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)** |
| --- | --- | --- | --- |
| **Workforce:**  Health-Safety-Environmental  Medical | Do not assume we will restart as normal.   * 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. |  |  |
| **Workforce:**  People & Labor relations | * 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   + COVID considerations   + New/unfamiliar work |  |  |
| **Workforce:**  Communication | * 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:   + Production startup status   + 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 | * Plant requests legal review for restart. * Legal establishes your local requirements for restart. * Verify corporate government relations are in agreement that we have aligned with state/national authorities to allow or approve restart. (if applicable) |  |  |
| **Supply Chain:**  Senior Sponsor Alignment | * 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. |  |  |
| **Supply Chain:**  Customers | * 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 COM tool. * Understand and communicate to affected leadership if customers are constrained preventing them from restarting together with the operation. * If Customers are constrained, understand and communicate with affected leadership what roadblocks may be inhibiting restart or provide risk of future shutdown. * Complete a customer financial health and risk assessment with current AP. |  |  |
| **Supply Chain:**  Manufacturing process restart | * 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. |  |  |
| **Supply Chain:**  Inventory | * 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. |  |  |
| **Supply Chain:**  Logistics | * 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. |  |  |
| **Supply Chain:**  Suppliers | * Prepare and execute a supplier alignment & communication plan for the early restart phase. * Verify suppliers have received updated demand through EDI or other similar COM 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 BUSINESS with support from plant and purchasing. * Purchasing to complete supplier financial health and risk assessment for high risk suppliers.   + Do we have suppliers operating under bankruptcy protection?   + Have we considered adjusting terms for at risk suppliers at restart. |  |  |
| **Supply Chain:**  Plant and Supplier Quality | * 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. |  |  |
| **Restart Operations:**  Communication | * 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. * Corporate Communications to post restart plans to the appropriate connect page. |  |  |
| **Restart Operations:**  Financial | * 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. |  |  |
| **Restart Operations:**  Sustain and Resolve Issues | * 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. |  |  |