Follow your normal plant manufacturing restart procedures for quality. ➤ Utilize the link to the “pandemic quality restart” as a supplement to your quality restart procedures. ➤ Verify key suppliers have additional quality controls in place for new or recently re-allocated operators who may be untrained. ➤ Plant quality leader to ensure the business supplier quality leader is aligned with supplier quality’s readiness for plant restart. ➤ Establish incoming materials inspection as required. 	Owner: Supplier Quality Support: Plant Quality, Plant Materials	Link 7: Pandemic Operations restart quality guidelines
Restart Operations: Communication	Corporate Communications	<ul style="list-style-type: none"> ➤ Create the corporate communication plan for restart of operations. ➤ Deploy the corporate communication plan to individual locations. ➤ Plant to share site level communication plan with corporate communications team. ➤ Corp. Communications to post restart plans to the appropriate connect page. 	Owner: Corporate Communications Support: Plant Manager	
Restart Operations: Financial	SC and BU Finance	<ul style="list-style-type: none"> ➤ Update current assumptions in a timely manner to keep scenario planning relevant. ➤ Verify key customers are current on their AR balances and financially able to support restart. ➤ Establish customer payment countermeasures to address gaps ie factoring of debt. ➤ Update operations financial forecast to reflect extraordinary restart costs. 	Owner: Finance	

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Restart Operations: Sustain and Resolve Issues	Site Restart Infant Care Team	<ul style="list-style-type: none"> ➤ Plant reports status of production daily. ➤ Identify and secure any surge resources required to support and sustain restart. ➤ Understand gaps across workstreams and raise to leadership to sustain restart. ➤ Stay connected at a leadership level to adapt plans and remain flexible to sustain restart. ➤ Maintain leadership alignment as businesses flex to meet current needs. 	<p>Owner: Plant</p> <p>Support: BU/Corporate Central supply chain resources</p>	

Row 1 Workforce: HSE/Medical links:

1. Access this link to Global Integrated Services-Security portal: (once here, scroll down to find “Site/Facility COVID-19 Toolkit” and “Business-Critical Operations Information and Resources”)

2. Access this link for COVID-CRC Graphic:

3. Access this link for Global Manufacturing Portal: (once here, scroll down to find “Processes and Procedures” such as Facility Cleaning Guidelines)

4. Access this link for Site Entry Screening Guidelines for COVID-19:

5. Access this link for site environmental restart guidelines for COVID-19:

6. Row 7 Supply Chain: Manufacturing process restart
 - a. Assembly, Wash & Paint Restart process guidelines
 - b. Machining Restart process guidelines
 - c. Manufacturing Test and Tools restart guideline

7. Row 11 Supply Chain: Plant and Supplier Quality