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 measures 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**.

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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 outbreak. 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)[1], 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.   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).[2]

3.   The most common symptoms of COVID-19 are fever, tiredness, and dry cough. Other symptoms that are less common and may affect some patients include aches and pains, nasal congestion, headache, conjunctivitis, sore throat, diarrhoea, loss of taste or smell or a rash on skin or discoloration of fingers or toes. Most people recover from the disease without needing hospital 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. [3]

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[1] Refer to MOH and MOM websites for the latest details on SHN and quarantine orders
[2] World Health Organisation: Q&A on coronaviruses (COVID-19) (https://www.who.int/news-room/q-a-detail/q-a-coronaviruses)
[3] 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 1A**

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 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, Work From Home (WFH) 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 [4] . Refer to MOH and MOM websites (**www.moh.gov.sg/covid-19** & **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 or dedicated SHN facilities by authorities at all times during the 14 days
   - Those placed on SHN should monitor their health closely, i.e. at least 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

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

employees) to 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. Employers may refer to MOM's advisory at **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** & **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 safe 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
- Cross-train employees to reduce reliance on any staff and establish covering arrangements

b. Establish and implement a system of Safe Management Measures (SMM)to provide a safe working environment and minimise risks of further outbreaks.
- Appoint a Safe Management Officer (SMO) to ensure the implementation of all SMM, conduct audit on a periodic basis and resolve issues in a timely manner (see **Annex 1B** on the roles and responsibilities of SMO and an example of a checklist of SMM)
- Allow employees who are able to work from home to do so. Employees should only come into the workplaces when needed, e.g. to operate production lines, access systems/equipment that cannot be accessed from home and/or complete a contract or transaction that is legally required to be completed in person and on-site
- Communicate and explain clearly the SMM to employees. Refer to MOH, MOM and other government agencies' websites for the latest advisories on safe management measures for the workplace

c. Educate employees on infection control and good personal hygiene (see **Annex 2**)

d. Develop plans related to visitor and employee screening and follow-up actions (see **Annex 3** on recommended procedures for screening visitors and employees)

e. Develop a robust employee sickness surveillance process to identify and manage unwell employees

f. 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

g. Clean and disinfect companies' premises exposed to suspected or confirmed case(s) of COVID-19. Owners or operators can refer to the guidelines for environmental cleaning and disinfection released by NEA[5]

Supplier and customer management

a. 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)

b. Identify essential customers and plan and prepare business continuity measures to meet customer needs. This includes providing alternative delivery modes for customers

c. Adhere to latest advisories on implementing safe management or safe distancing measures for customers[6]. 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. Enterprises are encouraged to offer services by appointment or through digital services where possible, to minimise queues. **Annex 5** shows examples on safe management 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[7]. 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 of 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

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[5] National Environment Agency: Guidelines for Environmental Cleaning and Disinfection (www.nea.gov.sg/our-services/public-cleanliness/guidelines-for-environmental-cleaning-and-disinfection)
[6] Enterprise Singapore: Advisory on Implementing Safe Management Measures (https://www.enterprisesg.gov.sg/covid-19/safe-distance)
[7] www.moh.gov.sg/covid-19

- 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 and sector-specific advisories on safe management or 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 measures

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

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 based on relevant advisories

Advisories

8.   Enterprises should refer to the latest advisories and spector-specific 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

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** & **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 and Symptom Monitoring Log). Once an employee is identified to have fever (38ºC and above), follow instructions in **Annex 3B**: Procedures upon Detection of Unwell Employee. An example of notification form for suspected infection case at workplace is given in **Annex 3F**

*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.

Roles and responsibilities of the Safe Management Officer (SMO) and an example of a checklist of Safe Management Measures (SMM)

Employers should appoint a Safe Management Officer(s) to ensure the implementation of all Safe Management Measures (SMM) and conduct audit on a periodic basis. An example of the checklist of safe measurement measures can be found at **https://www.mom.gov.sg/-/media/mom/documents/covid-19/annex-b-checklist-of-safe-management-measures.pdf**, and is shown in the table below. Please refer to the latest advisories from MOM and other government agencies.

