PRODUCTION TRANSFER · PLANNING CHECKLIST

MANUFACTURING PROGRAM TRANSFER CHECKLIST

MOVE THE WORK. KEEP SUPPLY UNDER CONTROL.

Plan a production transfer, supplier change or legacy program handoff. Establish what moves, who owns it and what must be proven before the next commitment.

DISCUSS A PRODUCTION TRANSFER WITH RELY →

01 · Crawl
DEFINE & CONTROL

02 · Walk
VALIDATE & LEARN

03 · Run
CUT OVER, STABILIZE & IMPROVE

00 HOW TO USE THIS CHECKLIST

WHAT BELONGS IN THE CHECKLIST?

A manufacturing transfer checklist should cover scope, supply continuity, controlled product definition, inventory and open purchase orders, future purchasing, equipment, people, customer approvals, validation, cutover and stabilization. Move to the next commitment only when its required evidence and accountable owners are in place.

01

CRAWL / DEFINE & CONTROL

Fix the scope, protect supply and assign material, equipment and approval responsibilities.

02

WALK / VALIDATE & LEARN

Rebuild the process, qualify the team and demonstrate acceptable output under agreed conditions.

03

RUN / CUT OVER, STABILIZE & IMPROVE

Authorize the handoff, monitor real performance and expand only when the process can support it.

USE THE CHECKLIST

Start with one product family. Review each checkpoint, mark the section Ready, Needs work or Unknown, and record a named owner and evidence. Use Not applicable only with a reason and reviewer. A checked box means reviewed; it does not mean approved.

The stages build on each other. Essential quality, safety and supply controls apply from the beginning.

PROTECT THE NEXT IRREVERSIBLE DECISION

Do not shut down the old process while supply coverage, required approvals or the receiving process remain unproven. If the same equipment must move before validation, agree the supply bank, restart plan and fallback before disconnecting it.

Program / product family: _____

Transfer leader: _____ **Review date:** _____

01 CRAWL / DEFINE & CONTROL

SCOPE, SUPPLY AND PRODUCT DEFINITION

01 DEFINE THE TRANSFER

Exactly what is moving, and why?

- [ ] List product families, part numbers, revisions, variants and the operations moving. State what stays with the customer or current supplier.
- [ ] Record current and receiving locations, annual demand, near-term releases, product mix, service-part obligations and the business reason for the move.
- [ ] Name the transfer leader and decision owners for operations, procurement, engineering, quality, finance and the customer.
- [ ] Agree deliverables, one-time transfer costs, commercial assumptions, milestones and who may authorize spending or commitments. Separate a process transfer from a design change.

LEAD	Transfer leader
EVIDENCE	Agreed scope and responsibility matrix.

02 PROTECT CUSTOMER SUPPLY

What covers demand until the new process can ship approved product?

- [ ] Map demand by part and date through shutdown, transport, installation, validation, customer approval and the first reliable replenishment.
- [ ] Count usable, released stock separately from quarantined, obsolete, allocated or expired material. Include confirmed receipts only when they can be available for use in time.
- [ ] Size the transfer bank using the actual demand profile, inventory, expected yield and interruption window. Check component constraints and delays; do not double-count receipts.
- [ ] Name the fallback source or recovery plan, shortage triggers, escalation owner and latest safe date to postpone shutdown. Identify irreversible steps explicitly.

LEAD	Planning / supply chain lead
EVIDENCE	Dated supply bridge, assumptions and fallback triggers.

03 LOCK THE PRODUCT DEFINITION

Can the receiving team identify the correct build without guessing?

- [ ] Collect current drawings, BOMs, specifications, approved samples, test requirements, packaging instructions and authorized deviations.
- [ ] Have the customer or designated design authority resolve drawing, BOM and sample conflicts in controlled records. Operators must not choose which conflicting requirement to follow.
- [ ] Define revision effectivity by lot, serial number or date, including how old stock and work in process will be identified and dispositioned.
- [ ] Confirm access to process knowledge, software, technical data and permissions needed to reproduce the agreed work. Record missing information and its owner.

LEAD	Engineering lead
EVIDENCE	Released document package and resolved discrepancy log.

Unknowns are work to assign, not reasons to guess. Record the unresolved question and next owner on page 8.

