

# Guide on Business Continuity Planning for **COVID-19**

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## Foreword

This document is a guide on business continuity planning for enterprises, especially for the small and medium sized enterprises in Singapore, to help them deal with the COVID-19 (Coronavirus Disease 2019) outbreak.

It is guided by the Singapore Standard for Business Continuity Management System – Requirements (SS ISO 22301), and relevant advisories issued by MOH and other government agencies.

Please note that this guide is non-exhaustive and does not cover all situations and businesses. Enterprises should consider implementing the appropriate response measures based on the specific context of their businesses. This guide should be read in conjunction with the latest relevant advisories issued by MOH and other government agencies. Where applicable, users of this guide are advised to seek business continuity planning professionals' help on specific information relevant to their particular circumstances.

Due to the evolving situation of the COVID-19, Enterprise Singapore reserves the right to make changes to this guide without notice to reflect new developments. Users are encouraged to access the latest version of this guide at [www.enterprisesg.gov.sg/covid-19](http://www.enterprisesg.gov.sg/covid-19).

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## Introduction

1. The objective of this guide is to help enterprises in their business continuity planning in response to the COVID-19. It covers the following key business operational risks.
  - a. Human resource management
  - b. Processes and business functions
  - c. Supplier and customer management
  - d. Communications, both internal and external

This guide helps companies with the following:

- a. Minimise health risks to employees
- b. Minimise the risk of premises becoming a node of transmission
- c. Ensure plans are in place should employees be placed on Stay-Home Notice (SHN)<sup>1</sup>, quarantined or infected
- d. Ensure alternative arrangements with suppliers and customers so that business operations can continue

## What is COVID-19 (Coronavirus Disease 2019)?

2. The COVID-19 is caused by a virus belonging to a family of viruses known as coronaviruses, which can cause illnesses ranging from the common cold to more severe diseases such as the Severe Acute Respiratory Syndrome (SARS) and Middle East Respiratory Syndrome (MERS).<sup>2</sup>
3. The most common symptoms of COVID-19<sup>3</sup> are fever, tiredness, and dry cough. Some patients may have aches and pains, nasal congestion, runny nose, sore throat, diarrhea or shortness of breath. Most people recover from the disease without needing special treatment. Older people, and those with underlying medical conditions such as high blood pressure, heart problems or diabetes face higher risks of developing serious illness.

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<sup>1</sup> From 23 March 2020, 2359 hours, all short-term visitors (from anywhere in the world) will not be allowed to enter or transit through Singapore. Only the entry/return of work pass holders, including their dependents, for those providing essential services, such as in healthcare and transport, would be allowed. All Singapore Citizens, Permanent Residents, Long Term Pass holders returning to Singapore will be issued a 14-day (SHN). Persons under SHN must remain in their place of residence at all times. Refer to MOH and MOM websites for the latest details on SHN and quarantine orders

<sup>2</sup> World Health Organisation

<sup>3</sup> World Health Organisation: Q&A on coronaviruses (COVID-19) (<https://www.who.int/news-room/q-a-detail/q-a-coronaviruses>)

## Business Continuity Plans (BCP)

4. Enterprises are encouraged to implement business continuity plans to minimise disruption to their operations and ensure that business remains viable during the virus outbreak. Enterprises can take the following steps to ensure adequate preparation for business continuity.

### Human resource management

- a. A Business Continuity Manager should be appointed to ensure that employees are familiar with the business continuity plans and comply with them during this period. The roles and responsibilities of the Business Continuity Manager are given in **Annex 1**
- b. Develop a plan for the continuity of leadership in the event of absence of key decision makers and executives
- c. Consider flexible work arrangements for the high-risk employees, as well as employees who need to stay at home due to other reasons relating to the COVID-19, e.g. to take care of family members who have travelled to known affected countries or regions
- d. Review employee management policies such as SHN, absenteeism, sick leave, overseas travel, workplace closure, and recall of non-critical employees and their families from affected countries
- e. Adhere to all travel and health advisories issued by MOH, MOM and other government agencies.<sup>4</sup> Refer to MOH and MOM websites ([www.moh.gov.sg/covid-19](http://www.moh.gov.sg/covid-19) & [www.mom.gov.sg/covid-19](http://www.mom.gov.sg/covid-19)) for the latest updates so that an informed decision can be made on whether to proceed with business travel plans
- f. Obtain health and travel declarations from employees who have travelled abroad, or who have any upcoming plans to travel overseas during the virus outbreak. These declarations must take into consideration the travel and health advisories issued by MOH, MOM and other government agencies. Employees need to inform their employers when there are updates to their overseas travel plans
- g. Comply with all quarantine orders issued by MOH, MOM and other government agencies. These include all measures prescribed by MOH, MOM and other government agencies during the quarantine period. Employees placed under quarantine must not leave their designated location for any reason. Refer to MOH, MOM and other government agencies' websites for more details
- h. Adhere to all advisories issued by MOH, MOM and other government agencies relating to SHN measures. Under the SHN, returnees will have to remain in their place of residence at all times during the 14 days.
  - Those placed on SHN should monitor their health closely, i.e. twice daily for fever and respiratory symptoms such as cough and breathlessness. They should minimise contact with others and avoid having visitors (e.g. other employees) to

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<sup>4</sup> Ministry of Health: Updates on COVID-19 Local Situation ([www.moh.gov.sg/covid-19](http://www.moh.gov.sg/covid-19))

their residence. Employees under SHN should maintain a record of persons they come into close contact with during this period

- During the 14-day SHN, employers must ensure that employees stay away from the workplace. However, employers may adopt flexible work arrangements, such as tele-commuting and tele-conferencing, to allow employees to work from home. Refer to relevant sector-specific advisories by MOH and other government agencies on arrangements for employees
  - Employers may refer to MOM's advisory at [www.mom.gov.sg/covid-19](http://www.mom.gov.sg/covid-19) to better support employees' needs.
- i. Provide, if necessary, accommodation in Singapore for foreign workers, including foreign workers who commute to Singapore daily, during the virus outbreak. Refer to MOH, MOM and other government agencies' websites for more details
- j. Check the MOH, MOM and other government agencies' websites (e.g. [www.moh.gov.sg/covid-19](http://www.moh.gov.sg/covid-19) & [www.mom.gov.sg/covid-19](http://www.mom.gov.sg/covid-19)) for the latest advisories and requirements on travel, health, quarantine and SHN, and accommodation of foreign workers, as the situation evolves
- k. Implement public health response measures, e.g. contact tracing and social distancing, as advised by the MOH, MOM and other government agencies.
- l. Review health insurance policies for workers

## **Process and business functions**

- a. Identify critical business functions (prioritised activities) and essential employees. Enterprises should consider the appropriate business continuity working arrangements to minimise disruptions to the critical business functions due to infections
- Set up two or more teams of essential employees (e.g. Team A & Team B). The teams should be physically segregated to avoid the risk of infection between teams. This can be done through different work schedules (e.g. shifts), different work locations (e.g. sites, office areas and homes) or telecommuting arrangements. Employers may consider telecommuting arrangement for non-essential employees
- b. Adhere to advisories on safe distancing measures at the workplace. These measures include employers placing their employees on work from home arrangements, where possible, especially for vulnerable employees (e.g. older employees, pregnant employees, and employees with pre-existing medical conditions) and using tele-conferencing in place of physical meetings, where possible. For job roles or functions where it is not feasible for the employee to work from home, employers should:
- Provide wider physical spacing (at least 1 metre apart) for workstations and seats in meeting rooms, pantries, rest areas, and other congregation points
  - Reduce duration and proximity of physical interactions
  - Stagger working hours
  - Defer non-critical work events and scale down critical work events