Requirement	What companies must show when requested
To resume business activities, all companies must fulfil these requirements below. *Note: The Government will take action against errant employers, including the cessation of operations and enforcement.*	**When inspected by any government agency, all companies must be prepared to show that they have fulfilled these requirements.**
A. Take care of your workers	
1. Have all employees able to work from home do so.	*(See S/N 5 and 6.)*
2. Conduct all meetings between employees and with suppliers/contractors virtually where possible.	
3. No events or activities with close or prolonged contact amongst participants[8]	
4. Enable vulnerable employees[9] to work from home, including temporarily redeploying them to another role within the company that is suitable for working from home, as far as possible.	
5. Stagger working and break hours to reduce possible congregation of employees at all common spaces[10]. Staggered working hours must be implemented over at least three 1-hourly blocks, with not more than half of the employees reporting to work within each 1-hour block. Timings of lunch and other breaks must also be staggered. Reporting and ending times does not coincide with peak-hour travel where possible. If working and break hours cannot be staggered due to operational reasons, other systems must be implemented to reduce congregation of employees at common spaces.	*List of all employees in an Excel spreadsheet with the following details (Refer to **Annex 1C** for a sample template) :* *a. Full name* *b. NRIC/FIN* *c. Work arrangements ("not working", "work-from-home", "onsite (shift work)" or "onsite (non-shift work)")* *d. Shift number for arrival/departure at workplace and break hours (if applicable – see no. 5)* *e. Team number (if applicable – see no. 6)*

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[8] Including conferences, seminars and exhibitions
[9] Including older employees, pregnant employees, employees with underlying medical conditions.
[10] Including entrances, exits, lobbies, canteens and pantries

6. Split all employees at the workplace premises (i.e. not working from home) into teams, with each team restricted to one worksite, where applicable. No cross-deployment/interaction between employees in different shifts, teams or worksites, even outside work.[11]	
7. Cancel or defer all social gatherings (e.g. birthday celebrations, team bonding activities, etc.) at the workplace. Ensure employees do not socialise or congregate in groups at the workplace[12], including during meals or breaks. Not organise social gatherings outside the workplace and remind employees not to socialise outside of the workplace, both during or outside working hours (e.g. going out together for lunch, dinner, breaks or drinks), including with colleagues from separate teams/shifts/worksites.	*Show signs and instructions at common spaces in the workplace that social gatherings or congregation in groups are not allowed.*
8. Require all onsite personnel, including employees, visitors and vendors, to wear masks and other necessary personal protective equipment at all times, except during activities that require masks to be removed (e.g. mealtimes). Ensure that all employees have sufficient masks, including any need to replace masks due to workplace conditions (e.g. humidity). Where possible, employers should consider improving the working environment for employees to enable them to sustain wearing the masks.	*If disposable masks (e.g. N95, surgical masks) are used, show how many new masks each employee is issued with daily.*
B. Take care of the workplace	
9. Limit workplace access to only essential employees and authorised visitors. Use SafeEntry visitor management system to log the entry of all personnel (including employees and visitors) entering the workplace. For the list of workplaces where SafeEntry must be deployed, refer to **https://www.safeentry.gov.sg/deployment**. Personnel who are unwell must be refused entry to the workplace.	*Show how workplace access is limited only to essential employees and authorised visitors.* *Show signs and instructions that unwell personnel are refused entry to the workplace.*

10. Employees and visitors must declare via SafeEntry or other means (e.g. electronic or hard copy records), before being allowed to enter premises, that they:
 	
    a. Are currently not under a Quarantine Order, Stay-Home Notice;
 	
    b. Have not had close contact with a confirmed COVID-19 case in the past 14 days; and
 	
    c. Do not have any fever or flu-like symptoms.
	For SafeEntry with NRIC, show signs informing visitors and employees of the declarations being made by checking in.

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[11] If cross-deployment/interaction cannot be avoided due to operational reasons, safe distancing measures (see S/N 11 and 12) must be implemented and observed.

[12] Including common spaces such as staff canteens, pantries, water coolers/vending machines, smoking corners, etc.

To make declarations via SafeEntry with NRIC, employers must display prominent signs informing all visitors and employees that they are making the required declarations by checking in via SafeEntry.	
11. Require all employees to keep a clear physical spacing of at least 1 metre between persons at all times. Demarcate such distances at the workplace premises with visual indicators or through physical means[13], including but not limited to entrances, exits, workstations, lifts, pantries, canteens, meeting rooms/areas. If there is a critical need for physical meetings, limit number of attendees and shorten their durations.	*Show how safe distancing is carried out at workstations, and other common areas where congregation of workers may occur (Refer to **Annex 1D** for examples of safe distancing practices at workplaces)*
12. Require suppliers/contractors to implement similar safe distancing measures while onsite, so that operations and business interactions with them are kept safe. Schedule deliveries and other physical interactions in a staggered manner and keep durations as short as possible.	*Show signs and instructions that suppliers / contractors are required to implement safe distancing measures.*
13. Minimise need for common physical touchpoints (e.g. by deploying contactless access controls) where possible.	*Show how physical touchpoints have been minimised or precautions have been taken to minimise risk at these touchpoints.*
14. Regularly clean and maintain common spaces and equipment, particularly during shift or split team changeovers.Adhere to sanitation and hygiene advisories disseminated by the National Environmental Agency[14].	*Show cleaning schedules and any other relevant instructions to/documents from cleaning service provider.*
15. Provide: a. Cleaning agents (e.g. hand soap, toilet paper) at all toilet and hand-wash stations; b. Disinfecting agents (e.g. hand sanitisers) at all human traffic stoppage points within the workplace, such as entrances, reception areas, security booths and lift lobbies. c. Disinfecting agents (e.g. disinfectant sprays, paper towels and wipes) at meeting rooms and other common spaces such as pantries or canteens.	
C. Take care of workers who become unwell at the workplace	
16. Ensure regular checks for temperature and respiratory symptoms for all employees and visitors, twice daily or where relevant.	*Show arrangements for checks on temperature and respiratory symptoms, such as facilities set up to screen all employees and visitors or records of temperature checks.*

