



COVID-19

ACA

Guidelines

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The guidance is subject to constant review. No reader should act based on any such information without referring to applicable laws and regulations and without taking appropriate advice. Although every effort has been made to ensure accuracy. ACA (Airline Catering Association) shall not be held responsible for any loss or damage caused.

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1| Purpose

More than 3bn onboard meals are produced and delivered every year. Inflight catering is an absolutely key element of the air transport value chain and in order to accommodate demand in a safe and efficient way, the sector has put in place a number of widely recognised measures and guidelines on top of an already existing comprehensive set of rules and legislations.

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Faced with the most significant pandemic in a century or so, the Airline Catering Association (ACA) and its Members have felt the need of providing extra guidance on safe business operation (partial or full) throughout the COVID-19 crisis. In addition to this guidance, it is absolutely key that airline catering organisations remain fully appraised of and updated on applicable governmental guidance, laws and regulations relative to COVID-19. They must keep in mind that the situation changes frequently, and that regulations vary according to the prevalence of the outbreak in each country.

ACA proposes several guiding principles to ensure that a safe, best-practice approach is applied to all business activities. Recognising that airports, airlines and aircraft are all different, this document takes a pragmatic approach in implementation – highlighting and giving guidance on the ways in which individual locations and situations can best be re-engineered to meet the new health safety standards.

Some overarching principles apply throughout however: observing physical distancing wherever possible, wearing a face mask to protect colleagues and/or passengers, and implementing scrupulous and frequent hand hygiene.

2| Background

Businesses around the world have curtailed operations or closed in response to COVID-19 and those still open have implemented preventive measures prescribed by government health authorities to prevent disease spread.

To support global business resumption and/or continuing safe operation, industry specific guidance is needed that is responsive to a shifting pandemic risk landscape and business needs. This “standardisation phase” of the pandemic planning process is critically needed to ensure the safety of employees and customers alike.

Building on global COVID-19 best practices, a risk-based protocol has been created with trigger points for escalating or reducing prescribed preventive controls according to risk. Designed to be firm, yet responsive the standardized controls are also adaptable to changing local and regional conditions and governmental guidelines.

As COVID-19 risks diminish and controls subside this protocol may be considered as a possible framework for future disease epidemics and/or pandemics.

3| Pandemic Overview

On 31 December 2019, the World Health Organization (WHO) was informed of a cluster of cases of pneumonia of unknown cause detected in Wuhan City, Hubei Province, China. On 12 January 2020, it was announced that coronavirus had been identified in samples obtained from cases and that initial analysis of virus genetic sequences suggested that this was the cause of the outbreak. On 11 March 2020, the WHO categorised the coronavirus outbreak as a pandemic.

In response to COVID-19, countries across the globe have implemented a range of public health and social measures, including movement restrictions, partial closure or closure of schools and businesses, quarantine in specific geographic areas and international travel restrictions. As the local epidemiology of the disease changes, countries are adjusting (i.e. loosening or reinstating) these measures accordingly. As transmission intensity has declined, some countries have begun to gradually re-open workplaces to maintain economic activity. This requires establishing protective measures, including directives and capacity to promote and enable standard COVID19 prevention in terms of physical distancing, hand washing, respiratory etiquette and, potentially, thermal monitoring, as well as monitoring compliance with these measures.

Considering the global nature of the airline catering industry and absent uniform, practicable industry COVID-19 requirements, these guidelines provide a standardised, best-practice framework. The framework includes three distinct levels or stages of COVID-19, each with defined characteristics and recommended preventive controls. Airline catering companies can utilise the multi-level framework and preventive controls to create business-specific procedures, guidance documents and training materials bespoke to their needs. Local and country laws must be considered in addition to these guidelines and must be adhered to wherever applicable.

4| Risk Assessment System

The pandemic response measures are defined following a risk assessment approach, with all known relevant risks to human health and safety considered. Direct human contact and respiratory droplet transmission, along with the lower risk from contact with inanimate objects were considered in the risk assessment. With no known cases of foodborne COVID-19 transmission this pathway was not considered in the risk assessment. The risk assessment identified 103 potential airline catering industry risks to human health due to COVID-19.

The resulting controls are intended to mitigate the risk of COVID-19 infection to staff, visitors, contractors, customers and passengers to as low as reasonably practicable. It must be noted that risks may be mitigated through a variety of controls. Specific controls may already be in place in line with local regulatory requirements. It is not the intention of this guideline to change current controls if they are adequately addressing the risk of infection in line with local regulatory requirements or local government advice.