- Implement or enhance shift or split team arrangements

Employers should also clearly communicate and explain these measures to employees. Refer to MOH, MOM and other government agencies' websites for the latest advisories on safe distancing measures for workplace

- Cross-train employees to reduce reliance on any staff and establish covering arrangements
- Educate employees on infection control and good personal hygiene (see **Annex 2**)
- Develop plans related to visitor and employee screening and follow-up actions (see **Annex 3** on recommended procedures for screening visitors and employees)
- Develop a robust employee sickness surveillance process to identify and manage unwell employees
- Plan and prepare adequate supply of appropriate Personal Protection Equipment (PPE) (e.g. masks, disposable gloves) and medical equipment (e.g. thermometers), and undertake training to familiarise employees on their usage
- Clean and disinfect companies' premises exposed to suspected or confirmed case(s) of the COVID-19. Owners or operators can refer to the guidelines for environmental cleaning and disinfection released by NEA<sup>5</sup>

### **Supplier and customer management**

- Identify essential suppliers and service providers, and plan and prepare business continuity measures to mitigate supply disruptions. These include:
  - Understanding the BCP of the suppliers and service providers
  - Diversifying the sources of supply, if required (e.g. pre-qualify alternative suppliers or look for new suppliers in various markets)
  - Setting up alternative delivery modes for supplies due to disruptions (e.g. border closures)
- Identify essential customers and plan and prepare business continuity measures to meet customer needs. This includes providing alternative delivery modes for customers
- Adhere to latest advisories on implementing safe distancing measures for customers<sup>6</sup>. These measures include reducing the density of crowds, dispersing crowds quickly and providing an environment that allows at least one metre physical spacing between customers as well as the closures of certain establishments and activities where there is a high risk of transmission due to sustained close contact over a period of time.

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<sup>5</sup> National Environment Agency: Guidelines for Environmental Cleaning and Disinfection ([www.nea.gov.sg/our-services/public-cleanliness/guidelines-for-environmental-cleaning-and-disinfection](http://www.nea.gov.sg/our-services/public-cleanliness/guidelines-for-environmental-cleaning-and-disinfection))

<sup>6</sup> Enterprise Singapore: Advisory on Implementing Safe Distancing Measures (<https://www.enterprisesg.gov.sg/covid-19/safe-distance>)



Enterprises are encouraged to offer services by appointment or through digital services where possible, to minimise queues. **Annex 5** shows examples on safe distancing measures for food & beverage and retail establishments that cover crowd and queue management, table and seating arrangement and communication

- d. Adhere to the advisories on the organisations of events and gatherings<sup>7</sup>. These measures include limiting the number of people in events and gathering to a certain number, ensuring separation of at least a metre between participants where interactions are non-transient and reducing mingling of participants (e.g. during meal times) as well as cancellation and deferment events. Events and gatherings must also comply with the guidance in the advisories such as:
  - Improving ventilation and advising participants to reduce contact with others
  - Putting in place temperature and health screening measures, and turning away persons who are unwell
  - Putting in place measures to facilitate contact tracing if needed, such as obtaining contact details of participants
- e. Refer to MOH, MOM and other government agencies' websites for the latest advisories on safe distancing measures for customers and organisations of events and gatherings

## **Communications**

- a. Begin by identifying a communications coordinator who will disseminate your communications plan in line with your business needs and business continuity plans
- b. Ensure that employees have a clear understanding of their roles and responsibilities before the virus outbreak occurs. For example, employees should be informed of the business continuity measures that will impact them and be kept updated on the policies and progress on the measures to be implemented by the company in the event of a virus outbreak. Consider setting up a communication channel for employees to report their status and to make enquiries
- c. Identify the relevant stakeholders such as suppliers, service providers and customers, and key messages for each stakeholder group; and begin a dialogue with them on potential contingency measures during a virus outbreak

## **DORSCON**

5. MOH has developed a colour-coded 'Disease Outbreak Response System Condition (DORSCON) framework that shows the nature of disease, impact on daily life and advice to public at different alert levels (see **Annex 6**). The current DORSCON alert level is found at [www.moh.gov.sg/covid-19](http://www.moh.gov.sg/covid-19)

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<sup>7</sup> For example, the advisory on tighter measures to minimise further spread of COVID-19 by MOH

6. The DORSCON alert levels should be used as a guide as to when enterprises will activate their business continuity measures and adopt infection control measures at their workplaces. As there may be a gradation of responses with each DORSCON phase and response measures may change during a virus outbreak, enterprises should build in buffer capacity and flexibility, where possible, in their existing BCP, so that measures can be ramped up or down, in line with the advisories issued by MOH and other government agencies. Recommended measures for enterprises at various alert levels are given in **Annex 6**
7. As the virus outbreak subsides, enterprises should also develop procedures to restore and return to business as usual

## **Advisories**

8. Enterprises should refer to the latest advisories issued by MOH, MOM and other government agencies as the situation evolves. Enterprises should implement appropriate measures in accordance with the latest advisories published by MOH, MOM and other government agencies



## Annex 1

# Roles and responsibilities of the Business Continuity Manager

1. Actively monitor development of the virus outbreak and work with management to disseminate messages to employees with clear instructions when measures need to be activated
2. Educate employees on the latest available information on the virus. Brief them on the need for infection control measures and the preventive procedures that have been set in place. Educate employees on the different types of thermometers, such as oral and ear thermometer, and the proper way of using them
3. Collate updated contact information of all employees, i.e. home address/home telephone number/mobile phone number. Make sure all employees have contact numbers of Business Continuity Manager/Assistant Business Continuity Manager\*. Employees are to contact the Business Continuity Manager if they are admitted to hospital with suspected infections for contact tracing purposes
4. Ensure that the company has appointed at least one designated Point of Contact (POC) (may be the Business Continuity Manager), who will be responsible for liaising with MOH during activation of contact tracing processes at the workplace. The POC should be prepared to supply relevant information to the MOH contact tracing team to assist them in their contact tracing. These information could include all likely contacts of the affected staff, staff movement and deployment rosters, maps of locality layouts and traffic patterns, locations of nearby amenities, and contact information (the Personal Data Protection Act has provisions to allow the sharing of personal data in emergency situations)
5. Check the following websites ([www.moh.gov.sg/covid-19](http://www.moh.gov.sg/covid-19) & [www.mom.gov.sg/covid-19](http://www.mom.gov.sg/covid-19)) daily for updated advisories (e.g. travel advisories) and update employees accordingly
6. Ensure that employees who have travelled to affected areas follow the travel advisories issued by MOH, MOM (e.g. Stay-Home Notice and quarantine order) and MFA. Check on employees' health by phone or email during his/her absence from work
7. Ensure that employees who are observing SHN or quarantine orders are kept up-to-date of events in office
8. Ensure that the workplace has adequate supplies of tissue paper/hand towels, disinfectants and masks
9. Brief employees on personal hygiene measures (refer to **Annex 2**)
10. Put up notices in washrooms on proper hand washing techniques

11. Step up cleaning frequency of common areas, especially high touch and high traffic places e.g. pantries, washrooms, meeting rooms. Liaise with cleaning employees/contractors on this arrangement
12. Designate a room/area in the office with nearby toilet facilities as the isolation room/area for the employee(s) with COVID-19 symptoms (e.g. fever) to use. Identify the isolation route (a route that is not commonly used by employees/visitors) that leads to an area where the employees with COVID-19 symptoms can be brought to the clinic/hospital
13. Identify hospitals/clinics that employees with COVID-19 symptoms can be brought for medical assessment
14. Where advised by MOH, carry out symptom or temperature monitoring of employees. If temperature monitoring is instituted, ensure employees measure their temperature twice daily (see **Annex 3G**: Temperature Monitoring Log). Once an employee is identified to have fever (38°C and above), follow instructions in **Annex 3B**: Procedures upon Detection of Unwell Employee

\*Note: Depending on the employee strength of your company and the size of your company's premises, an assistant Business Continuity Manager should be appointed as a backup to cover the duties of the Business Continuity Manager. If applicable, a Response Team should be set up to support the execution of incident response measures.