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[13] Including barriers between workstations, relocation of workstations, meeting room seats.
[14] https://www.nea.gov.sg/our-services/public-cleanliness/environmental-cleaning-guidelines

17. Encourage all employees at the workplace to download and activate the TraceTogether app.	
18. Actively monitor unwell employees and guard against incipient outbreaks. a. Require workplace employees to submit records of their MCs and diagnoses provided (only for COVID-19-related symptoms[15], including acute respiratory infections), and if they were tested for COVID-19 and the results of their tests. b. Take preventive actions to guard against incipient outbreaks at the workplace, such as requiring these employees on MCs to closely monitor their health before returning to the workplace and requiring these employees' close contacts at the workplace to monitor their health more regularly. c. Where possible, ensure that each workplace employee visits only one clinic for check-ups. Otherwise, employees must inform the clinic of all recent doctor visits over past 14 days for any symptoms that may be related to COVID-19.	*Show records of communication to all workplace employees.* *Show records of COVID-19-related conditions, MCs and test results reported by employees.*
19. Put in place an evacuation plan for suspected cases, as well as for all other onsite personnel. a. Any employee who is feeling unwell or showing symptoms of illness should report to his employer, leave the workplace and consult a doctor immediately, even if symptoms may appear mild. Employers must track and record these cases as part of Safe Management Measures. b. For incapacitated or unconscious individuals – clear the area of other personnel and administer aid immediately. Employers should call 995 for an emergency ambulance to ferry them to the nearest hospital.	*Show evacuation plan.*
20. Put in place a follow-up plan in the event of a confirmed case: a. Immediately vacate and cordon-off the immediate section of the workplace premises where the confirmed case worked. There is no need to vacate the building or the whole floor if there is no sustained and close contact with the confirmed case; b. Carry out a thorough cleaning and disinfect all relevant on-site areas and assets exposed to confirmed cases, in accordance to NEA guidelines. *Note: For workplaces with confirmed cases, businesses could be suspended if there are public health grounds to do so.*	*Show follow-up plan.*

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[15] Including but not limited to typical symptoms such as fever, cough and shortness of breath.

D. Implement a system of Safe Management Measures at workplaces	
21. Establish and implement a system of Safe Management Measures to provide a safe working environment and minimise risks of further outbreaks. Implement these measures in a sustainable manner, for as long as necessary.	
22. Implement a detailed monitoring plan to ensure compliance with Safe Management Measures and issues (e.g. remedy of non-compliance, risk mitigation) are resolved in a timely manner.	*Provide monitoring plan for ensuring compliance with Safe Management Measures.*
23. Appoint **Safe Management Officers ("SMO")** to assist in the implementation and coordination of the system of Safe Management Measures at the workplace. The duties of the SMO will include the following: a. To coordinate implementation of Safe Management Measures, which includes identifying relevant risks, recommending and assisting in implementing measures to mitigate the risks, and communicating the measures to all personnel working in the workplace. b. To conduct inspections and checks to ensure compliance at all times and to report and document any non-compliance found during the inspections. c. To take immediate action to remedy any non-compliance found during the inspections and checks. d. To keep records of inspections and checks conducted and corrective actions taken. The records shall be made available upon request by a Government inspector.	*List, duties and detailed tasks of SMOs. Show records of inspections, checks, and corrective actions. (Refer to **Annex 1E** for a sample template)*

Annex 1C

Sample template for work arrangement details

Full Name	NRIC/FIN	Work arrangement 1. Not working 2. Work-from-Home 3. Onsite (Shift work) 4. Onsite (Non-shift work)	Arrival / Departure Time	Break / Lunch Time	Team Number

Note: Company to assign team numbers to enable easy identification of employees under a common split team or shift. Companies are reminded to not cross-deploy employees between different split teams or shifts to reduce risk of cross infections.