It is acknowledged that most countries are at differing levels of infection and associated controls implemented by their governments. For the purpose of this risk assessment, three levels of active pandemic management have been chosen with parameters that are standard

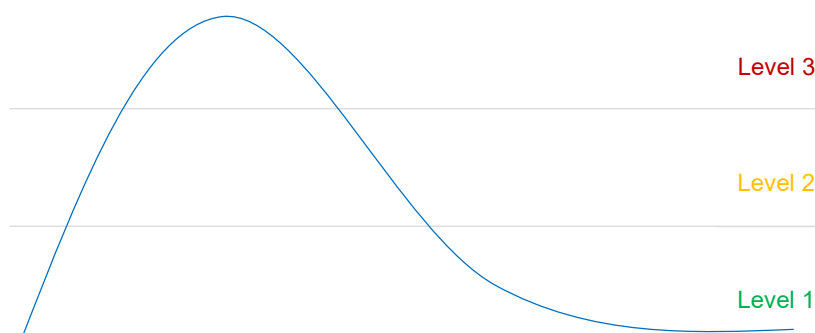
across the aviation industry. A fourth “level 0” would reflect the World Health Organization’s declaration that the global pandemic has ended. Under such post-pandemic conditions businesses would:

- Suspend pandemic controls and resume standard operational compliance standards and protocols; and
- Return to pandemic pre-planning status described in Business Continuity Plans.

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Important note: It will be at the discretion of health and safety professionals within each business to determine if an identified risk is adequately controlled by existing processes or an alternate method beyond those recommended herein. In cases where alternative method(s) are proposed an internal review and approval process should be established involving impacted stakeholders to ensure the alternative controls achieve the desired level of safety. This guidance document provides nevertheless in chapter 9 a list of measures which might be considered and applied to airline catering business and adapted according to risk levels.

New level = Different control measures



Level 1

Level 2

Level 3

Domestic and international flights open into market	Limited international and domestic flights only	Limited to no aircraft movement such as airport lockdowns, etc.
Borders open no quarantine of inbound foreign travellers	Borders open, allowing international visitors, but with mandatory quarantine for incubation period	Full border lockdown in place, either state or country
Social distance measure no longer regulated by government	Social distancing measures in place	Social distancing measures in place, restrictions on large gatherings, small gatherings in public
All businesses open	Reopening of some business retail, critical infrastructure open, schools re-opened	Only critical infrastructure operating (hospitals, supermarkets). Schools closed
Local infections tally zero in two incubation periods	Local transmission in single digits or transmission from OS sources	High number of local cases
International and domestic flights operating	Domestic flights operating, international at limited capacity	International flights <10% or cancelled
	WHO Pandemic Declaration in effect	Multiple regions affected by health emergency
No confirmed cases in unit in the last 30 days	Confirmed or suspected case in unit in the last 30 days	Confirmed case in unit in the last 30 days

5| Risk Design Approach

The pandemic situation due to Covid-19 has triggered all airline catering companies to implement various prevention and control measures. Besides measures prescribed by global authorities, local or regional authorities have added specific requirements and most customers are applying their own.

As an industry, we will need to decide what the most effective measures are to keep our staff, customers/passengers, vendors and visitors safe. Although the measures displayed hereafter are already commonly applied and have been established through risk assessments, there is an element of visual perception required by customers/passengers that goes beyond factual risk.

The following pages present the proposed catering industry standards for 3 different stages or severity levels a Pandemic might follow, based on COVID-19.

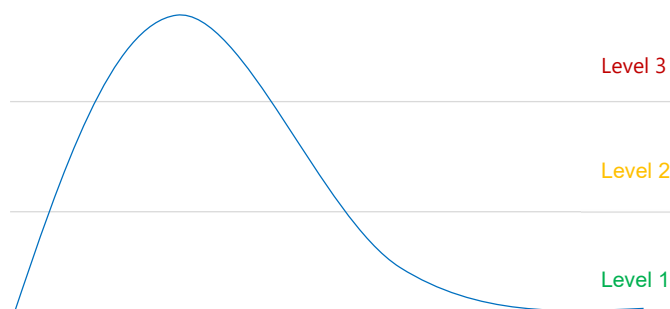
Scope/Boundary of Work

All offices and operating businesses globally

Staff health and ensuring business continuity, Inc, security and loss prevention

Key focus is on the recovery stages (last stages)

A System or structure to support the pandemic



For each Level

Risk Assessment of Business Impact

Regional Risk Levels	Unit Risk Assessment	Measures needed
Low Risk	----	Categorise the preventive measure
Medium Risk	Full Risk Register List	Gather data/key SOPs from WHO, customers etc
High Risk	----	4P's: 1) People, 2) Premises, 3) Policies, Processes & Procedures, 4) Procurement.

6| Assessing Risk

Businesses have a moral and legal obligation to protect people from harm. This includes taking reasonable steps to protect workers, visitors, contractors and others from coronavirus. Assessing potential harm and selecting controls necessary to reduce potential harm is known as “risk assessment and mitigation.” The risk assessment and mitigation process supports the design of fact-based controls to protect people and assets.

