

# Operational Restart Readiness Checklist

for the Automotive Supply Chain

This 13-point checklist highlights key areas to consider from an operational perspective for risks in the restart of your automotive manufacturing operations.

The first checklist is an overview of the 13 topics related to restart of your operations. Each of these topics is then detailed in a separate checklist, providing further guidance to consider related to that topic. Please note that some items on these detailed checklists may not be applicable to your specific operations.

If your organization already has a restart checklist, you may want to compare with this checklist to ensure all key topics are addressed.

Utilize your organization's existing management systems and their processes as you consider each of these operational restart topics, (Quality based on ISO 9001 /IATF 16949, Supply Chain based on MMOG/LE, Occupational Health & Safety based on ISO 45001, Environmental based on ISO 14001).

Beyond using these checklists to evaluate your organization's potential risk areas related to restart of operations and planning actions to address these risks, these checklists can also demonstrate to your customers and other interested parties how your organization is managing the restart of your operations. Additionally, we encourage the use of this checklist with your suppliers.

If you have any questions please visit [www.qad.com](http://www.qad.com), write to us at [information@qad.com](mailto:information@qad.com) or call +1 805-566-6000.



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## Overall for Organization

	Actions	Yes	No	N/A	Comment / Action Required	Person Responsible	Due Date
1	Contingency Plans	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
2	Inventory	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
3	Customer Delivery Plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
4	Delivery Transportation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
5	Supplier Inventory	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
6	Outsourced Processes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
7	Temporary Process Changes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
8	Product Process Requalification	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			

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	Actions	Yes	No	N/A	Comment / Action Required	Person Responsible	Due Date
9	Work Instruction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
10	Workforce Training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
11	Equipment Tooling Gaging	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
12	Facility Infrastructure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
13	Communication Plans	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
14		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
15		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			

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## Contingency Plans

	Actions	Yes	No	N/A	Comment / Action Required	Person Responsible	Due Date
1	Customer-specific contingency notification	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
2	Customer-specific contingency reporting requirements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
3	Start-up checklist, (is one available?)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
4	Current contingency plans	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
5	Applicability of existing contingency plans to current known supply chain disruptions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
6	Develop missing contingency plans	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
7	Process for capturing immediate lessons learned	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
8	Immediate updates to Emergency Action Plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			

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## Contingency Plans

	Actions	Yes	No	N/A	Comment / Action Required	Person Responsible	Due Date
9	Review key risk topics based on disruption	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
10	Identify additional risk topics based on disruption	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
11	Training and testing of updated contingency plans	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
12		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
13		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
14		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
15		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			

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## Inventory

	Actions	Yes	No	N/A	Comment / Action Required	Person Responsible	Due Date
1	Physical and digital inventory of finished goods, WIP, raw materials & components (including service parts)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
2	Shelf-life sensitive items	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
3	Storage conditions maintained	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
4	Inventory in transition due to engineering changes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
5	Review lot control/traceability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
6	Review status of nonconforming product awaiting disposition, rework, etc.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
7		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
8		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			

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## Inventory

	Actions	Yes	No	N/A	Comment / Action Required	Person Responsible	Due Date
9		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
10		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
11		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
12		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
13		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
14		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
15		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			

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## Customer Delivery Plan

	Actions	Yes	No	N/A	Comment / Action Required	Person Responsible	Due Date
1	Communicate with customers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
2	Open customer orders	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
3	Backlog orders	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
4	Cancel old orders	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
5	Near-term customer delivery schedule	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
6	Monitor daily variances	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
7	Modifications to part sequencing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
8	Adjusted model mix	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			



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## Customer Delivery Plan

	Actions	Yes	No	N/A	Comment / Action Required	Person Responsible	Due Date
9	Customer part re-approval	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
10	New product launch schedule changes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
11	Engineering changes in progress	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
12	Status of open customer complaints, field failures for analysis and warranty	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
13	Review/update scenario plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
14		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
15		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			

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## Delivery Transportation

	Actions	Yes	No	N/A	Comment / Action Required	Person Responsible	Due Date
1	Near-term shipments to customer releases	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
2	Align physical and digital supply chain	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
3	Availability of returnable packaging/load carriers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
4	Adjust part sequencing plans	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
5	Outbound carrier availability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
6	Alternative carriers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
7	Customs/borders issues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
8		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			

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## Delivery Transportation

	Actions	Yes	No	N/A	Comment / Action Required	Person Responsible	Due Date
9		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
10		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
11		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
12		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
13		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
14		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
15		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			