01 CRAWL / DEFINE & CONTROL

INVENTORY IS A TRANSFER DECISION

04 SETTLE INVENTORY AND OPEN POS

Who owns each item and each remaining purchase commitment?

- [ ] Reconcile raw material, work in process, finished goods and packaging by item, revision, lot, quantity, location, condition and owner. Separate usable, held and excess/obsolete stock.
- [ ] Choose the model for each item: RELY buys usable existing stock at agreed cost/value; customer-owned consignment until depleted; ongoing consignment; or a mixed model.
- [ ] Agree the valuation basis and the timing of title and risk transfer. Assign freight, receiving discrepancies, inspection, storage, insurance, loss, scrap and unused or obsolete stock.
- [ ] For every open PO line, choose: current buyer retains/completes it; approved assignment to RELY; cancellation and replacement; split remaining quantities; or runout. Record supplier acknowledgment, buyer, ship-to, quantity, price and due dates.
- [ ] Reconcile deposits, amounts already invoiced, noncancelable commitments, cancellation charges and the owner of remaining liability. Prevent duplicate orders and gaps with no buyer.
- [ ] For depletion consignment, define consumption reporting, reconciliation, shrink/scrap treatment and the item-level trigger to switch purchasing. Place replacement supply early enough to cover lead time.

LEAD	Procurement lead, with finance
EVIDENCE	Item-level inventory agreement and line-level open PO register.

CHOOSE THE MODEL ITEM BY ITEM

MODEL	WHAT IT MEANS	CONFIRM BEFORE TRANSFER
Purchase existing stock	RELY purchases agreed usable stock at an agreed cost/value.	Confirm quantity, condition, valuation, title/risk timing, payment and residual liability.
Consignment until depleted	The customer retains ownership while agreed stock is consumed.	Define consumption records, reconciliation, loss/scrap and the trigger for future replenishment.
Ongoing consignment	The customer continues to own and supply designated materials.	Define replenishment, buffers, forecasts, shortages, inventory reporting and unused stock.
Mixed model	Different items use different ownership and purchasing arrangements.	Map the arrangement by item and effective date so responsibilities remain clear.

Purchase at cost is a commercial option to agree for the program. Moving stock does not automatically transfer title or an open PO.

Minimum inventory record: item/revision, lot, condition, quantity, location, owner, model, valuation, title/risk date and reconciliation reference.

Minimum PO record: supplier/PO/line, remaining quantity/value, action, buyer/ship-to, due date, supplier acknowledgment, deposits and remaining liability.

01 CRAWL / DEFINE & CONTROL

BUYING, EQUIPMENT AND APPROVALS

05 DEFINE FUTURE PURCHASING

Who replenishes the next order after transferred inventory runs out?

- [ ] Name the ongoing buyer, inventory owner and replenishment owner for every component, including customer-supplied items and outside processing.
- [ ] Confirm approved suppliers, current pricing, lead times, minimum order quantities, pack sizes, capacity and supplier acceptance of the new ordering arrangement.
- [ ] Agree forecast versus firm-order responsibility, buffers, reorder triggers, excess/obsolete liability and the treatment of customer schedule changes.
- [ ] Define substitution and supplier-change approvals, shortage escalation and recovery decisions. Confirm material availability for the pilot and ramp, not just steady production.

LEAD	Supply chain lead
EVIDENCE	Approved sourcing and replenishment plan by component.

06 PLAN EQUIPMENT AND TOOLING

Can the assets be moved, installed, supported and restarted safely?

- [ ] Record asset IDs, ownership, condition, tooling, fixtures, gages, settings, software backups, licenses, spares and maintenance history.
- [ ] Verify receiving-site access, floor loading, utilities, electrical power, air, ventilation and space for production, maintenance and material flow.
- [ ] Assign shutdown, qualified rigging, transport, insurance, installation and commissioning responsibilities. Define the inspections and safe-release checks required before use.
- [ ] Agree repair responsibility, restart acceptance, maintenance, replacement parts and end-of-program return or disposition. Confirm the supply plan before disconnecting shared equipment.

LEAD	Engineering / maintenance lead
EVIDENCE	Asset register, move plan and receiving-site acceptance criteria.

07 DEFINE QUALITY AND APPROVAL GATES

Who can approve the process change and release the product?