In the case of COVID-19, the steps employed in the risk assessment and mitigation process included:

1. Identification of work activities or situations that may cause transmission of the virus;
2. Consideration of who might be at risk;
3. Deciding how likely it is that someone could be exposed;
4. Developing actions to remove the activity or situation, or if this isn’t possible, control the risk to as low as reasonably practicable.

Recognising the primary means of COVID-19 transmission is via respiratory droplet and/or direct human contact, the COVID-19 Guidance applies “4P’s” principles in targeting areas of the business most impacted or critical in terms of human health and safety. Grouping target control measures together under “P” for Pandemic reinforces a proactive, prevention mindset among staff, visitors and customers. The 4P’s are key areas of risk related to **People**, **Premises**, **Policies, Processes & Procedures** and **Procurement**. The table below provides an overview.

People	Premises	Policies, Processes & Procedures	Procurement
Personal Protection (PPE)	Physical Distancing (Social)	Cleaning & Disinfection	Supply Chain
Personal Hygiene	Facilities	Suppliers	
Screening		Visitors	
Employees		Permits	

7| Pandemic Response 4P's

The following checklists have been created as planning tools to aid airline catering businesses in their pandemic continuity readiness reviews. As such, they should be considered guidelines to promote consideration of key risk factors germane to the specific business and its locations.

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7.1 PEOPLE		L0	L1	L2	L3
Personal Protective Equipment (PPE)					
	PPE protocol defined for each work area / employee role according to local laws and regulations and following best practice defined by WHO and other competent authorities	<input type="checkbox"/>	✓	✓	✓
	Employees are trained in proper PPE use for their role	<input type="checkbox"/>	✓	✓	✓
	All PPE is available in sufficient quantity in the areas where it is needed, and is correctly stored to keep it hygienic and in good condition	<input type="checkbox"/>	✓	✓	✓
	Adequate provision is made for collection and safe disposal of used, soiled, damaged or otherwise unusable PPE	<input type="checkbox"/>	✓	✓	✓
Personal Hygiene					
	Personal hygiene protocol defined for each area (including site entry, food preparation, office, staff areas etc)	<input type="checkbox"/>	✓	✓	✓
	Wash areas, bathrooms and cleaning stations fit for purpose (location, capacity, refill and cleaning schedules) ensuring they do not become areas of congestion or waste accumulation	<input type="checkbox"/>	✓	✓	✓
	No touch policy: etiquette on coughing, sneezing, handshaking, minimising touching of walls, desks and other surfaces	<input type="checkbox"/>	✓	✓	✓
Screening					
	Screening measures in place for all employees, suppliers and visitors (including health self-assessment forms for use before arrival and on-site, checklists for supervisors and meeting hosts, temperature checks etc)	<input type="checkbox"/>	<input type="checkbox"/>	✓	✓
	Inspection and surveillance measures to monitor compliance and support infection traceability if required, in line with regulations and best practice, with informed consent and transparency appropriate to the setting	<input type="checkbox"/>	✓	✓	✓
	High-risk profile employees and other individuals identified as far as reasonably possible, including their household members, and appropriate measures put in place to inform and support them in mitigating any special risks	<input type="checkbox"/>	✓	✓	✓
Employees					
	Employees trained in all the measures relevant to their role that are required to mitigate infection risk (including PPE use, personal hygiene, physical distancing, new procedures, awareness of symptoms and risk factors)	<input type="checkbox"/>	✓	✓	✓
	Employees aware of their personal or household risk factors and have agreed any special measures with the knowledge of their supervisor, HR and occupational health teams	<input type="checkbox"/>	✓	✓	✓

	Employees confident and supported by their employer to take the right decisions (including staying off work when appropriate and flagging or challenging any unsafe practice at work)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
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7.2 PREMISES		L0	L1	L2	L3
Physical distancing (social)					
	Physical distance plan created to address specific risks and logistical factors unique to each location. Plans should consider the following:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	Work stations and all areas where people are present or move through have been assessed to minimise or avoid close contact. Consider spacing of equipment, demarcation on floors, access to areas on need-only basis, one-way systems, shift and break time staggering etc	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	Review capacity of offices, rooms, canteens etc and consider caps on numbers of people in a space at a time	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Facilities					
	Consider how premises should be configured for each pandemic risk level and what actions are needed to ensure business continuity when moving from one level to another (which may happen with little notice, e.g. if an infection cluster is discovered)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Review design and maintenance of facilities and implement controls to minimise risk of contamination: layout, cleaning frequency, smoothing flows with minimal crossovers, removing clutter etc	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	Visual cues in place to support best practice: signage, floor markings (demarcation)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	Smoothly planned shutdown / start up including appliance checks, training and communication, manuals, work instructions, etc.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