## Annex 2A

### Good personal hygiene

1. Adopt the following precautions at all times:
  - a. Avoid contact with live animals including poultry and birds, and consumption of raw and undercooked meats
  - b. Avoid crowded places and close contact with people who are unwell or showing symptoms of illness
  - c. Observe good personal hygiene
  - d. Practise frequent hand washing with soap (e.g. before handling food or eating, after going to the toilet, or when hands are dirtied by respiratory secretions after coughing or sneezing)
  - e. Wear a mask if you have respiratory symptoms such as a cough or runny nose
  - f. Cover your mouth with a tissue paper when coughing or sneezing, and dispose the soiled tissue paper in the rubbish bin immediately; and
  - g. Seek medical attention promptly if you are feeling unwell
  - h. Wash hands
    - i. Regularly and thoroughly with soap and water
    - ii. Before and after preparing food
    - iii. After going to the toilet
    - iv. Before and after eating
    - v. After coughing and sneezing
    - vi. After removing personal protective equipment like mask and disposable gloves
  - i. Maintain good indoor ventilation
  - j. Avoid sharing food, cutlery, crockery, utensils and other personal hygiene items
  - k. Avoid physical contact such as shaking hands and avoid touching your face or rubbing your eyes
2. Maintain good personal hygiene, including hand washing with soap and water, or the use of alcohol-based hand rubs
3. Proper hand washing requires soap and water. The constant rubbing action helps soap break down the grease and dirt that carry most germs. Washing your hands for at least 15 to 30 seconds with soap and water does not just make your hands smell fresh but also reduces germ count by up to 99%

4. Follow these 8 simple steps to keep your hands clean:



Source: Ministry of Health

## How to wear a surgical mask

### HOW TO WEAR A MASK?



It should **COVER YOUR MOUTH, NOSE AND CHIN**, with the coloured side facing outwards.



**PINCH THE METAL EDGE OF THE MASK** so that it presses gently on your nose bridge.



Remove a used mask by **HOLDING ONLY THE EAR LOOPS**.



## DO NOT WEAR A MASK IF YOU ARE WELL

**There are sufficient masks in the warehouses and government stockpiles, if they are used responsibly.**

### WEAR A MASK ONLY IF



- You have a **FEVER, COUGH OR RUNNY NOSE**
- You are **RECOVERING FROM ILLNESS**

Note:

- To be effective, change your mask regularly or if soiled or wet
- Wash your hands with soap and water after disposing the soiled mask properly into a bin

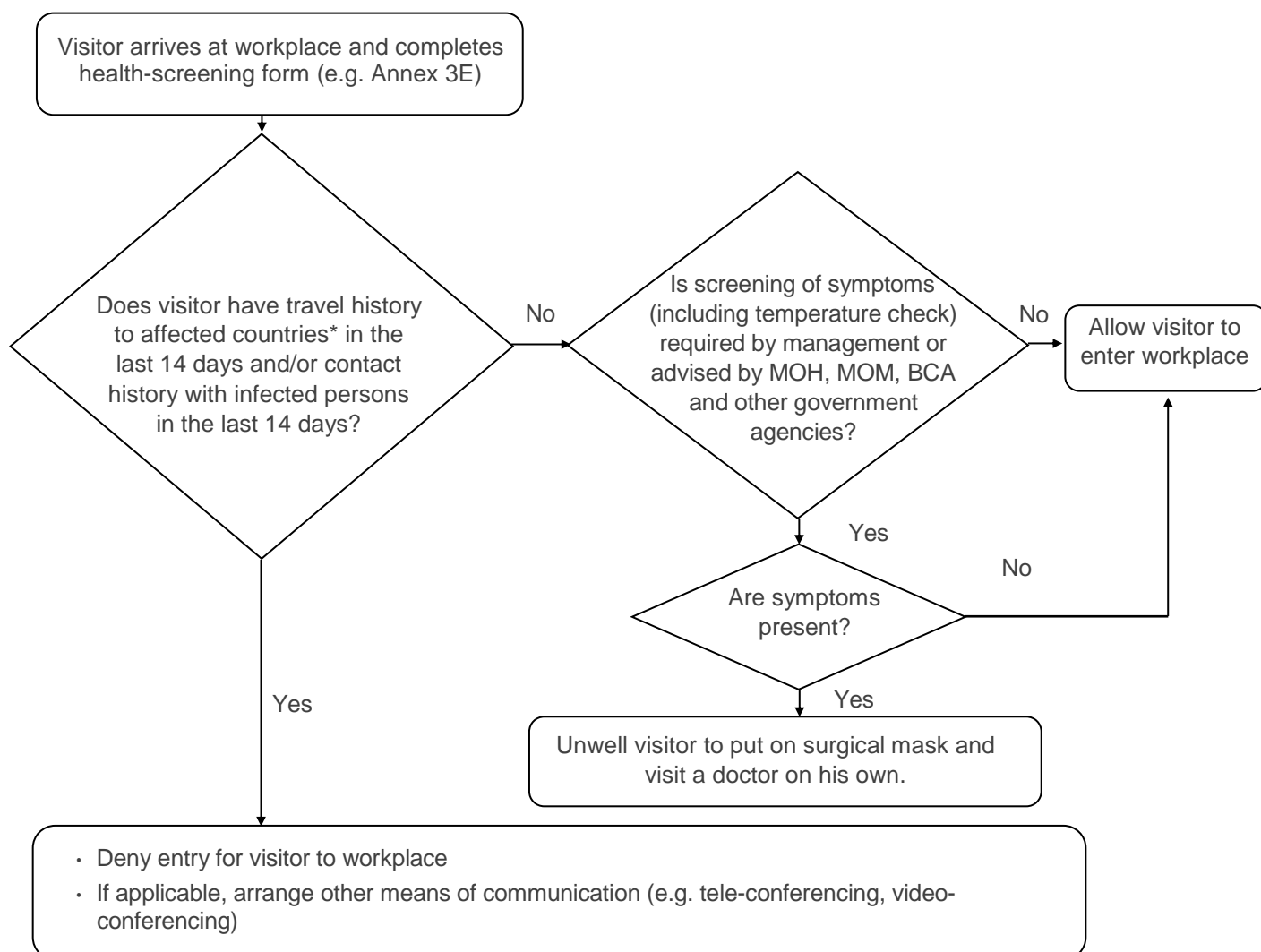
Source: Ministry of Health

## Annex 3A

# Screening procedures of visitors and employees

## SOP #1: Example of a workflow for visitor screening at the workplace

Enterprises should establish a procedure to manage the flow of visitors in their premises