- [ ] Identify customer notifications and approvals required for changes to site, supplier, process, equipment or materials. Record the actual requirement, owner and due date.
- [ ] Agree first article, PPAP, validation or other submission requirements where applicable. Define acceptance criteria, samples and the authority that accepts the evidence.
- [ ] Define critical characteristics, inspection/test methods, measurement suitability, calibration, traceability, record retention and customer-specific requirements.
- [ ] Name the authority for product release, deviations and nonconforming disposition. Establish hold, containment and escalation rules before the first build.

LEAD	Quality lead
EVIDENCE	Customer approval matrix, control plan and release criteria.

CRAWL GATE	**Scope, supply bridge, ownership and the approval path are documented before irreversible commitments.**

02 WALK / VALIDATE & LEARN

PROVE THE METHOD AND THE OUTPUT

08 REBUILD THE PROCESS AND QUALIFY PEOPLE

Can the receiving team repeat the method without depending on one person?

- [ ] Observe the current process, including setups, changeovers, unusual variants, adjustments, known defects and workarounds. Capture the knowledge behind the sequence.
- [ ] Create controlled visual work instructions covering material presentation, assembly, inspection, testing, labeling, packaging and revision control.
- [ ] Train operators, backups and support staff. Verify ability by observed demonstration on representative work; attendance alone is not proof of competence.
- [ ] Confirm process risks and controls, safe working methods, suspect-product segregation and stop/escalate rules. Never pass a known defect forward; raise concerns early.
- [ ] Test receiving, material issue, lot linkage, inventory transactions, finished-goods release and shipment records from end to end.

LEAD	Manufacturing engineering / operations lead
EVIDENCE	Controlled instructions, process risk review and demonstrated qualification.

09 VALIDATE THE PILOT AND RAMP

Does the receiving process demonstrate both acceptable product and usable capacity?

- [ ] Agree the pilot scope, representative variants, lot size, materials, operators, tooling, trial conditions and pass/fail criteria before running it.
- [ ] Keep the purposes distinct: a pilot tests the method, first article checks initial product, and run-at-rate checks output under agreed production conditions. Complete the checks the program requires.
- [ ] Record good output, first-pass yield, rework, scrap, downtime, cycle performance and bottlenecks. Confirm achievable capacity against the actual mix and staffing.
- [ ] Demonstrate traceability, inspection/test records, packaging, labeling and exception handling using real trial output.
- [ ] Resolve launch issues, repeat affected checks and obtain the required customer or delegated approvals before unrestricted shipment. An acceptable sample alone does not approve production.

LEAD	Engineering lead, with quality approval
EVIDENCE	Pilot, first-article and rate results; issue closure and required approvals.

WALK GATE	**Required validation evidence is accepted by the authorized parties, and launch issues have an approved disposition.**

One acceptable sample is not evidence that every variant, operator, shift or production rate has been validated. Define the coverage the program actually requires.

03 RUN / CUT OVER, STABILIZE & IMPROVE

MAKE THE HANDOFF. PROVE STABILITY.

10 AUTHORIZE CUTOVER AND STABILIZE

What must be true before the old process stops and the new one carries demand?

- [ ] Hold the cutover decision against current supply coverage, accepted validation evidence, approvals, material availability and demonstrated receiving capacity.
- [ ] Record authorization, conditions, the last old-site lot, the first new-site lot, effective revisions, shipping arrangements and customer communication.
- [ ] Activate fallback or recovery triggers and a named escalation path. Protect continuity if the actual launch or approval date moves.
- [ ] During the agreed stabilization window, review shipments, shortages, first-pass yield, rework, customer issues and corrective actions at an agreed cadence.
- [ ] Set measurable exit criteria and the review period before calling the program stable. Assign residual inventory, open POs, tooling, invoices and unresolved obligations.

LEAD	Transfer leader / operations lead
EVIDENCE	Authorized cutover record and stabilization dashboard.

11 SCALE, IMPROVE AND EXPAND

What evidence supports the next increase in scope or volume?

- [ ] Transfer accountability to steady-state production, quality, planning, procurement and customer contacts once stabilization exit criteria are met.
- [ ] Reconcile remaining assets, inventory and purchase commitments. Confirm ongoing stock ownership and purchasing match the agreed model.
- [ ] Review quality, delivery, inventory, capacity, costs and customer-side coordination effort against the agreed baseline. Capture lessons for the next transfer.
- [ ] Prioritize improvements to method, fixtures, flow, training, cross-training and automation. Route changes through the required approvals and revalidation.
- [ ] Expand product families, variants, shifts or volumes only after checking materials, qualified people, bottlenecks and the controls needed to sustain the larger scope.

