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-EnvironmentalMedical | 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.
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| **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
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| **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.
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| **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)
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| **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.
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| **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.
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| **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.
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| **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.
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| **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.
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| **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.
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| **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.
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| **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.
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| **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.
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| **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.
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