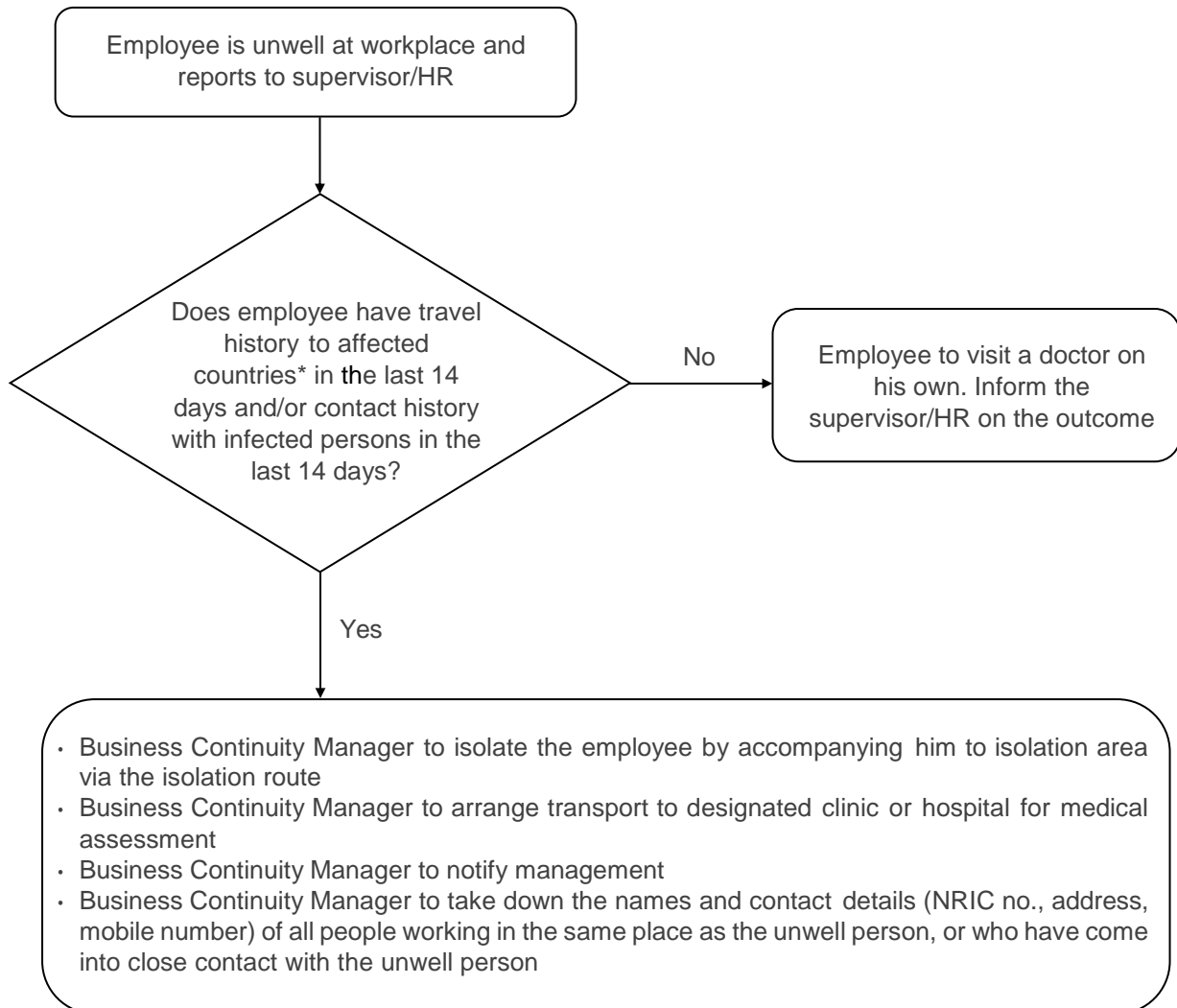


### Additional Note:

- \*Please refer to MOH and MOM advisories on affected countries and areas
- Additional procedures and measures may be required if advised by MOH and other government agencies
- PPE (e.g. masks and gloves) to be made available at the counter for employees and visitors

## Annex 3B

### SOP #2: Example of a workflow for managing an unwell employee at workplace



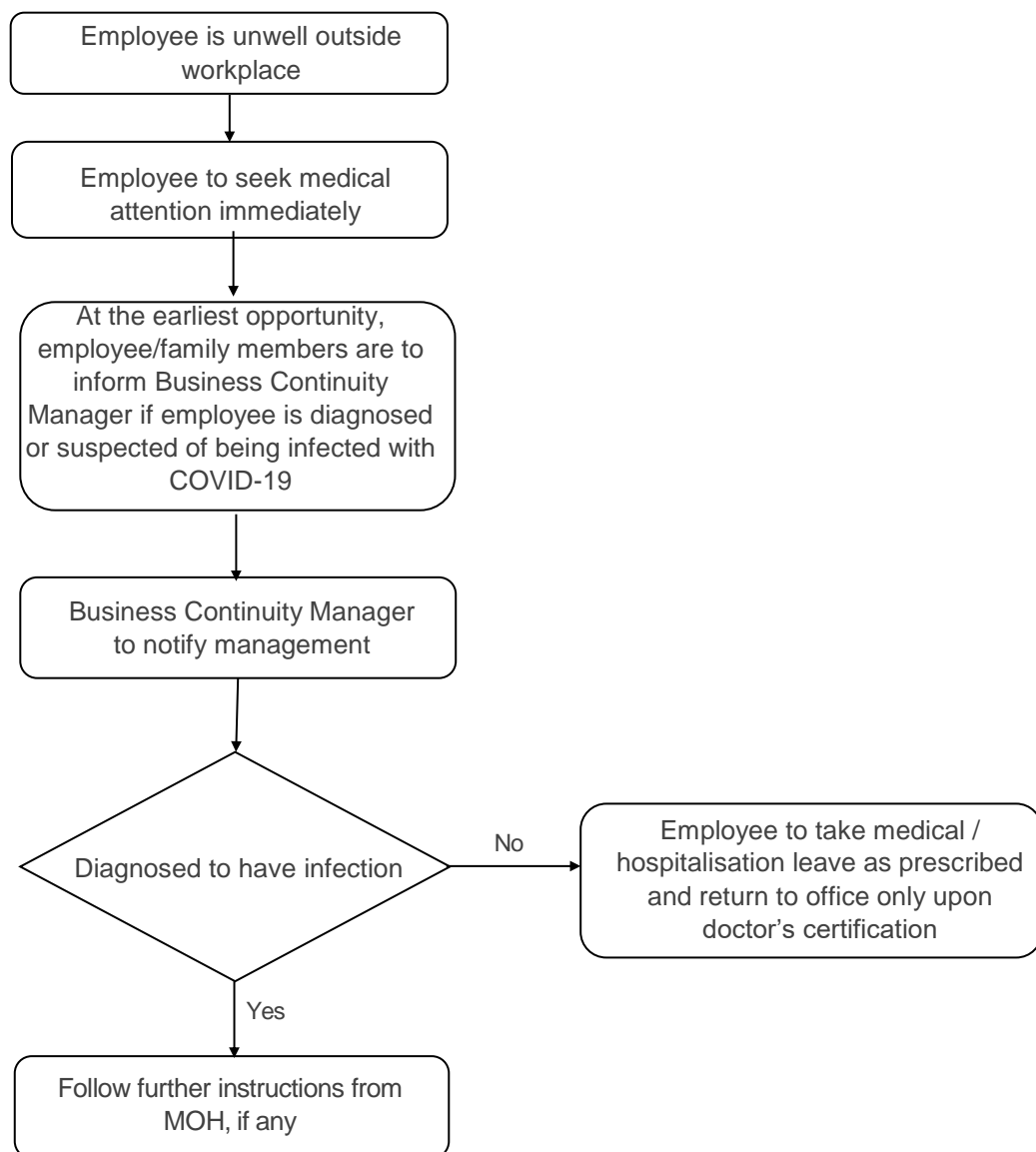
#### Additional Note:

- \* Please refer to MOH and MOM advisories on affected countries and areas
- Additional procedures and measures may be required if advised by MOH and other government agencies
- PPE (e.g. masks and gloves) to be made available at the counter for employees and visitors



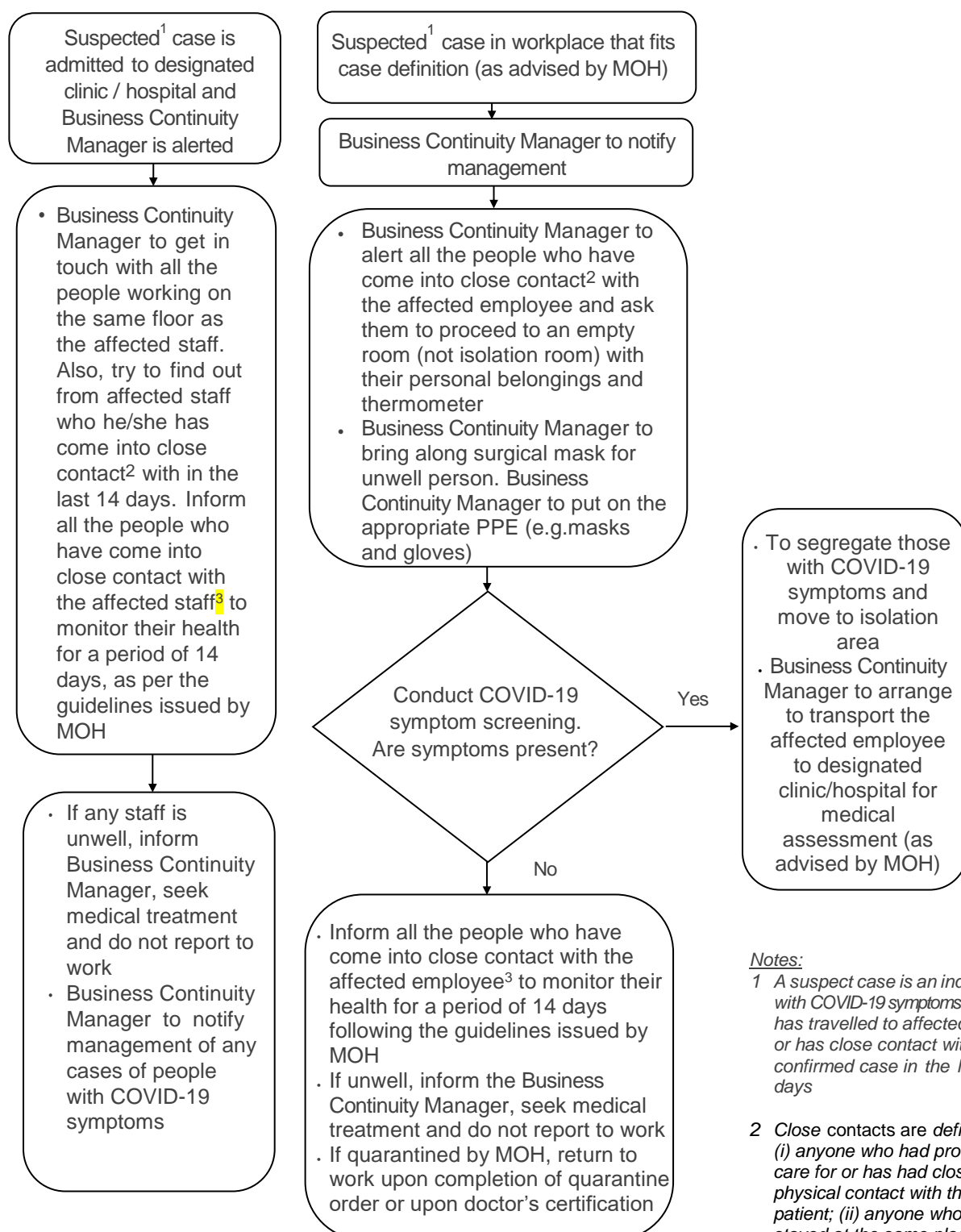
## Annex 3C

### SOP #3: Example of a workflow for managing employee unwell outside workplace



## Annex 3D

### SOP #4: Example of a workflow for contact tracing



#### Notes:

1 A suspect case is an individual with COVID-19 symptoms and has travelled to affected areas or has close contact with a confirmed case in the last 14 days

2 Close contacts are defined as: (i) anyone who had provided care for or has had close physical contact with the patient; (ii) anyone who had stayed at the same place as a confirmed case.

3 As a precaution, staff may be advised to work from home or remotely (or as advised by MOH)

## Annex 3E

### Example of Health Screening Form for Visitors

Dear Sir / Madam

To prevent the spread of COVID-19 in our community and reduce the risk of exposure to our staff and visitors, we are conducting a simple screening questionnaire. Your participation is important to help us take precautionary measures to protect you and everyone in this building. Thank you for your time.

Visitor's name:	Personal contact number (Mobile number/Home):
NRIC / Passport no*.::	Nationality:
Organisation of visitor (If applicable):	
Meeting venue / level / department to visit:	Name of host:
Temperature reading of visitor:	Recorded by staff (name):

	Self-declaration by visitor												
1	<p><input type="checkbox"/> No symptom</p> <p>If you have the following symptom(s), please tick the relevant box(es)</p> <table><tr><td><input type="checkbox"/> Fever</td><td><input type="checkbox"/> Dry cough</td><td><input type="checkbox"/> Body aches</td><td><input type="checkbox"/> Headaches</td></tr><tr><td><input type="checkbox"/> Sore throat</td><td><input type="checkbox"/> Runny nose</td><td><input type="checkbox"/> Tiredness</td><td><input type="checkbox"/> Shortness of breath</td></tr><tr><td colspan="4"><input type="checkbox"/> Others _____</td></tr></table>	<input type="checkbox"/> Fever	<input type="checkbox"/> Dry cough	<input type="checkbox"/> Body aches	<input type="checkbox"/> Headaches	<input type="checkbox"/> Sore throat	<input type="checkbox"/> Runny nose	<input type="checkbox"/> Tiredness	<input type="checkbox"/> Shortness of breath	<input type="checkbox"/> Others _____			
<input type="checkbox"/> Fever	<input type="checkbox"/> Dry cough	<input type="checkbox"/> Body aches	<input type="checkbox"/> Headaches										
<input type="checkbox"/> Sore throat	<input type="checkbox"/> Runny nose	<input type="checkbox"/> Tiredness	<input type="checkbox"/> Shortness of breath										
<input type="checkbox"/> Others _____													
2	<p>Have you been in contact with a confirmed COVID-19 patient in the past 14 days?</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p>												
3	<p>Have you been to affected countries or area(s) in the past 14 days as stated in the MOH and MOM travel advisories?</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>If yes, please indicate the affected country(s) or area(s) : _____</p>												