LEAD	Steady-state operations lead
EVIDENCE	Accepted handoff, performance review and approved improvement plan.

RUN GATE	**Cutover has explicit authorization. Exit stabilization only after the agreed performance is demonstrated and residual obligations have owners.**

Stabilization exit criteria / review period: _____

Next expansion decision and required evidence: _____

WR | WORKING RECORD / KEEP WITH THE EVIDENCE

TRANSFER DECISION REGISTER

Program: _____ **Transfer leader:** _____ **Date:** _____

R = Ready; W = Needs work; U = Unknown; N/A = Not applicable with reason and reviewer. No status or completion count replaces an authorized gate decision.

DECISION AREA	STATUS / BLOCKER	NAMED OWNER / DUE	EVIDENCE / NEXT ACTION
01 Define the transfer			
02 Protect customer supply			
03 Lock the product definition			
04 Settle inventory and open POs			
05 Define future purchasing			
06 Plan equipment and tooling			
07 Define quality and approval gates			
08 Rebuild the process and qualify people			
09 Validate the pilot and ramp			
10 Authorize cutover and stabilize			
11 Scale, improve and expand			

RECORD THE ACTUAL GATE DECISION

CRAWL ☐ Hold ☐ Proceed with recorded authority / conditions

Evidence / conditions: _____

Approver / authority: _____ **Decision date:** _____

WALK ☐ Hold ☐ Proceed with recorded authority / conditions

Evidence / conditions: _____

Approver / authority: _____ **Decision date:** _____

RUN ☐ Hold ☐ Proceed with recorded authority / conditions

Evidence / conditions: _____

Approver / authority: _____ **Decision date:** _____

N/A reason and reviewer / additional open issues: _____

Use additional copies when the item-level inventory or PO decisions require separate owners.

Q&A | BUYER QUESTIONS / NEXT CONVERSATION

CLARIFY THE DECISION BEFORE THE MOVE

WHO OWNS INVENTORY DURING A MANUFACTURING TRANSFER?

The written item-level agreement governs ownership. Record physical custody, title, risk of loss and purchasing responsibility separately; these can belong to different parties.

CAN WE SELL EXISTING INVENTORY TO RELY AT COST?

A purchase of usable existing stock at agreed cost or value can be evaluated as part of the transfer. The quantity, condition, valuation, payment and ownership terms must be agreed for the program.

CAN WE CONSIGN MATERIAL UNTIL OUR INVENTORY RUNS OUT?

Depletion consignment can be considered where it fits the program. Define which items remain customer-owned, how consumption is reported and when each item moves to the agreed long-term purchasing model.

WHAT HAPPENS TO OPEN PURCHASE ORDERS WHEN CHANGING MANUFACTURERS?

Review every open line. Keep it with the current buyer, arrange an accepted assignment, cancel and replace, split the balance or run it out. Confirm supplier acknowledgment, remaining liability and the buyer and ship-to for each quantity.

DOES A COMPLETED CHECKLIST AUTHORIZE A PRODUCTION TRANSFER?

No. The checklist organizes decisions and evidence. The designated parties must approve the required commitments, product release and cutover under the applicable customer and program requirements.

HOW LONG DOES A MANUFACTURING TRANSFER TAKE?

Timing depends on documentation, inventory coverage, material lead times, equipment, validation and customer approval. Build the schedule from those dependencies rather than using a universal duration.

REVIEW ONE PRODUCT FAMILY WITH RELY

Bring the work you are considering, the required timing and the biggest supply or ownership question. Start by defining a bounded pilot, its acceptance criteria and the next decision owner.

DISCUSS A TRANSFER: RELYCM.COM/REQUEST-A-QUOTE/

BACKGROUND REFERENCES AND SCOPE

Original operating guidance from RELY. The sources below inform selected concepts; customer-specific requirements apply only where relevant to the program.

AIAG Quality Core Tools · Background on launch planning, product approval and quality controls. Apply the requirements agreed for the program.

NIST Training Within Industry · Background on structured job instruction and demonstration-based training.

Eaton Supplier Excellence · Example of a customer supplier-requirements framework. Eaton requirements are not universal RELY requirements.