Examples of Safe Distancing Practices at Workplaces

Source: Ministry of Communications and Information
Updated: 26 March 2020

Annex 1E

Sample template for records of inspections conducted and rectification actions taken

Date of Compliance Inspection	Time of Compliance Inspection	Any advisories issued or breaches observed? (Y/N)	Nature of advisories or breach(es)	Actions taken to address advisories or to rectify breaches	Inspected by

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 at all times when you are out of home, including at workplace premises

   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:

8 STEPS TO CLEAN YOUR HANDS

1 Palm to palm

2 Between fingers

3 Back of hands

4 Base of thumbs

5 Back of fingers

6 Fingernails

7 Wrists

8 Rinse and wipe dry

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.**

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

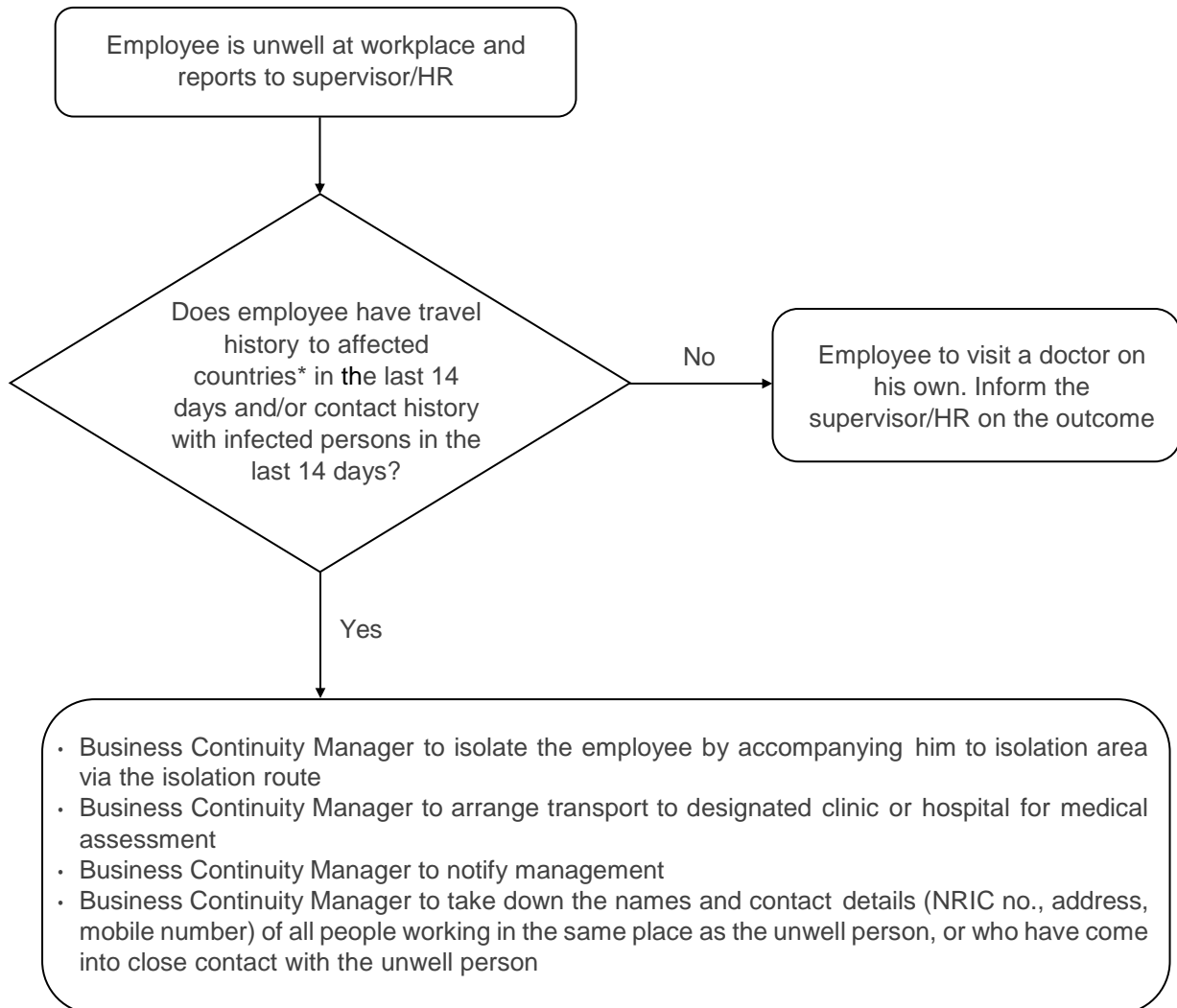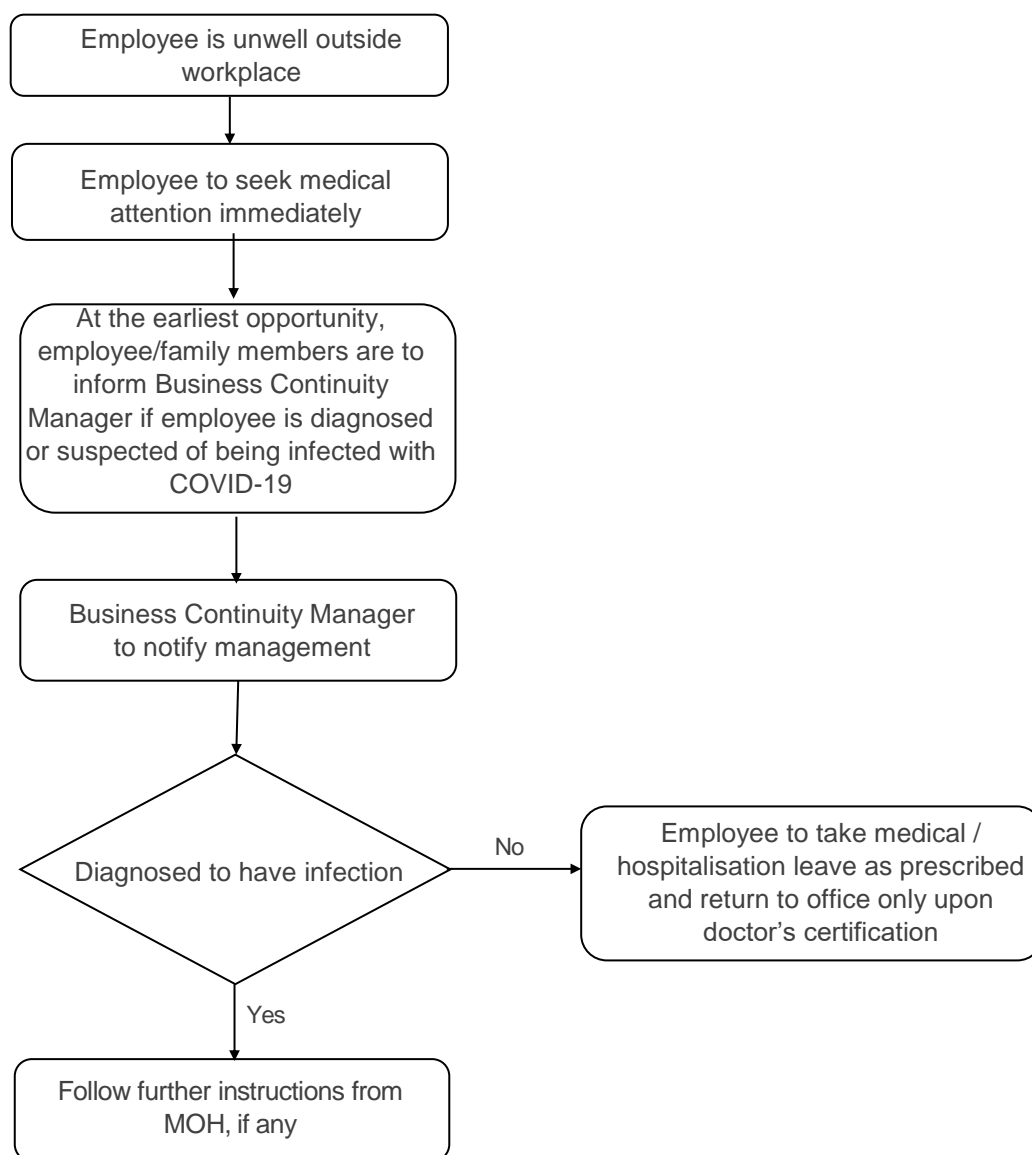Enterprises should establish a procedure to manage the flow of visitors in their premises