Signature (visitor): \_\_\_\_\_

Date: \_\_\_\_\_

\*Note: Information captured is used for contact tracing if required

## Annex 3F

### Example of Notification Form for Employees

Suspected infection case at work

#### Details of affected employee

Name:	Department/worksite:	Location of isolation:												
Job title:	Nationality:	NRIC / Passport no*.::												
Address:														
Contact number: _____(W) _____(H) _____(M)														
Symptoms: <table border="0"><tr><td><input type="checkbox"/> Fever</td><td><input type="checkbox"/> Body aches</td><td><input type="checkbox"/> Shortness of breath</td></tr><tr><td><input type="checkbox"/> Sore throat</td><td><input type="checkbox"/> Tiredness</td><td></td></tr><tr><td><input type="checkbox"/> Dry cough</td><td><input type="checkbox"/> Headache</td><td></td></tr><tr><td><input type="checkbox"/> Runny nose</td><td><input type="checkbox"/> Others</td><td>Details: _____</td></tr></table>			<input type="checkbox"/> Fever	<input type="checkbox"/> Body aches	<input type="checkbox"/> Shortness of breath	<input type="checkbox"/> Sore throat	<input type="checkbox"/> Tiredness		<input type="checkbox"/> Dry cough	<input type="checkbox"/> Headache		<input type="checkbox"/> Runny nose	<input type="checkbox"/> Others	Details: _____
<input type="checkbox"/> Fever	<input type="checkbox"/> Body aches	<input type="checkbox"/> Shortness of breath												
<input type="checkbox"/> Sore throat	<input type="checkbox"/> Tiredness													
<input type="checkbox"/> Dry cough	<input type="checkbox"/> Headache													
<input type="checkbox"/> Runny nose	<input type="checkbox"/> Others	Details: _____												
Date & time of fever onset:														
Date & time of isolation:														
Travel history over the last 14 days														
Countries visited:														
Flights taken:														

#### Details of recording employee

Name:	
Job title:	
Address:	
Contact no: _____(W) _____(H) _____(M)	
Date & time of recording:	

\*Note: Information captured is used for contact tracing if required

## Annex 3G

## Temperature Monitoring Log

Name:

Department:

[illegible]

Please keep a record of your temperature reading twice daily

- 37.5°C and above, but below 38°C, please seek immediate medical attention
- 38°C and above, please alert Business Continuity Manager immediately
- Please keep temperature log for the Business Continuity Manager's audit

## Annex 4

# Tips on Temperature Taking

### When to take your temperature:

1. Wait for 20 to 30 minutes after smoking, eating, or drinking a hot or cold liquid
2. Wait at least 1 hour after heavy exercise or a hot bath before measuring body temperature

### How to take your temperature:

3. There are different ways of temperature taking for the different types of thermometers available

### Glass thermometer

4. Wash the thermometer bulb with soap and water before use
5. Shake the thermometer a few times to bring the level of liquid in the thermometer below 35°C
6. Temperatures can be taken from the armpit or mouth

#### Armpit reading

7. Place the thermometer bulb under your armpit. Press arm against body to hold the thermometer in place. Remove the thermometer and read the temperature after 5 minutes

#### Oral reading

8. Place the thermometer bulb under your tongue. Close your mouth and do not talk or bite the thermometer. Remove the thermometer and read the temperature after 3 minutes
9. Wash the bulb of the thermometer with soap and water after use

**Note:** Do not use a mercury thermometer for children under six in case of breakage leading to mercury poisoning.

### Digital thermometer

10. Wash the area of the thermometer bulb with soap and water before use
11. Switch on the thermometer and wait until it is ready to register a reading
12. Temperatures can be taken from the armpit or mouth

#### Armpit reading

13. Place the thermometer bulb under your armpit. Press arm against body to hold the thermometer in place. The thermometer will beep to signal that the temperature display is ready for reading. Remove the thermometer and read the temperature

### Oral reading

14. Place the thermometer bulb under your tongue. Close your mouth and do not talk or bite the thermometer. The thermometer will beep to signal that the temperature display is ready for reading. Remove the thermometer and read the temperature
15. Wash the area of the thermometer bulb with soap and water after use

### **Ear (tympanic) thermometer**

16. To keep the probe clean, use a disposable probe cover. Use a new cover each time you take an ear temperature
17. Switch on the thermometer
18. Pull the ear backwards and upwards to straighten the ear canal when the thermometer is ready to register a reading
19. Center the probe tip in the ear, and push gently inward towards the eardrum. Do not force it in.
20. Press the activation button and hold until a reading appears (some models may beep when it is ready for a reading)
21. Remove the thermometer and read the temperature
22. Discard cap after use (use a new cap for every temperature taking)

### **Non-contact infrared forehead thermometer**

23. Non-contact infrared forehead thermometers are held 3 cm to 5 cm from the person and typically measure temperature on the forehead or temple
24. If the temperature reading is  $>37.4^{\circ}\text{C}$ , you may have fever
25. Person's head to hold still and to hold the thermometer steady for 2-3 seconds during the measurement. Movement will impact the temperature reading
26. For best results, the person should be indoors and away from direct sunlight for at least 30 minutes before taking temperature
27. Remove any hair from forehead before measuring temperature. Clean any sweat or dirt or cosmetic away from forehead to improve accuracy

### **Remember:**

- **It is important to read the manufacturer's instructions on the proper use of the thermometer**
- When washing glass or digital thermometers, wash only the area in contact with the mouth/skin as the thermometer may not be waterproof
- Do not talk when taking an oral temperature or move about when taking an armpit temperature



**To note:**

- Temperatures taken at different parts of the body present different readings – those taken from the armpit are lower than readings from the mouth and ear
- For adults: if the armpit temperature is 37.0°C and above, the oral temperature is 37.3°C and above, or the ear temperature is 37.7°C and above, you have a fever
- Children (below 12 years) have a fever if the armpit temperature is over 37.2°C, the oral temperature is over 37.5°C or the ear temperature is over 37.9°C
- The normal temperature for healthy adults and children ranges from 36.2°C to 37.2°C and the average normal temperature is taken as 37.0°C
- Children tend to have higher body temperatures due to higher metabolic rates
- Women who are ovulating may have temperatures that are 0.6°C higher due to hormonal changes in their bodies
- Adults over 65 years of age may have temperatures that are 0.3°C lower because of lower metabolic rates

**Sources:**

- HealthHub  
<https://www.healthhub.sg/a-z/diseases-and-conditions/693/common-childhood-conditions-fever>
- Singapore Medical Association  
[https://www.sma.org.sg/sma\\_news/3603/personally\\_cyc\\_11.pdf](https://www.sma.org.sg/sma_news/3603/personally_cyc_11.pdf)
- MedlinePlus [a service of U.S. National Library of Medicine (NLM)]  
<https://medlineplus.gov/ency/article/001982.htm>
- National Center for Biotechnology Information  
<https://www.ncbi.nlm.nih.gov/books/NBK331/>

## Annex 5

# Examples on Safe Distancing Measures For Food & Beverage and Retail Establishments

## MIND THE GAP

Implementing Safe Distancing Measures at Food & Beverage Establishments

### QUEUE MANAGEMENT

Reduce the number of people gathering by using a queue management system



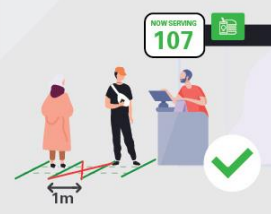
Utilise mobile ordering and payment to avoid waiting at the cashier