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## Supplier Inventory

	Actions	Yes	No	N/A	Comment / Action Required	Person Responsible	Due Date
1	Supplier Recovery Checklist	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
2	Mapping of suppliers, (location)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
3	Supplier risk priority, (based on previous performance)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
4	Supplier finished goods	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
5	Supplier Work-in-process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
6	Immediate delivery requirements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
7	Supplier purchased materials	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
8	Engineering changes with suppliers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			

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## Supplier Inventory

	Actions	Yes	No	N/A	Comment / Action Required	Person Responsible	Due Date
9	Suppliers deploy this checklist with sub-suppliers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
10	Supplied material transport arrangements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
11		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
12		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
13		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
14		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
15		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			

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## Outsourced Processes

	Actions	Yes	No	N/A	Comment / Action Required	Person Responsible	Due Date
1	List of Outsourced process providers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
2	Status of Outsourced process providers, (shut-down, partial operations, staffing, financials, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
3	Risk assessment of outsourced process providers based on performance history	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
4	Current open orders/contracts with Outsourced process providers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
5	Requalification of outsourced process providers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
6	Review of your inventory items at outsourced process providers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
7		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
8		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			

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## Outsourced Processes

	Actions	Yes	No	N/A	Comment / Action Required	Person Responsible	Due Date
9		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
10		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
11		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
12		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
13		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
14		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
15		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			

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## Temporary Process Changes

	Actions	Yes	No	N/A	Comment / Action Required	Person Responsible	Due Date
1	Process flow changes, (operation location, sequence changes)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
2	Process layout changes, (takt time, work content)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
3	Review/update process risk assessment, (PFMEA)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
4	Temporary changes to process controls, (Control Plan)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
5	Temporary process descriptions and work instructions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
6	Training of personnel on temporary process changes and temporary controls	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
7	Process re-qualification, (verification/validation of changes)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
8	Temporary process deviation/concession	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			



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## Temporary Process Changes

	Actions	Yes	No	N/A	Comment / Action Required	Person Responsible	Due Date
9	Customer approval of process changes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
10		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
11		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
12		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
13		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
14		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
15		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			

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## Product Process Requalification

	Actions	Yes	No	N/A	Comment / Action Required	Person Responsible	Due Date
1	Ensure product complies with all requirements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
2	Process re-validation after shutdown	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
3	Evaluate product compliance based on process changes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
4	Recheck error-proofing and re-verify gaging	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
5	Re-verify job set-ups and 1st piece approval	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
6	Short-term process capability of special characteristics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
7	Re-initiate LPAs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
8	Review status of open Quality Alerts, deviations/concessions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			

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## Product Process Requalification

	Actions	Yes	No	N/A	Comment / Action Required	Person Responsible	Due Date
9	Review status of product containments previously in progress	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
10	Review status of process changes/trials previously in progress	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
11	Review manufacturing process and product audit schedules	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
12		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
13		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
14		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
15		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			

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## Work Instruction

	Actions	Yes	No	N/A	Comment / Action Required	Person Responsible	Due Date
1	Work instructions available for all quality and supply chain processes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
2	Work instructions describe essential internal process and customer systems steps/actions to appropriate level of detail	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
3	Include customer-specific requirements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
4	Work instructions ensure good quality product and on-time delivery to customer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
5	Review/update current safety rules	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
6	Re-train all operations personnel, (including temporary/contract workers)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
7		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
8		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			

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## Work Instruction

	Actions	Yes	No	N/A	Comment / Action Required	Person Responsible	Due Date
9		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
10		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
11		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
12		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
13		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
14		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
15		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			

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## Workforce Training

	Actions	Yes	No	N/A	Comment / Action Required	Person Responsible	Due Date
1	Check current job descriptions for accuracy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
2	Immediate staffing plan, (onsite personnel, shifts, work teams, work-from-home, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
3	Refresher training for workforce, (general and job-specific)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
4	Immediate back-fill of critical vacant functions that may not be returning to work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
5	Cross-training to support immediate and potential vacancies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
6	Manage awareness (e.g.pandemic, hurricane, fires, etc.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
7	Update HR policies (e.g. sick time, working hours, working locations)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
8	Training on revised work procedures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			

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## Workforce Training

	Actions	Yes	No	N/A	Comment / Action Required	Person Responsible	Due Date
9	Temporary/contract workforce needs, alignment with interim policies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
10		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
11		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
12		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
13		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
14		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
15		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			