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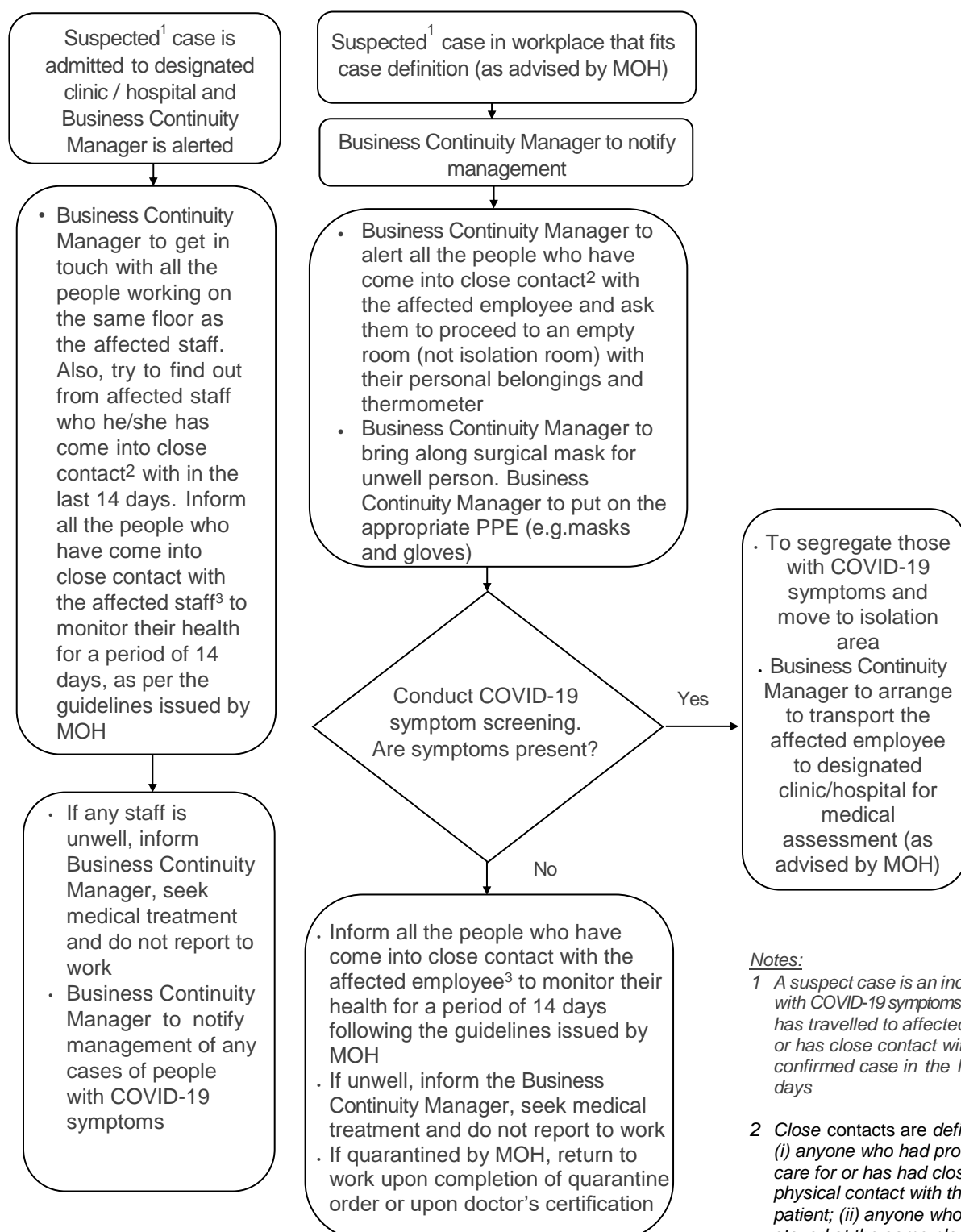
SOP #2: Example of a workflow for managing an unwell employee at workplace