Encourage takeaway orders to avoid crowding



Clearly mark out queueing areas and space customers out by at least 1m

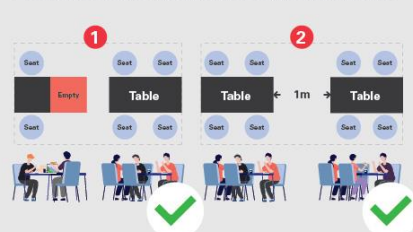


### TABLE AND SEATING ARRANGEMENT

Keep group dining to 10 or fewer



Provide a safe distance between diners

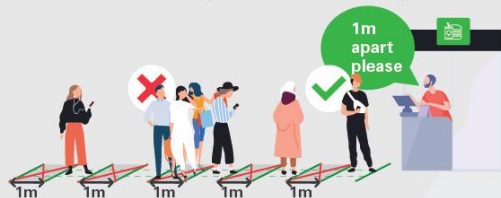


Disinfect to protect

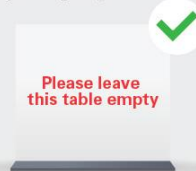


### COMMUNICATION

Train service staff to explain safe distancing measures



Put up simple signage



For more information, visit

[enterprisesg.gov.sg/covid-19/safe-distance](https://enterprisesg.gov.sg/covid-19/safe-distance)

Please email [enquiry@enterprisesg.gov.sg](mailto:enquiry@enterprisesg.gov.sg) for any feedback.

Updated: 26 March 2020

Enterprise  
Singapore

# MIND THE GAP

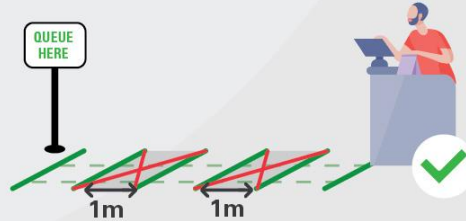
## Implementing Safe Distancing Measures at Retail Establishments

### CROWD AND QUEUE MANAGEMENT

Space out the queueing of shoppers (at least 1 metre apart) for fitting rooms and at cashiers



Use floor stickers to mark queueing positions



Encourage the use of self-checkouts, and cashless or contactless payment to reduce cash-handling



Shoppers should have at least 1m spacing between them and not exceed a group of 10

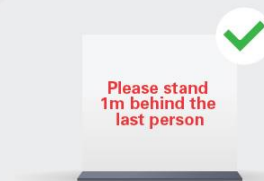


### COMMUNICATION

Train service staff to explain safe distancing measures



Put up simple signage



For more information, visit

[enterprisesg.gov.sg/covid-19/safe-distance](https://enterprisesg.gov.sg/covid-19/safe-distance)

Please email [enquiry@enterprisesg.gov.sg](mailto:enquiry@enterprisesg.gov.sg) for any feedback.

Updated: 26 March 2020

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Singapore**

\*Note: Refer to the most up-to-date advisory on safe distancing measures at [www.enterprisesg.gov.sg/covid-19/safe-distance](https://www.enterprisesg.gov.sg/covid-19/safe-distance)

## Annex 6

# MOH Disease Outbreak Response System Condition (DORSCON) Framework

The 'Disease Outbreak Response System Condition', or DORSCON<sup>8</sup> (see Table below), is a colour-coded framework that shows you the current disease situation. It also demonstrates what needs to be done to prevent and reduce the impact of infections

DORSCON takes into account both disease severity and spread to predict the impact on the community. MOH's risk assessment for DORSCON includes:

- The current disease situation overseas
- How transmissible the disease is
- How likely it is to arrive in Singapore
- What impact it may have on the local community

Colour	Nature of Disease	Impact on Daily Life	Advice to Public
Green	Disease is mild <b>OR</b> Disease is severe but does not spread easily from person to person  (e.g. MERS, H7N9)	Minimal disruption e.g. border screening, travel advice	<ul style="list-style-type: none"> <li>• Be socially responsible: if you are sick, stay home</li> <li>• Maintain good personal hygiene</li> <li>• Look out for health advisories</li> </ul>
Yellow	Disease is severe and spreads easily from person to person but is occurring outside Singapore <b>OR</b> Disease is spreading in Singapore but is (a) typically mild i.e. only slightly more severe than seasonal influenza. Could be severe in vulnerable groups (e.g. H1N1 pandemic) <b>OR</b> (b) being contained	Minimal disruption e.g. additional measures at border and/or healthcare settings expected, higher work and school absenteeism likely	<ul style="list-style-type: none"> <li>• Be socially responsible: if you are sick, stay home</li> <li>• Maintain good personal hygiene</li> <li>• Look out for health advisories</li> </ul>
Orange	Disease is severe <b>AND</b> spreads easily from person to person, but disease has not spread widely in Singapore and is being contained (e.g. SARS experience in Singapore)	Moderate disruption e.g. quarantine, temperature screening, visitor restrictions at hospitals	<ul style="list-style-type: none"> <li>• Be socially responsible: if you are sick, stay home</li> <li>• Maintain good personal hygiene</li> <li>• Look out for health advisories</li> <li>• <b>Comply with control measures</b></li> </ul>
Red	Disease is severe <b>AND</b> is spreading widely	Major disruption e.g. school closures, work from home orders, significant number of deaths	<ul style="list-style-type: none"> <li>• Be socially responsible; if you are sick, stay home</li> <li>• Maintain good personal hygiene</li> <li>• Look out for health advisories</li> <li>• Comply with control measures</li> <li>• <b>Practise social distancing; avoid crowded areas</b></li> </ul>

<sup>8</sup> Ministry of Health: Being Prepared for a Pandemic (<https://www.moh.gov.sg/diseases-updates/being-prepared-for-a-pandemic>)

Recommended measures to be taken at various DORSCON level are given in the table below. Enterprises should refer to the latest advisories issued by MOH, MOM and other government agencies to guide them in their business continuity planning.

DORSCON				
Green		Yellow	Orange	Red
Human Resource Management	<b>Overseas travel</b>			
	<ul style="list-style-type: none"> <li>Review employee management policies on overseas travel (e.g. avoid non-critical travel to affected countries or areas, and SHN after returning to Singapore from affected countries or areas)</li> </ul>	<ul style="list-style-type: none"> <li>Defer travel to affected countries or areas and recall of employees from affected countries or areas (if travel advisory is issued by MOH)</li> <li>Adhere to advisories issued by MOH, MOM and other government agencies on affected employees after they returned to Singapore from affected countries and areas (e.g. quarantine, SHN and housing)</li> </ul>	<ul style="list-style-type: none"> <li>Defer travel to affected countries and areas</li> <li>Adhere to advisories issued</li> </ul>	<ul style="list-style-type: none"> <li>Defer travel to affected countries and areas</li> <li>Adhere to advisories issued</li> </ul>
Human Resource Management	<b>Working arrangement of employees</b>			
	<ul style="list-style-type: none"> <li>Update details of employees</li> <li>Conduct briefing/training/ exercise to familiarise employees on the company's response plan</li> <li>Plan to group essential employees into two or more teams to minimise disruption to business operations</li> <li>Identify high-risk employees (e.g. elderly employee and pregnant women)</li> </ul>	<ul style="list-style-type: none"> <li>Update employees regularly on health advisories issued by the MOH and other agencies</li> <li>Conduct exercise (e.g. on-site simulation) of business continuity working arrangements</li> <li>Adhere to health advisories issued by MOH and other government agencies</li> <li>Update the grouping of essential employees and list of high-risk employees</li> <li>Plan for local housing for key workers who commute from outside of Singapore that may be affected by travel restrictions or border closures</li> </ul>	<ul style="list-style-type: none"> <li>Update employees regularly on health advisories</li> <li>Adhere to health advisories</li> <li>Deploy business continuity working arrangements</li> <li>Deploy high-risk employees to work from home</li> <li>Activate plan to provide local housing for key workers who commute from outside of Singapore that may be affected by travel restrictions or border closures</li> </ul>	<ul style="list-style-type: none"> <li>Update employees regularly on health advisories</li> <li>Adhere to health advisories</li> <li>Maintain deployment of BCP working arrangements</li> <li>Deploy all non-essential employees (including high-risk employees) to work from home and focus HR resources on critical areas</li> <li>Activate plan to provide local housing for key workers who commute from outside of Singapore that may be affected by travel restrictions or border closures</li> </ul>