7.3 POLICIES, PROCESSES & PROCEDURES		L0	L1	L2	L3
Cleaning and disinfection					
	Procedures updated to reflect any changes in cleaning and sanitation requirements – production areas, cafes, break areas, vehicles, etc.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	Reassess documentation in use to minimise handling and transfer of paper from one place to another (consider electronic or wipeable laminated documents as alternatives)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Suppliers					
	Goods in process updated to reflect measures that suppliers are taking proactively or have agreed with caterers (e.g. health	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

	certificate accompanying delivery note, temperature monitoring, etc.)				
	Access policy reviewed e.g. no free movement for pest control, chemical suppliers, maintenance, cleaners or with escort only. Consider special measures to track the movement of individuals should this be necessary.	<input type="checkbox"/>	<input type="checkbox"/>	✓	✓
Visitors					
	Review visitor policy appropriate for each level. For example: no visits; no unannounced visits; consider remote meeting as a first preference. If an onsite visit is unavoidable, consider the time and access that is required and restrict numbers to what is essential.	<input type="checkbox"/>	<input type="checkbox"/>	✓	✓
	Review entertainment policy for customers, staff and suppliers to minimise risk of infection	<input type="checkbox"/>	✓	✓	✓
Permits					
	Ensure that all permits, licences, passes, insurance documents are valid before start up, and that all relevant regulations are complied with	<input type="checkbox"/>	<input type="checkbox"/>	✓	✓
	Contact airlines, other customers and airport authorities to confirm any new requirements so that these can be agreed before start up	<input type="checkbox"/>	<input type="checkbox"/>	✓	✓

7.4 PROCUREMENT		L0	L1	L2	L3
Supply chain					
	Adequate stocks and pipeline of PPE should be in place along with contingency options	<input type="checkbox"/>	✓	✓	✓
	Consider business continuity in the event an equipment supplier, product supplier or service provider is unable to provide service with little notice	<input type="checkbox"/>	✓	✓	✓
	Consider the impact of changed customer requirements (menu, product, volume) on supplier operations to enable effective supply chain planning	<input type="checkbox"/>	✓	✓	✓

8| ACA Agreement On Selected Measures

Based on CDC recommendations – Interim Guidance for Businesses and Employers to Plan and Respond to Coronavirus Disease 2019 (COVID-19), all employers need to consider how best to decrease the spread of COVID-19 and lower the impact in their workplace. This may include activities in one or more of the following areas:

- To reduce transmission among employees,
- To maintain a healthy work environment.

which are covered in the 4Ps approach of this document. Given the need for a global applicability with quite differing local authority requirements, the following measures have been

identified for further clarification. They are worded in a way to allow for local flexibility and are agreed upon by ACA members:

P1 Measure “Health Screening upon entering the facility”

It is recommended to perform an active health questionnaire at the entrance of the facility for visitors and employees. Alternatively, a self-assessment shall be provided to employees to perform each time before going to work, in order to avoid that staff with symptoms travel to the work place.

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The latest study of the German RKI does not recommend temperature screening of staff as only 42% of people who suffered from Covid-19 showed fever as a symptom. Also the forehead temperature measuring is the least precise measurement for fever.

Other health authorities however recommend temperature measuring. Decisions needs to be based on local authority requirements, including data privacy compliance, applicable laws or limitations. When temperature screening is performed the screener needs to be provided with appropriate protective equipment.

Following ECDC recommendations, temperature measurements should only be performed if recommended by local authorities.

P1 Measure “Employee Health self-assessment”

Employees must be trained to perform a health questionnaire before going to work and if symptoms are observed the employee shall inform the superior, consult with his/her medical advisor and not come to work. The health questionnaire style may vary from providing a reference matrix whereby the employee can quickly refer to symptoms by himself or by a documented system. Procedures to be followed according to local and company regulations including data protection laws.

A non-punitive system shall exist to allow staff to report sickness openly.

P1 Measure “Employee quarantine or isolation”

Depending on advice from a certified medical practitioner, an isolation or quarantine might be required. Isolation and quarantine are common public health strategies used to help prevent the spread of infectious diseases. Isolation and quarantine keep people who are sick or exposed to illness isolated for a defined period of time to prevent the disease spread. Quarantine times depend on local authority definitions.

Quarantine is used to keep someone who might have been exposed to COVID-19 away from others. Someone in self-quarantine stays separated from others, and their movements outside of their home location is limited. A person may have been exposed to the virus without knowing it (for example, when traveling or out in the community), or they could have the virus without feeling symptoms. Quarantine helps limit further spread of COVID-19.

Isolation is used to separate sick people from healthy people. People who are in isolation should stay home or seek care in a medical facility. In the home, anyone sick should separate themselves from others by staying in a specific “sick” bedroom or space and using a different bathroom (if possible).