Employee is unwell at workplace and reports to supervisor/HR

Does employee have travel history to affected countries* in the last 14 days and/or contact history with infected persons in the last 14 days?

No → Employee to visit a doctor on his own. Inform the supervisor/HR on the outcome

Yes

- Business Continuity Manager to isolate the employee by accompanying him to isolation area via the isolation route
- Business Continuity Manager to arrange transport to designated clinic or hospital for medical assessment
- Business Continuity Manager to notify management
- Business Continuity Manager to take down the names and contact details (NRIC no., address, mobile number) of all people working in the same place as the unwell person, or who have come into close contact with the unwell person

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

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

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┌─────────────────────────────┐
│  Employee is unwell outside │
│          workplace          │
└─────────────────────────────┘
               │
               ▼
┌─────────────────────────────┐
│  Employee to seek medical   │
│   attention immediately     │
└─────────────────────────────┘
               │
               ▼
┌─────────────────────────────┐
│   At the earliest opportunity,│
│   employee/family members are to│
│   inform Business Continuity │
│  Manager if employee is diagnosed│
│ or suspected of being infected with│
│          COVID-19           │
└─────────────────────────────┘
               │
               ▼
┌─────────────────────────────┐
│ Business Continuity Manager │
│     to notify management     │
└─────────────────────────────┘
               │
               ▼
         ◇ Diagnosed to have infection ◇ ──No──▶ ┌──────────────────────────┐
               │                                  │  Employee to take medical /│
              Yes                                 │ hospitalisation leave as prescribed│
               │                                  │  and return to office only upon│
               ▼                                  │    doctor's certification │
┌─────────────────────────────┐                   └──────────────────────────┘
│ Follow further instructions from│
│        MOH, if any          │
└─────────────────────────────┘
```

Annex 3D

SOP #4: Example of a workflow for contact tracing

Suspected[1] case is admitted to designated clinic / hospital and Business Continuity Manager is alerted

Suspected[1] case in workplace that fits case definition (as advised by MOH)

Business Continuity Manager to notify management

- Business Continuity Manager to get in touch with all the people working on the same floor as the affected staff. Also, try to find out from affected staff who he/she has come into close contact[2] with in the last 14 days. Inform all the people who have come into close contact with the affected staff[3] to monitor their health for a period of 14 days, as per the guidelines issued by MOH

- Business Continuity Manager to alert all the people who have come into close contact[2] with the affected employee and ask them to proceed to an empty room (not isolation room) with their personal belongings and thermometer
- Business Continuity Manager to bring along surgical mask for unwell person. Business Continuity Manager to put on the appropriate PPE (e.g.masks and gloves)

Conduct COVID-19 symptom screening. Are symptoms present?

Yes

- To segregate those with COVID-19 symptoms and move to isolation area
- Business Continuity Manager to arrange to transport the affected employee to designated clinic/hospital for medical assessment (as advised by MOH)

No

- If any staff is unwell, inform Business Continuity Manager, seek medical treatment and do not report to work
- Business Continuity Manager to notify management of any cases of people with COVID-19 symptoms

- Inform all the people who have come into close contact with the affected employee[3] to monitor their health for a period of 14 days following the guidelines issued by MOH
- If unwell, inform the Business Continuity Manager, seek medical treatment and do not report to work
- If quarantined by MOH, return to work upon completion of quarantine order or upon doctor's certification

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)

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	☐ No symptom If you have the following symptom(s), please tick the relevant box(es) ☐ Fever ☐ Dry cough ☐ Body aches ☐ Headache ☐ Sore throat ☐ Runny nose ☐ Tiredness ☐ Difficulty breathing ☐ Loss of taste/smell ☐ Diarrhoea ☐ Others _____
2	Have you been in contact with a confirmed COVID-19 patient in the past 14 days? ☐ Yes ☐ No
3	Have you been to affected countries or area(s) in the past 14 days as stated in the MOH and MOM travel advisories? ☐ Yes ☐ No If yes, please indicate the affected country(s) or area(s) : _____

Signature (visitor): _____   Date:_____

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

Example of Notification Form for Suspected Infection Case at Workplace

Details of affected employee

Name:	Department/worksite:	Location of isolation:
Job title:	Nationality:	NRIC / Passport no*.:
Address:		
Contact number: _____(W) _____(H) _____(M)		
Symptoms: ☐ Fever ☐ Dry cough ☐ Body aches ☐ Headache ☐ Sore throat ☐ Runny nose ☐ Tiredness ☐ Difficulty breathing ☐ Loss of taste/smell ☐ Diarrhoea ☐ Others _____		
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

Example of Temperature and Symptom Monitoring Log

Name:

Department:

Date	Employee Name	Morning reading			Afternoon reading		
		Temperature (^{o}C)	Any COVID symptoms?	Initial by employee	Temperature (^{o}C)	Any COVID symptoms?	Initial by employee

Please declare any of the following COVID-19 symptom(s):

- Fever, dry cough, body aches, headache, sore throat, runny nose, tiredness, difficulty breathing, loss of taste/smell and diarrhoea

Please keep a record of your temperature reading twice daily

- 37.5^{o}C and above, but below 38^{o}C, please seek immediate medical attention
- 38^{o}C and above, please alert Business Continuity Manager or Safe Management Officer immediately
- Please keep temperature log for the Business Continuity Management's or Safe Management Measures' 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 35ºC

6. Temperatures can be taken from the armpit or mouth

   <u>Armpit reading</u>

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

   <u>Oral reading</u>

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

    <u>Armpit reading</u>

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

<u>Oral reading</u>

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°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 37.0ºC and above, the oral temperature is 37.3ºC and above, or the ear temperature is 37.7ºC and above, you have a fever

