

SUMMARY OF ACTIVITIES MANAGEMENT UNDER THE PANDEMIC AND RELATED CHALLENGES			
Activities	Challenges/Gaps	Conclusion	Recommendations
Factory Assessments	<ul style="list-style-type: none"> The difficulty of obtaining all records as desired for the desktop evaluation due to confidentiality issues. Insufficient information about the factory facilities and culture. 	<ul style="list-style-type: none"> The factory assessment exercise is difficult to convert to a full remote intervention without a compromise. 	<ul style="list-style-type: none"> Perform the factory assessment as an 'at-factory' intervention or at least a hybrid one
Design Review Meetings	<ul style="list-style-type: none"> Customer not being able to verify certain things- e.g. manufacturing practices/techniques Time zone difference between the customer and the supplier 	<ul style="list-style-type: none"> The remote execution of the design review is possible. Only minimal limitations can be expected and are factory dependant. 	<ul style="list-style-type: none"> Suppliers to find a way of connecting design computers to the communication set up to improve the effectiveness and efficiency of the design review meetings.
In production Inspections	<ul style="list-style-type: none"> Some factories have not yet invested in quality image cameras and employees' gadgets are being used and these vary in quality. The issue of images quality may result in deviations escaping identification. Limitations exist due to the angle and speed of the camera as it records, it also focuses on specific inspection areas. A customer is disconnected from the factory environment and cannot gauge and influence the prevailing culture. Accessing certain critical documents for verification/referencing becomes difficult as they are not readily available within the interface platform. Network signal strength can be weak in production floors. 	<ul style="list-style-type: none"> The pandemic-related restrictions have encouraged new ways of handling these inspections and the changes prove to be working to a certain extent 	<ul style="list-style-type: none"> Factories to employ cameras that can provide high-quality motion and still pictures. Special links/share spaces can be created so that these images are easily and continually available to both parties
Factory Acceptance test	<ul style="list-style-type: none"> Lack of multiple windows/screens to view various parameters simultaneously. Quality of camera pictures is not always good. Communication gaps that delay the progress in some instances where there is a need for a technical discussion. Difficulty in confirmation of the circuit configuration by the remote inspector due to circuit wires being thin and camera qualities low Time zone differences between factory and inspector may become too much. 	<ul style="list-style-type: none"> The FAT was found to be reasonably practical with remote witnessing, yet with occasional challenges, especially when time zone difference is big (>4hrs) 	<ul style="list-style-type: none"> Apply coloured markers that will not impact the testing, a similar method to the one used to mark the overhead power lines for visibility to the pilots.
Installations Inspections and Post intrusive	<ul style="list-style-type: none"> In-tank space limitations, signal issues, safety requirements prohibits live inspection. 	<ul style="list-style-type: none"> This method has proved to be working, however, it takes longer than 	<ul style="list-style-type: none"> Delegate to the Supplier to perform this task and to provide a quality report with pictures.

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work inspections	<ul style="list-style-type: none"> • The process takes long due to the required exchange of documents and discussions to reach conclusions. 	traditional in-tank inspection.	
Post Mortem interventions	<ul style="list-style-type: none"> • This inspection cannot be delegated or performed remotely. It is expected that the organization expert performs it. In some organizations this task may be outsourced, which will be a different story. 	<ul style="list-style-type: none"> • These activities cannot be delegated as they are strategic and influence future policies, standards, procedures, and strategies 	<ul style="list-style-type: none"> • Post mortem to be delayed until conditions are safe/ regulations are relaxed