P1 Measure “Personal protection”

- **Face masks**

The use of so-called half face masks are recommended or partly mandatory in several countries. There are 4 different types of masks in scope with different purposes:

- A. A: Half face masks with certifications (mainly reserved for medical staff or when required by the job)
 - 1. Respirator masks
 - 2. Surgical masks (mouth nose protection)
- B. Half face masks without certification, so-called community masks, and barrier masks or face cover
 - 1. Cloth masks (washable)
 - 2. Paper fleece masks (disposable)

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A1) Respirator masks such as FFP 2 or N95 are certified through testing to protect the wearer from inhaling solid or fluid aerosols. In order to offer this protection level, a certification is required e.g. DIN EN 149-2001-10. The user of this mask must be properly trained and fit for the size of mask, since mask performance depends on achieving a tight seal against the face of the wearer. Respirator masks of this type are recommended for use by medical practitioners during close contact patient care and are not recommended for general use against COVID-19 by the general public or in non-medical business settings.

A2) Surgical 3-ply masks are used to protect the person in front of the wearer (e.g. the person that undergoes a surgery) from respiratory droplet dispersal by the wearer. As they are needed in operating theatres a certification is required to prove production standards and sterility e.g. DIN EN 14683:2019-6. Surgical 3-ply masks are recommended for use during pandemic levels where widespread COVID-19 transmission is active in the local area or during certain tasks or where social distancing measures cannot be fully maintained.

B) Cloth barrier masks reduce the speed of droplet dispersal by the wearer, similar to a surgical mask, but do not contain a certification of performance. The barrier masks can increase the awareness of social distancing and support the mindful caring of yourself and others.

The overall governing principle to follow is social distancing. Where social distancing cannot be maintained the wearing of face masks are suggested for staff where it is not feasible to maintain social distancing. Surgical masks, cloth masks and paper fleece masks are options, but always to be used in accordance with the manufacturer’s instructions (i.e. to be used a set time period and either discarded or cleaned).

Requirements of local authorities must always be considered and risk assessments performed. Washing of cloth masks and disposing of fleece masks need to follow a specific protocol to eliminate the risk of cross contamination.

Note: it is important to remind that the use of a mask alone is insufficient to provide an adequate level of protection, and other measures should also be adopted; indeed, masks can give a false sense of security, leading to potentially less adherence to other preventive measures such as physical distancing and hand hygiene.

P1 Measure “Personal protection”

- **Gloves**

The use of gloves in context of protecting employees from covid-19 infection is not seen as an effective protection measure. While gloves (such as disposable or multi-use) should still be used for some practices (such as food handling, cleaning), washing hands with soap and water is one of the best defences to prevent the spread of COVID-19.

If gloves are not used appropriately, they can pose a risk of spreading the virus, putting workers and others at risk. When a person wears gloves, they may come into contact with the virus which is then transferred to other objects or their face if they do not replace and dispose of or clean their gloves between tasks. Gloves are not a substitute for frequent hand washing. Complacency while wearing gloves can reduce hand hygiene.

P1 Measure “Personal Hygiene”

- **Hand Washing**

There is a global common understanding that hand washing is one of the most effective ways to prevent spread of COVID-19. Adequate hand washing with soap and water, performed in a certain manner over the time of min. 20 seconds must be trained. Furthermore guidance shall be given when and how to wash hands. If soap and water are not readily available, alcohol-based hand sanitizer with at least 60% of alcohol shall be provided. If hands are visibly dirty, soap and water should be chosen over hand sanitizer.

P2 Measure “Premises”

- **Physical Distancing (social)**

One way to slow the spread of viruses, such as coronavirus, is physical distancing. The more space between you and others, the harder it is for the virus to spread. As states and territories ease restrictions, it is important everyone continues to practise physical distancing.

All workplaces must develop a COVID-19 physical distancing plan in line with their local authorities requirements. Actual minimum (social) distance varies by region and country and the physical distancing plan will need to reflect the guidance or requirement of the local health authority. If such is absent, guidance of a global authority (i.e. WHO) will need to be followed (= at least 1 meter / 3 feet between people when doable).

Physical (social) distancing plans will need to be applicable to inhouse employees as well as customers, visitors, agencies and vendors. At cases, the plan might call for a temporary ban of non-essential visitors, such as customers, auditors etc., to warrant proper execution of the plan.

P3 Measure “Policies, Processes & Procedures”

- **Cleaning and Disinfection**

COVID-19 spreads through respiratory droplets produced when an infected person coughs or sneezes. A person can acquire the virus by touching a surface or object that has the virus on it and then touching their own mouth, nose or eyes.

