



Restarting your operations after COVID-19

The COVID-19 pandemic has brought the global economy to a standstill. Now as the world begins to move from response to recovery, organizations are redirecting their efforts to restarting operations. With many

uncertainties still looming, only organizations with well-thought-out plans will be able to get ahead of the curve and turn this into a competitive advantage.

**DuPont
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Why plan for restart

After a prolonged period of economic stagnancy, organizations are understandably eager to restart their operations and ramp up production. However, doing so with hastiness could prove costly.



Primary concerns for many organizations include the lack of available manpower and deferred maintenance on assets and equipment.

Industrial organizations are confronting a variety of challenges and uncertainties: unknown future actions by governmental bodies in the event of a reinfection, the extent to which the overall supply chain is ready and reliable, the uncertainty around customer demand, as well as employee anxiety and reservation surrounding their return to work.

In a recent webinar poll conducted by DuPont Sustainable Solutions (DSS), only about 14% of the participants claimed that they are fully prepared to navigate through the current pandemic.

In the utilities, pharmaceutical and chemical industries, organizations have noted the lack of availability of manpower and deferred maintenance on assets and equipment as some of the primary concerns. In the resources and manufacturing industries, on the other hand, companies are grappling with maintaining social distancing in the workplace, reliability of raw material supplies and cash conservation.

In addition, a study by the Center for Chemical Process Safety shows that process safety incidents are five times more likely to occur during start-ups than normal operations.¹ A similar study in the refining industry shows that 50% of process safety incidents occur during start-ups, shutdowns, and other non-routine activities.²

Restarting operations following the COVID-19 pandemic has an added layer of complexity due to the possibility of multiple waves of infection. Without proper planning and the regular evaluation of the resulting plan, a restart can pull organizational performance backwards. Through the implementation of a thoughtful, rational process, however, companies can successfully restart and ramp up operations while protecting employees.

¹ CCPS. Guidelines for Safe Process Operations and Maintenance. 1995; p 113, citing Large Property Damage Losses in the Hydrocarbon-Chemical Industries. Marsh McLennan, 14th edition, New York, NY, 1992.

² U.S. Chemical Safety and Hazard Investigation Board, Safety Digest: CSB Investigations of Incidents During Startups and Shutdowns. Chemical Safety Board, 2018.

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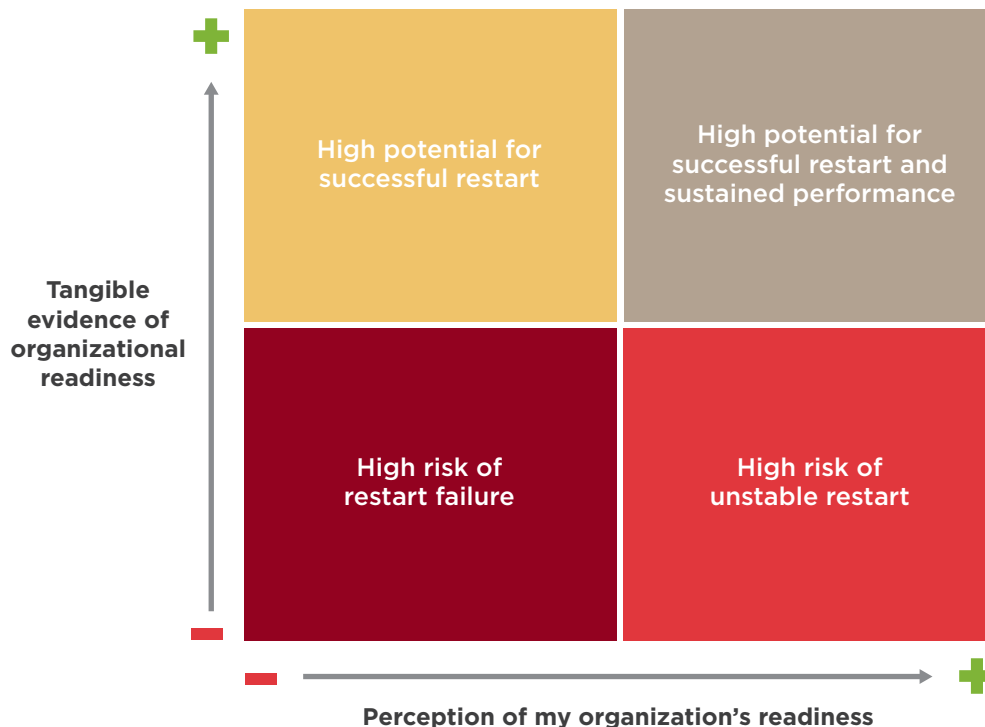
Before restarting, it's critical to understand how the pandemic has affected your organization and to assess your organization's readiness to return to work. Remember that the inherent risks in your organization have not disappeared just because of the pandemic. Therefore, when assessing your risk, do not just focus on those that have been brought about by COVID-19, but rather look at all risks.

Be mindful of confidence that is unsubstantiated—one that is based on feeling rather than facts. The emotional desire to recover quickly needs to be supported by rational evidence that suggests the organization is indeed ready for a restart.

Do you feel that your organization is in control and ready for a restart? What indicators do you have to suggest that this is the case?

Examples of tangible evidence to ensure successful restart include an integrated restart plan that considers all critical activities, alternate plans based on credible scenarios, a cross-departmental plan for safe return to work, a restart budget and resourcing plan that includes training and backup, validation of customer demands and the readiness of your supply chain to support a restart.

Where are you in the quadrant?



A holistic approach to restart

At DSS, we provide you the expertise that you need for a successful restart through a pragmatic, rational process that addresses the following seven dimensions:

- Employee well-being and stakeholder care
- Agile governance
- Risk assessment and scenario planning
- Resourcing for success
- Supply chain reliability
- Operational readiness
- Internal and external communications

We begin our engagement by promptly understanding your operations and how the pandemic has affected your value chain. We then help with the rapid setup of an Executive Recovery Committee and review your restart plan and priorities. If an integrated plan is not available, we will facilitate the development of one, based on your business strategy and objectives. In collaboration with your workforce, we will then identify critical restart activities,

determine dependencies and sequence them such that we accelerate recovery. To address uncertainties, we facilitate scenario planning and the development of alternate plans. We also offer the full management of restart activities, if requested.

We utilize innovative tools and approaches to engage your organization to deliver the following outcomes:



A workforce that is ready for a restart, assured of its well-being and confident of the plan that has been laid out



Processes that are robust, practical and useful for ensuring safe, predictable restart within the context of applicable constraints



An organization that is in control of its plan to recover to pre-disruption performance level, despite the uncertainties

We can help you achieve a safe restart that minimizes disruption and ultimately, improves your operations.

DSS is a leading provider of operations management consulting services that enable organizations to protect their employees and assets, realize operational efficiencies, innovate more rapidly and build workforce capability.

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