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.
	1. Consider external suppliers.
	2. 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-EnvironmentalMedical | **Plant** | 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.
 | **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** | * 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
 | **Owner:** Plant Manager and HR**Support:** Operations leaders, managers and team leaders, LR, Legal, Global labor & employment attorney  |  |
| **Workforce:**Communication | **Plant** | * 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.
 | **Owner:** Plant Leadership**Support:** Corporate Communications |  |
| **Workforce:**Legal / Government Approval | **Corporate Legal** | * 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 reviewLegal completes review**Support:** Regional/Functional legal support |  |
| **Supply Chain:** Senior Sponsor Alignment | **Corporate** | * 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 |  |
| **Supply Chain:**Customers | **Market Leaders** | * 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** | * 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
 |
| **Supply Chain:** Inventory  | **Plant with Purchasing support** | * 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** | * 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 |  |
| **Supply Chain:**Suppliers | **Supply Continuity Purchasing with Plant Materials support** | * 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.
	+ 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) |  |
| **Supply Chain:**Plant and Supplier Quality | **Supplier Quality with Plant Quality support** | * 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** | * 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** | * 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 |  |
| **Restart Operations:** Sustain and Resolve Issues | **Site Restart Infant Care Team** | * 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.
 | **Owner:** Plant**Support:**BU/Corporate Central supply chain resources |  |

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**
	1. Assembly, Wash & Paint Restart process guidelines
	2. Machining Restart process guidelines
	3. Manufacturing Test and Tools restart guideline
7. **Row 11 Supply Chain: Plant and Supplier Quality**