A key way to protect workers and others from the risk of exposure to COVID-19 is by implementing appropriate cleaning and disinfecting measures for your workplace. Four areas in consideration shall be risk assessed for enhancement of routine cleaning and disinfecting:

- Common Areas: Café, locker room, restroom, punch in (or out) area, entrance door, stairs, hallway, smoking area, water drinking station, elevators etc.
- General Administrative Areas: General office, meeting room, copy & printing room, dispatch office, HR office, document storage room, etc.
- Operational Areas: Dish room, Assembly, LML, Hot/Cold Production, Coolers, Material Warehouse, Equipment Warehouse, etc.
- Catering Vehicles:
 - Catering trucks: Loading bed/trunk, driver cabin
 - Support vehicles: driver cabin, back trunk

A combination of cleaning and disinfection will be most effective in removing the COVID-19 virus.

Cleaning with a detergent and water is sufficient.

Once clean, surfaces can be disinfected with an agent approved for use against COVID-19, respecting concentration and contact time to ensure effectiveness. When and how often your workplace, or certain surfaces, should be disinfected will depend on the likelihood of contaminated material being present, which needs to be evaluated through a local risk assessment. As a minimum this would include any time there has been a case or suspected case of COVID-19 at the workplace, or at workplaces with a high volume of workers, customers or visitors that are likely to touch surfaces.

- **Policies and Procedures:**

Most airline catering companies have developed policies and procedures to control all measures regarding the prevention of COVID-19. However, as the situation continues to develop as well as some companies' size and staffing is as such that specific policies and procedures cannot or have not yet been developed, the use of local or regional guidance per the authorities is permissible.

ANNEX A

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- Safe Work Australia – Covid-19 information-workplaces: Guidance on how to clean your workplace to keep it safe and limit the spread of COVID-19 – 26 May 2020
- WHO – Coronavirus disease 2019 (COVID-19) Situation Report – February to April 2020
- WHO – COVID-19 and Food Safety: Guidance for Food Businesses: Interim Guidance – 7 April 2020

ANNEX B

Example Start-up Checklists

The following start-up checklists have been created as planning tools to aid airline catering businesses in restarting business operations that have been fully or partially closed due to a pandemic. As such, they should be considered guidelines to promote consideration of key risk factors germane to the specific business and its locations.

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	B1. People
<input type="checkbox"/>	Org structure in place including any temporary changes, contact matrix updated
<input type="checkbox"/>	Executive team confirmed
<input type="checkbox"/>	Authorised agencies contacted and aligned with ramp-up requirements and timing
<input type="checkbox"/>	Start-up team support from HQ and other units identified and confirmed
<input type="checkbox"/>	Labour Unions: Formal communication to any organised labour representatives prepared
<input type="checkbox"/>	Payroll is fully set up and tested
<input type="checkbox"/>	Valid company ID & access cards sent to employees / reactivated and dates validated
<input type="checkbox"/>	Uniforms issued for new employees / clean and in good order for existing employees
<input type="checkbox"/>	PPE and emergency equipment available for all employees including any new measures
<input type="checkbox"/>	HR policies available to all employees
<input type="checkbox"/>	Operational labour team on board (cooks, assembly, warehouse, drivers, etc.)
<input type="checkbox"/>	Catering induction performed / refresher training for existing staff
<input type="checkbox"/>	Local HR induction performed / refresher training
<input type="checkbox"/>	Agree return to work dates with individual staff, establish circumstances including e.g. childcare
<input type="checkbox"/>	Ensure return to work plan for each returnee is documented and meets government support criteria
<input type="checkbox"/>	Establish individual circumstances such as childcare demands, any need for counselling etc
<input type="checkbox"/>	Identify critical vacancies or span of control gaps and recruit
<input type="checkbox"/>	Put in place relevant communication structures to support staff through their return



B2. Operations

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<input type="checkbox"/>	Flight schedule received from customers including ramp-up and review points agreed
<input type="checkbox"/>	Menu specifications available for production team
<input type="checkbox"/>	Detailed recipes with ingredient lists received from launch customer
<input type="checkbox"/>	Catering procedures manual from customer received and understood
<input type="checkbox"/>	Aircraft configurations received from customers
<input type="checkbox"/>	Special meal requirements from customer understood and communicated
<input type="checkbox"/>	System for receiving passenger figures from customer (HQ and outstation) understood
<input type="checkbox"/>	Meal volumes forecast (daily, weekly, etc.) established
<input type="checkbox"/>	Rostering & resource requirements identified and provisioned for week 1
<input type="checkbox"/>	Business continuity plan in place
<input type="checkbox"/>	Airline equipment for start-up received
<input type="checkbox"/>	Trucks and other ground service equipment in place and branded
<input type="checkbox"/>	Transition plan agreed with incumbent caterer
<input type="checkbox"/>	Rosters created with names confirmed for week 1
<input type="checkbox"/>	Employees informed about their work schedule (roster) and assigned role
<input type="checkbox"/>	Local and international waste disposal processes in place (autoclave or external vendor)
<input type="checkbox"/>	Operational training planned (warehouse, cold kitchen, hot kitchen, dish wash, last mile, etc.)
<input type="checkbox"/>	Par levels for main / rotatable / disposable equipment defined
<input type="checkbox"/>	Production schedules defined
<input type="checkbox"/>	Dock schedule/truck loading plans confirmed
<input type="checkbox"/>	Packing and labelling plans defined, communicated and tested (dry run)
<input type="checkbox"/>	Warehouse training conducted
<input type="checkbox"/>	Cold kitchen training conducted
<input type="checkbox"/>	Hot kitchen training conducted
<input type="checkbox"/>	Dish wash training conducted