Process and business functions	<b>Personal Protection Equipment (PPE)</b>			
	<ul style="list-style-type: none"> <li>Plan and prepare adequate quantity of PPE (e.g. surgical masks and gloves) and undertake training to familiarise employees with their usage</li> </ul>	<ul style="list-style-type: none"> <li>Issue appropriate PPE, as advised by MOH and other agencies</li> </ul>	<ul style="list-style-type: none"> <li>Put on appropriate PPE where required</li> </ul>	<ul style="list-style-type: none"> <li>Put on appropriate PPE where required</li> </ul>
	<b>Cleaning and disinfection</b>			
	<ul style="list-style-type: none"> <li>Prepare/update cleaning and disinfection guidelines for work places</li> </ul>	<ul style="list-style-type: none"> <li>Clean and disinfect common areas within the workplace (including cleaning of the air-conditioning system, if required)</li> <li>Clean and disinfect areas used by suspected or confirmed cases of infection</li> </ul>	<ul style="list-style-type: none"> <li>Increase frequency of cleaning and disinfecting common areas within the workplace</li> <li>Clean and disinfect areas used by suspected or confirmed cases of infection</li> </ul>	<ul style="list-style-type: none"> <li>Increase frequency of cleaning and disinfecting common areas within the workplace</li> <li>Clean and disinfect areas used by suspected or confirmed cases of infection</li> </ul>
	<b>Screening for employees and visitors</b>			
	<ul style="list-style-type: none"> <li>Prepare screening procedures (e.g. temperature and travel history) for employees and visitors</li> <li>Prepare isolation room/area and routes from workplace/ reception area to the isolation room(s)</li> </ul>	<ul style="list-style-type: none"> <li>Activate screening procedures if required and ensure adequate screening equipment</li> <li>Activate isolation room/area if required</li> </ul>	<ul style="list-style-type: none"> <li>Activate screening procedures and isolation room(s)</li> <li>Prevent visitors with COVID-19 symptoms from entering workplaces</li> <li>Assist MOH with contact tracing if required</li> </ul>	<ul style="list-style-type: none"> <li>Maintain screening procedures and isolation room(s)</li> <li>Visitors are not encouraged</li> <li>Maintain assistance to MOH with contact tracing if required</li> </ul>
	<b>Remote working</b>			
	<ul style="list-style-type: none"> <li>Plan and prepare remote communications access among employees working from home/off-site/affected areas</li> <li>Plan for alternate site(s)</li> </ul>	<ul style="list-style-type: none"> <li>Activate remote communications access among employees working from home/off-site/affected areas</li> <li>Plan to support remote communications access for employees to interact with suppliers and key customers</li> <li>Prepare and set up alternate site(s)</li> </ul>	<ul style="list-style-type: none"> <li>Maintain remote communications access among employees</li> <li>Activate remote communications access for employees to interact with suppliers and key customers</li> <li>Activate alternate site(s)</li> </ul>	<ul style="list-style-type: none"> <li>Maintain remote communications access among employees and their interactions with suppliers and key customers</li> <li>Maintain alternate site(s)</li> </ul>

	<b>Supply and delivery</b>			
	<ul style="list-style-type: none"> <li>• Prepare/update contact information of suppliers and key customers</li> <li>• Identify single source suppliers and plan for alternative suppliers and deliveries (e.g. pre-qualify alternative suppliers if required)</li> <li>• Identify and plan alternative delivery means to key customers (e.g. border closures)</li> </ul>	<ul style="list-style-type: none"> <li>• Prepare for alternative suppliers and deliveries (e.g. if no alternative supplier is available, increase inventory levels)</li> <li>• Prepare for alternative delivery means to key customers</li> <li>• Monitor inventory level</li> </ul>	<ul style="list-style-type: none"> <li>• Activate alternative suppliers and alternative deliveries for suppliers and key customers</li> <li>• Manage inventory level</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain alternative suppliers and alternative deliveries for suppliers and key customers</li> <li>• Manage inventory level</li> </ul>
	<b>Internal stakeholders</b>			
	<ul style="list-style-type: none"> <li>• Develop a communication plan for internal stakeholders</li> <li>• Create general awareness of the company's response plan for virus outbreak (e.g. remote working)</li> <li>• Monitor government advisories</li> </ul>	<ul style="list-style-type: none"> <li>• Activate communication plan (e.g. update employees and other internal stakeholders on the company's response plan at various DORSCON level)</li> <li>• Monitor and disseminate government advisories</li> <li>• Plan counselling for employees if required</li> </ul>	<ul style="list-style-type: none"> <li>• Update employees regularly</li> <li>• Initiate counselling if required</li> </ul>	<ul style="list-style-type: none"> <li>• Update employees regularly</li> <li>• Maintain counselling if required</li> </ul>
	<b>External stakeholders</b>			
	<ul style="list-style-type: none"> <li>• Develop a communication plan for external stakeholders (e.g. suppliers and customers)</li> </ul>	<ul style="list-style-type: none"> <li>• Activate communication plan (e.g. inform suppliers and customers on how the company should receive its supplies and deliver its products and services)</li> <li>• Prepare for cancellation of planned mass gathering events</li> </ul>	<ul style="list-style-type: none"> <li>• Inform suppliers on alternative procedures for pickup/deliveries</li> <li>• Update customers on service levels and/or alternative procedures for pickup/deliveries for business continuity, if required</li> <li>• Inform suppliers and customers on restricting visits to company's premises to essential visits, if required</li> <li>• Cancel mass gathering events, if advised by MOH</li> </ul>	<ul style="list-style-type: none"> <li>• Update external stakeholders regularly</li> <li>• Cancel mass gathering events</li> </ul>



## Annex 6



# Information on Advisories

### Information on local advisories

Ministry of Health <a href="http://www.moh.gov.sg/covid-19">www.moh.gov.sg/covid-19</a>	
Ministry of Manpower <a href="http://www.mom.gov.sg/covid-19">www.mom.gov.sg/covid-19</a>	
National Environment Agency <a href="http://www.nea.gov.sg">www.nea.gov.sg</a>	
Building and Construction Authority <a href="http://www.bca.gov.sg">www.bca.gov.sg</a>	
Singapore Tourism Board <a href="http://www.stb.gov.sg">www.stb.gov.sg</a>	

<p>Early Childhood Development Agency  <a href="http://www.ecda.gov.sg">www.ecda.gov.sg</a></p>	
<p>Advisories for Various Sectors  <a href="http://www.gov.sg/article/covid-19-sector-specific-advisories">www.gov.sg/article/covid-19-sector-specific-advisories</a></p>	

#### Information on international advisories

<p>World Health Organisation  <a href="http://www.who.int">www.who.int</a></p>	
<p>Centers for Disease Control and Prevention  <a href="http://www.cdc.gov">www.cdc.gov</a></p>	

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