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## Equipment Tooling Gaging

	Actions	Yes	No	N/A	Comment / Action Required	Person Responsible	Due Date
1	High-risk equipment/tooling (restart sensitive)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
2	Equipment restart procedures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
3	Tooling condition	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
4	Review effectiveness of equipment/tooling/gaging packaging and preservation conditions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
5	Reset time-dependent maintenance, (preventive, predictive maintenance, periodic overhauls)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
6	Review spare parts inventory	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
7	Check status of maintenance/tooling outsourced service providers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
8	Reset gage calibration status/schedule	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			



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## Equipment Tooling Gaging

	Actions	Yes	No	N/A	Comment / Action Required	Person Responsible	Due Date
9	Review equipment, tooling, gaging, scanner modifications previously in progress, (including production trials)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
10		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
11		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
12		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
13		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
14		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
15		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			

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## Facility Infrastructure

	Actions	Yes	No	N/A	Comment / Action Required	Person Responsible	Due Date
1	Start-up and stabilize plant energy media, (electricity, compressed air, steam, chilled water, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
2	Review waste streams	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
3	Inventory and sourcing of non-production items, (including additional PPE, cleaning supplies, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
4	Review stability and restart of IT systems while ensuring a focus on cybersecurity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
5	Review plant security protocol, (e.g. controlled access areas)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
6	Review existing services, (e.g. health and safety, food, cleaning, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
7		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
8		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			

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Revision date:

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## Facility Infrastructure

	Actions	Yes	No	N/A	Comment / Action Required	Person Responsible	Due Date
9		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
10		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
11		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
12		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
13		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
14		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
15		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			

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# Operational Restart Readiness

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## Communication Plans

	Actions	Yes	No	N/A	Comment / Action Required	Person Responsible	Due Date
1	Identify communication channels for all affected stakeholders	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
2	Customer communication plans	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
3	Manage disruption communication plans	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
4	Operation restart communication plans	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
5	Launch changes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
6	Schedule changes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
7	Establish frequency and nature of short-term ongoing communications	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
8		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			

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Prepared by:

## Communication Plans

	Actions	Yes	No	N/A	Comment / Action Required	Person Responsible	Due Date
9		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
10		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
11		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
12		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
13		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
14		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
15		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			

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CUSTOMER CASE STUDY

# FRACO S.A.

“The operational restart checklist is another example of how QAD helps its customers and the industries it serves. With QAD, it’s not just about selling software. They strive to make the manufacturing industry better.”

**Javier Ochoa, Fraco’s Vice-President of Finance**





# FRACO S.A.

## USING THE QAD/QUISTEM SUPPLIER RESTART CHECKLIST TO PREPARE FOR THE NEW NORMAL

HIGHLIGHTS	
<b>Company</b>	Fraco S.A.
<b>Headquarters</b>	Bogotá, Colombia
<b>Industry</b>	Automotive
<b>Products</b>	Gaskets and Oil Seal Manufacturing and Engine Parts sales for Automotive
<b>Solutions Utilized</b>	QAD/Quistem/AIAG Operational Restart Readiness Checklist and Webinar



### THE COMPANY: FRACO S.A.

Founded in 1965 and headquartered in Puente Aranda-Bogotá D.C., Fraco is a global manufacturer and distributor of high-quality gaskets and retainers for gasoline and diesel motors. With more than 9,000 products, the company’s portfolio covers a wide range of aftermarket automotive and industrial needs. The company employs more than 300 people and has three locations in Colombia with manufacturing, distribution and sales offices worldwide. Fraco’s products are sold in many countries, including Germany, Italy, Mexico, Ecuador, Peru, Venezuela, the Dominican Republic, Costa Rica and the US. Fraco remains a family-owned company that takes its commitments to its customers, suppliers, and its people very seriously.

### THE CHALLENGE: THE COVID-19 GLOBAL PANDEMIC CAUSED MASSIVE DISRUPTION IN THE SUPPLY CHAIN RESULTING IN MANUFACTURING SHUTDOWNS

Like many companies, Fraco’s manufacturing and distribution operations were hit hard by the pandemic. The Colombian government shut down all the country’s non-essential industries, including manufacturing operations, in March, 2020. Fraco employees were unsure how long the shutdown would last, so they had time to cover the equipment



and turn off the power before closing doors and sending employees home to shelter in place.