<input type="checkbox"/>	Forklift operations training conducted
<input type="checkbox"/>	Catering truck positioning and aircraft door opening trainings conducted



B3. Compliance

<input type="checkbox"/>	Certificate of occupancy in place
<input type="checkbox"/>	Fire safety inspection passed, and/or approval received to restart operations
<input type="checkbox"/>	Food health authority (local equivalent) final inspection passed and/or approval received to restart operations
<input type="checkbox"/>	Other governmental authority pre-operational inspections passed or approval received to restart operations
<input type="checkbox"/>	Wastewater and/or grease trap operating permit in place
<input type="checkbox"/>	Health inspection passed, permit in place
<input type="checkbox"/>	Insurance coverage in place and insurer advised of restart date
<input type="checkbox"/>	Bonded storage & customs licenses in place
<input type="checkbox"/>	Alcohol license in place
<input type="checkbox"/>	Trucks registered and licensed to operate airside
<input type="checkbox"/>	Employees have valid airside passes and any other required access badges reactivated if necessary
<input type="checkbox"/>	Drivers have valid airside driving reactivated if necessary
<input type="checkbox"/>	Risk register developed
<input type="checkbox"/>	Halal certification in place
<input type="checkbox"/>	Process in place to address changes in COVID-19 risk levels (up or down)



B4. Food Safety & Quality

<input type="checkbox"/>	Food safety programme in place
<input type="checkbox"/>	HACCP plan in place
<input type="checkbox"/>	Laboratory appointed for microbiological analysis
<input type="checkbox"/>	Food safety, allergen and Halal trainings performed

<input type="checkbox"/>	Quality management system training performed
<input type="checkbox"/>	Team familiarised with customer's quality manual
<input type="checkbox"/>	All inventory stored during shutdown checked for quality and food safety as appropriate



B5. Information Technology

<input type="checkbox"/>	Menu specifications and packing plan available in system / document repository
<input type="checkbox"/>	Galley plans available in system / document repository
<input type="checkbox"/>	Employee contact information (e-mail, phone numbers, mobile) set up and ready to use
<input type="checkbox"/>	Employee assets ready and system access authorised (laptops, phones, printers, etc.)
<input type="checkbox"/>	All required systems and applications (ERP, Office 365, etc.) installed and tested
<input type="checkbox"/>	Network access granted to all employees from Day 1
<input type="checkbox"/>	Training for airline systems performed to relevant staff
<input type="checkbox"/>	Trolley management systems and/or labelling in place
<input type="checkbox"/>	Reactivate licences (Office, ERP, etc) for users that were suspended during lockdown
<input type="checkbox"/>	Performance checks of laptops, desktops etc. whether left at the unit or taken home by employees
<input type="checkbox"/>	Provide any refresher training, new starter training that may be required
<input type="checkbox"/>	Ensure controls and permissions are correct (revoke any temporary lockdown permissions)
<input type="checkbox"/>	Ensure all menus, Bill of Materials, validity dates etc are appropriate and exception reports working correctly
<input type="checkbox"/>	Ensure that shared service centres are geared up, working with Finance, Procurement, etc.
<input type="checkbox"/>	Liaise with IT service providers, contractors to reinstate service and support



B6. Procurement

<input type="checkbox"/>	Supplier selection and on-boarding (food, laundry, maintenance, etc.)
<input type="checkbox"/>	Supplier contracts agreed and signed

<input type="checkbox"/>	Supplies ordering and delivery timetable defined and confirmed with suppliers
<input type="checkbox"/>	Inventory management process confirmed with Operations
<input type="checkbox"/>	P2P process agreed, and ordering process aligned with key stakeholders and systems
<input type="checkbox"/>	Team ready and able to raise purchase orders from unit
<input type="checkbox"/>	Suppliers geared up to resume supply per schedule



B7. Commercial

<input type="checkbox"/>	Local customer station manager contacted
<input type="checkbox"/>	Commercial agreement signed with launch customer(s), including pricing
<input type="checkbox"/>	Communication system between catering business / customer defined and agreed
<input type="checkbox"/>	Queries and complaints management process is ready
<input type="checkbox"/>	Service level reporting procedure established with all customers
<input type="checkbox"/>	Commercial & operational contacts details (name, e-mail, phone) communicated to customer
<input type="checkbox"/>	Operational and commercial contacts trained and ready for operations start-up
<input type="checkbox"/>	Confirm start-up date, schedule, ramp up and forecasts with customer
<input type="checkbox"/>	Confirm menu changes, product approval and pricing and all set up on systems
<input type="checkbox"/>	Confirm any changes to contacts, delivery procedures, ordering lead times, etc.



