

The purpose of this document is to communicate the detailed work completed to support a request to restart 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 is to be used as a pre-reading template for a decision recommendation review meeting.

**Requirements to restart:**

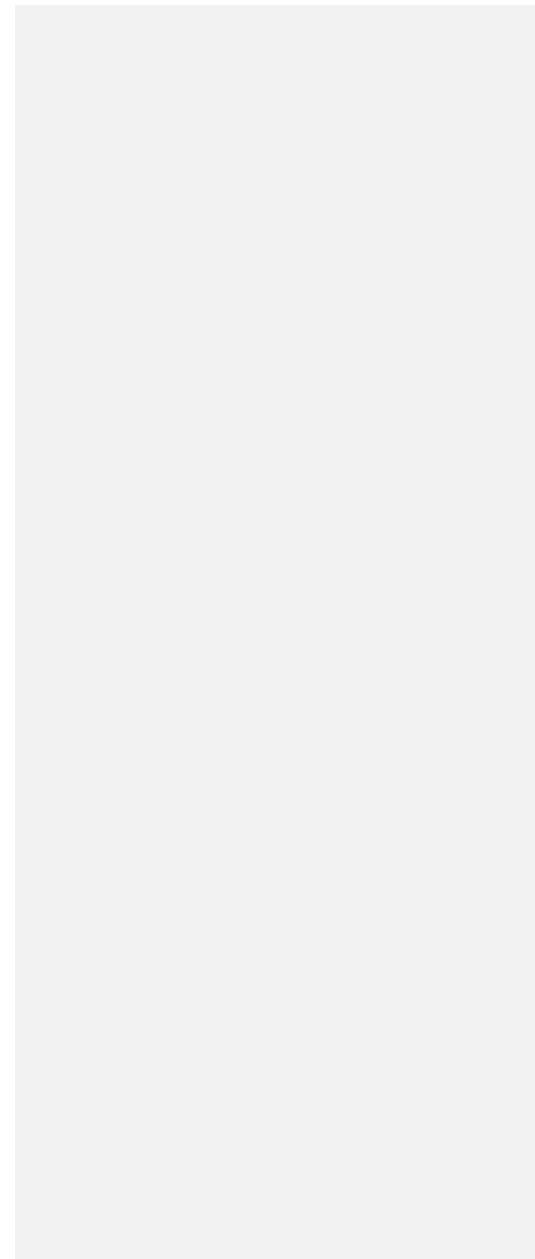
1. **You have confirmed demand** or a decision to run your facility and build to stock.
2. **You have adequate supply of materials to sustain** production at an acceptable level.
3. You have provided for the **health and safety of your employees** upon return to work.
4. Your plant has been **cleared through all appropriate authorities** to return to work.
5. You have **received approval from** \_\_\_\_\_ to restart operations.

**Requestor Name:** \_\_\_\_\_

**Supporting Team Members:** \_\_\_\_\_

**Operation(s) Being Requested for Restart:** \_\_\_\_\_

***This document is a supplement to the Pandemic Operations Restart Guideline. More detail and supporting resources are available in the Guideline documentation.***



Workstream: Aspect of Workstream	Key processes to be Addressed	Owner (name of person accountable)	Response (to be completed by requestor and supporting team members)
<b>Workforce:</b> Health-Safety- Environmental Medical	<p><b>Do not assume we will restart as normal.</b></p> <ul style="list-style-type: none"> <li>➤ Evaluate if deep cleaning as prescribed in Link 3 is needed.</li> <li>➤ Understand and deploy employee entry screening requirements/guidance for your restart.</li> <li>➤ Stay informed of ongoing screening guidance updates for your region.</li> <li>➤ Social distancing and site density requirements are to be considered mandatory. Adjust staffing levels and shift patterns to comply.</li> <li>➤ Secure appropriate PPE for individual stations where social distancing requirement is not able to be met.</li> <li>➤ Review and implement facilities and environmental restart guidelines.</li> <li>➤ Check with local utilities to ensure continuity of service is available.</li> </ul>		
<b>Workforce:</b> People & Labor relations	<ul style="list-style-type: none"> <li>➤ If applicable, partner with appropriate resource (HR/LR/Legal) to engage with your union leadership.</li> <li>➤ Check on how your people are feeling (emotionally) as they return to work.</li> <li>➤ Provide a safety review for employees as they return to work <ul style="list-style-type: none"> <li>○ COVID considerations</li> <li>○ New/unfamiliar work</li> </ul> </li> </ul>		
<b>Workforce:</b> Communication	<ul style="list-style-type: none"> <li>➤ Using the appropriate communications channels identify how your facility will have ongoing communication with your workforce while they are out.</li> <li>➤ Coordinate daily/weekly communications to stay connected to your workforce keeping them informed of: <ul style="list-style-type: none"> <li>○ Production startup status</li> <li>○ Plans to keep our employees safe as they return to work</li> </ul> </li> </ul>		