The company had been using a version of QAD ERP on-premise to run its operations. Because the system was not in the cloud, the Fraco IT team had to quickly ensure its employees had the necessary training, equipment, and access to work from home if the company was going to have any hope of keeping its customers and suppliers happy.

### THE SOLUTION: QAD/QUISTEM OPERATIONAL RESTART CHECKLIST AND WEBINARS PROVIDED A VALUABLE SUPPLEMENT TO GOVERNMENT RECOMMENDATIONS AND INDUSTRY BEST PRACTICES

By April, Colombia began allowing companies to open on a limited basis, assuming the companies were in compliance with government mandates.



The Fraco maintenance team went back to work, putting up safety barriers, installing hand sanitation stations, and calculating safe social distances for machines and other areas of employee interaction. Fraco, with its strong desire to keep its employees safe, wanted to ensure they had done everything possible for safety and compliance. They worked with checklists issued by the government, but they weren't convinced the government checklists were comprehensive enough for a complicated manufacturing operation.

Meanwhile, QAD recognized the challenge manufacturers would face in preparing to restart operations under these conditions. This situation differed greatly from a planned shutdown. Manufacturers could find their normal plant restart routines inadequate when attempting to ensure fulfillment of product quality and delivery requirements for their customers while keeping employees safe at the same time. To support manufacturers in this, QAD's automotive team,

in partnership with [Quistem](#) and [AIAG](#), began to develop a 13-point checklist that would highlight the key areas to consider from an operational perspective for risks in the restart of automotive manufacturers' operations. This became the Automotive Operational Restart Readiness Checklist and was promoted as a complimentary resource to all manufacturers.

In early May, Javier Ochoa, Fraco's Vice-President of Finance, learned that QAD would be hosting two webinars on safely reopening manufacturing facilities during and after the COVID-19 health crisis. The first webinar was a strategic overview of the necessary steps and highlighted the automotive Operational Restart Readiness Checklist, while the second webinar focused on unique aspects of reopening in Latin America.

Ochoa attended both webinars. "They were helpful and informative, showing that every company should always have a checklist like the one QAD and Quistem provided to help them come back

after any sort of disruption, not just for the COVID-19 pandemic. The checklist focused on specific business-related issues like ensuring you had sufficient inventory to satisfy customer demand, instituting a process for identifying and capturing missing contingency plans, and assessing risk associated with individual suppliers, among many other concerns. It was very comprehensive."

Ochoa supplemented the government regulations with the items on the checklist and Fraco's own ISO procedures to ensure it had the best possible plan for reopening. Once everything was in place, Fraco felt confident that they took every possible step to ensure the safety of its employees and its ability to support customer and supplier needs.

#### **THE BENEFITS: QAD/QUISTEM OPERATIONAL RESTART CHECKLIST AND WEBINAR PROVIDE SUPPORT FOR AND CONFIDENCE TO SAFELY RESTART OPERATIONS**

Fraco was able to resume operations at its facilities



in Bogotá by May, 2020.

“The process of reopening after a major disruption is so complex, that customers should always have a plan. But it’s not enough to simply have a plan, you need to go over it again and again to find missing areas or steps that can be refined. You really need to analyze your processes to be sure everything is covered. The automotive Operational Restart Readiness Checklist provided the perfect framework to help us with that,” says Ochoa.

For example, when Fraco resumed operations they had customer orders on the books from all over the world, but every country had a different set of regulations for goods entering its borders.

“In some places, our customers were operating normally, and they needed products quickly to keep themselves going. And since we import some of our materials, and the items didn’t fall under the food, health, or fuel exceptions the government allowed, they were held up in customs. At one point, we had six containers just waiting to be released.”

One of the most important lessons Fraco learned is that a company should always be thinking about potential risks and how to be prepared for disruption. Flexible systems allow manufacturers

to adapt because while disruption is not always predictable, it is inevitable.

Ochoa said, “before the pandemic hit, we were content with our older ERP version, but when we had to give all our employees quick remote access, it really made me think about moving to the cloud. If we had been running our business in QAD Adaptive ERP, the transition to employees working from home would have been much simpler.”

Between the government health guidelines, its own ISO procedures and the automotive Operational Restart Readiness Checklist, Fraco felt prepared to safely restart operations.

“The operational restart checklist is another example of how QAD helps its customers and the industries it serves. With QAD, it’s not just about selling software. They strive to make the manufacturing industry better,” said Ochoa.

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