B8. Vehicles

<input type="checkbox"/>	All vehicle licences, registration and insurance to be validated and re-established as required
<input type="checkbox"/>	Vehicles to have mechanical inspection, safety check and test drive before use
<input type="checkbox"/>	Vehicle passes to be checked and renewed or reactivated as necessary
<input type="checkbox"/>	All drivers to be re-familiarised and retrained on vehicles
<input type="checkbox"/>	Forklifts to be checked and drivers re-familiarised / retrained

B9. Communications

<input type="checkbox"/>	Branding in place (trucks, facilities, systems, etc.)
<input type="checkbox"/>	Customer communications developed and approved
<input type="checkbox"/>	Employee communications developed and approved
<input type="checkbox"/>	Required notifications to airport authorities & regulatory bodies developed and approved
<input type="checkbox"/>	Media / press communications developed and approved
<input type="checkbox"/>	Opening event scheduled, all planning activities final

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B.10 Inventory (Par Levels)

<input type="checkbox"/>	Full stock count verifying expiry dates and condition of stock and reconciliation with system
<input type="checkbox"/>	Ensure any expiry dates that were extended with manufacturer support are correctly reflected
<input type="checkbox"/>	Ensure all stock that was meant to be disposed of has been disposed and is no longer on site
<input type="checkbox"/>	Ensure perishable stock that was frozen to avoid waste is on the system with proper material codes
<input type="checkbox"/>	All stock is in correct location including stock that was relocated to consolidate storage

B11. Finance

<input type="checkbox"/>	Invoice and payment processes in place and communicated to customers
<input type="checkbox"/>	Accounts Payable process in place and communicated to suppliers
<input type="checkbox"/>	Team ready to invoice first sales
<input type="checkbox"/>	Team ready to pay first invoices from suppliers
<input type="checkbox"/>	Bank account funded for week 1
<input type="checkbox"/>	Corporate governance - financial delegation mechanism defined and communicated
<input type="checkbox"/>	Financial reporting processes defined and communicated
<input type="checkbox"/>	Confirm payment terms with suppliers and customers reflecting any changes on the system
<input type="checkbox"/>	Reinstate normal payroll for returning staff making any adjustments arising from lockdown / furlough

- | | |
|--------------------------|---|
| <input type="checkbox"/> | Process any required applications for government support (payroll, tax deferment, grants, etc.) |
|--------------------------|---|



B12. Facilities

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- | | |
|--------------------------|---|
| <input type="checkbox"/> | Kitchen equipment cleaned and tested prior to use |
| <input type="checkbox"/> | Refrigeration equipment tested |
| <input type="checkbox"/> | Water pressure tested |
| <input type="checkbox"/> | Gas connections tested and reviewed by authorities where required |
| <input type="checkbox"/> | Security cameras and access controls in place |
| <input type="checkbox"/> | Unit facilities readiness audit performed with GM |
| <input type="checkbox"/> | Signage in place (safety, emergency, security and any other information) |
| <input type="checkbox"/> | Unit demarcation completed - internal and external |
| <input type="checkbox"/> | Emergency response and evacuation procedures defined, tested and communicated |
| <input type="checkbox"/> | Fire plan defined and tested, equipment and team in place with any changes made for shutdown reviewed |
| <input type="checkbox"/> | Induction plan for visitors in place including any revisions necessary due to Covid-19 |
| <input type="checkbox"/> | Maintenance services in place |
| <input type="checkbox"/> | Cleaning services in place including any revisions necessary due to COVID-19 |
| <input type="checkbox"/> | Employees have access to their place of work |
| <input type="checkbox"/> | Desk space set up for all employees (when applicable) |
| <input type="checkbox"/> | Facilities services ready for employees (change rooms, lockers, toilets, canteen, etc.) |
| <input type="checkbox"/> | Warehouse and storage areas comply with safety requirements |
| <input type="checkbox"/> | Lifts, roller doors, electrical heaters, lighting all checked and functioning |
| <input type="checkbox"/> | All water supplies turned on, taps run until water running clean and dish machine wash cycles run |
| <input type="checkbox"/> | Chillers, stores, etc. thoroughly cleaned, labels verified, and stock placed in right location |
| <input type="checkbox"/> | Manual handling equipment checked and in order |