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

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<b>Supply Chain:</b> Customers	<ul style="list-style-type: none"> <li>➤ Create or update a comprehensive customer listing of contacts and addresses.</li> <li>➤ Prepare and execute a customer alignment &amp; communication plan for the duration of the shutdown period and early restart phase.</li> <li>➤ Verify customers have updated and communicated demand through EDI or other similar COM tool.</li> <li>➤ Understand and communicate to affected leadership if customers are constrained preventing them from restarting together with the operation.</li> <li>➤ If Customers are constrained, understand and communicate with affected leadership what roadblocks may be inhibiting restart or provide risk of future shutdown.</li> <li>➤ Complete a customer financial health and risk assessment with current AP.</li> </ul>		
<b>Supply Chain:</b> Manufacturing process restart	<ul style="list-style-type: none"> <li>➤ Follow your normal plant manufacturing restart procedures.</li> <li>➤ 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.</li> <li>➤ Review lineside components and WIP to ensure no physical or environmental damage such as rust has occurred.</li> <li>➤ Utilize the link “Manufacturing process restart guidelines” as a supplement to your restart procedures.</li> </ul>		

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<b>Supply Chain:</b> Inventory	<ul style="list-style-type: none"> <li>➤ Establish inventory on hand and in-transit, verify if adequate to support restart with minimal risk to run-out.</li> <li>➤ Work globally to understand if inventory can be re-positioned to support restart.</li> <li>➤ Communicate the run-out status to the supply continuity leader in purchasing.</li> <li>➤ Communicate restart plan with Logistics team to ensure appropriate transportation and Warehousing plans.</li> <li>➤ Evaluate the impact of the pandemic on current downstream inventory to identify demand forecast risk.</li> </ul>		
<b>Supply Chain:</b> Logistics	<ul style="list-style-type: none"> <li>➤ Confirm inbound and outbound transportation routes are open or alternatives have been identified, including ocean freight, ports, rail lines, trucking and airfreight if needed.</li> <li>➤ 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.</li> <li>➤ Confirm normal or incremental warehousing capabilities are ready for plant restart, including any critical operations such as sequencing or kitting.</li> </ul>		

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<b>Supply Chain:</b> Suppliers	<ul style="list-style-type: none"> <li>➤ Prepare and execute a supplier alignment &amp; communication plan for the early restart phase.</li> <li>➤ Verify suppliers have received updated demand through EDI or other similar COM tool.</li> <li>➤ Material requests supplier readiness confirmation from supplier continuity leader.</li> <li>➤ Supplier continuity leader to confirm suppliers have resources required to restart (people/ process/tools) Is support required?</li> <li>➤ Supplier continuity leader to communicate constrained suppliers, supply gaps, and create countermeasure plans.</li> <li>➤ As required “managed demand” process to be led centrally by BUSINESS with support from plant and purchasing.</li> <li>➤ Purchasing to complete supplier financial health and risk assessment for high risk suppliers.               <ul style="list-style-type: none"> <li>○ Do we have suppliers operating under bankruptcy protection?</li> <li>○ Have we considered adjusting terms for at risk suppliers at restart.</li> </ul> </li> </ul>		
<b>Supply Chain:</b> Plant and Supplier Quality	<ul style="list-style-type: none"> <li>➤ Follow your normal plant manufacturing restart procedures for quality.</li> <li>➤ Utilize the link to the “pandemic quality restart” as a supplement to your quality restart procedures.</li> <li>➤ Verify key suppliers have additional quality controls in place for new or recently re-allocated operators who may be untrained.</li> <li>➤ Plant quality leader to ensure the BUSINESS supplier quality leader is aligned with supplier quality’s readiness for plant restart.</li> <li>➤ Establish incoming materials inspection as required.</li> </ul>		

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

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<b>Restart Operations:</b> Communication	<ul style="list-style-type: none"> <li>➤ Create the corporate communication plan for restart of operations.</li> <li>➤ Deploy the corporate communication plan to individual locations.</li> <li>➤ Plant to share site level communication plan with corporate communications team.</li> <li>➤ Corporate Communications to post restart plans to the appropriate connect page.</li> </ul>		
<b>Restart Operations:</b> Financial	<ul style="list-style-type: none"> <li>➤ Update current assumptions in a timely manner to keep scenario planning relevant.</li> <li>➤ Verify key customers are current on their AR balances and financially able to support restart.</li> <li>➤ Establish customer payment countermeasures to address gaps ie factoring of debt.</li> <li>➤ Update operations financial forecast to reflect extraordinary restart costs.</li> </ul>		
<b>Restart Operations:</b> Sustain and Resolve Issues	<ul style="list-style-type: none"> <li>➤ Plant reports status of production daily.</li> <li>➤ Identify and secure any surge resources required to support and sustain restart.</li> <li>➤ Understand gaps across workstreams and raise to leadership to sustain restart.</li> <li>➤ Stay connected at a leadership level to adapt plans and remain flexible to sustain restart.</li> <li>➤ Maintain leadership alignment as businesses flex to meet current needs.</li> </ul>		