- Children (below 12 years) have a fever if the armpit temperature is over 37.2ºC, the oral temperature is over 37.5ºC or the ear temperature is over 37.9ºC

- The normal temperature for healthy adults and children ranges from 36.2ºC to 37.2ºC and the average normal temperature is taken as 37.0ºC

- Children tend to have higher body temperatures due to higher metabolic rates

- Women who are ovulating may have temperatures that are 0.6ºC higher due to hormonal changes in their bodies

- Adults over 65 years of age may have temperatures that are 0.3ºC 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

- 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 Management Measures For Food & Beverage and Retail Establishments

MIND THE GAP

Safe Management Measures at
Retail Establishments and Lifestyle-Related Services

>930m²

10m²

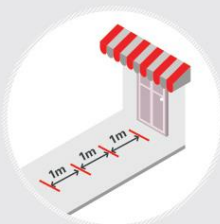**All malls and large standalone stores >930 sqm of Gross Floor Area (GFA) can only allow 1 person per 10 sqm of GFA**

All malls, standalone stores, supermarkets, beauty services outlets, and other large retail stores >930 sqm of GFA must implement SafeEntry for contact tracing

All malls, standalone stores, supermarkets and beauty services outlets must conduct temperature screening and check for visible symptoms

Customers, staff and delivery personnel to wear masks at all times

1m 1m 1m

Demarcate queue lines clearly

1m

Ensure at least 1m spacing between customers at all times

Remove product samples and testers

Disinfect common areas and clean high touch items frequently

For more information, visit

enterprisesg.gov.sg/covid-19/safe-distance ❯

Please contact us at **go.gov.sg/sdenquiries** for any feedback.

Enterprise Singapore

Updated: 16 June 2020

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*Note: Refer to the most up-to-date advisory on safe management measures at
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[16] (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 **OR** Disease is severe but does not spread easily from person to person (e.g. MERS, H7N9)	Minimal disruption e.g. border screening, travel advice	• Be socially responsible: if you are sick, stay home • Maintain good personal hygiene • Look out for health advisories
Yellow	Disease is severe and spreads easily from person to person but is occurring outside Singapore **OR** 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) **OR (b)** being contained	Minimal disruption e.g. additional measures at border and/or healthcare settings expected, higher work and school absenteeism likely	• Be socially responsible: if you are sick, stay home • Maintain good personal hygiene • Look out for health advisories
Orange	Disease is severe **AND** 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	• Be socially responsible: if you are sick, stay home • Maintain good personal hygiene • Look out for health advisories • Comply with control measures
Red	Disease is severe **AND** is spreading widely	Major disruption e.g. school closures, work from home orders, significant number of deaths	• Be socially responsible; if you are sick, stay home • Maintain good personal hygiene • Look out for health advisories • Comply with control measures • Practise safe distancing; avoid crowded areas

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[16] 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	**Overseas travel**			
	• 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)	• Defer travel to affected countries or areas and recall of employees from affected countries or areas (if travel advisory is issued by MOH) • 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)	• Defer travel to affected countries and areas • Adhere to advisories issued	• Defer travel to affected countries and areas • Adhere to advisories issued
	Working arrangement of employees			
	• Update details of employees • Conduct briefing/training/ exercise to familiarise employees on the company's response plan • Plan to group essential employees into two or more teams to minimise disruption to business operations • Identify high-risk employees (e.g. elderly employee and pregnant women)	• Update employees regularly on health advisories issued by the MOH and other agencies • Conduct exercise (e.g. on-site simulation) of business continuity working arrangements • Adhere to health advisories issued by MOH and other government agencies • Update the grouping of essential employees and list of high-risk employees • Plan for local housing for key workers who commute from outside of Singapore that may be affected by travel restrictions or border closures	• Update employees regularly on health advisories • Adhere to health advisories • Deploy business continuity working arrangements • Deploy high-risk employees to work from home • 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	• Update employees regularly on health advisories • Adhere to health advisories • Maintain deployment of BCP working arrangements • Deploy all non-essential employees (including high-risk employees) to work from home and focus HR resources on critical areas • 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

Process and business functions	**Personal Protection Equipment (PPE)**			
	• Plan and prepare adequate quantity of PPE (e.g. surgical masks and gloves) and undertake training to familiarise employees with their usage	• Issue appropriate PPE, as advised by MOH and other agencies	• Put on appropriate PPE where required	• Put on appropriate PPE where required
	Cleaning and disinfection			
	• Prepare/update cleaning and disinfection guidelines for work places	• Clean and disinfect common areas within the workplace (including cleaning of the air-conditioning system, if required) • Clean and disinfect areas used by suspected or confirmed cases of infection	• Increase frequency of cleaning and disinfecting common areas within the workplace • Clean and disinfect areas used by suspected or confirmed cases of infection	• Increase frequency of cleaning and disinfecting common areas within the workplace • Clean and disinfect areas used by suspected or confirmed cases of infection
	Screening for employees and visitors			
	• Prepare screening procedures (e.g. temperature and travel history) for employees and visitors • Prepare isolation room/area and routes from workplace/ reception area to the isolation room(s)	• Activate screening procedures if required and ensure adequate screening equipment • Activate isolation room/area if required	• Activate screening procedures and isolation room(s) • Prevent visitors with COVID-19 symptoms from entering workplaces • Assist MOH with contact tracing if required	• Maintain screening procedures and isolation room(s) • Visitors are not encouraged • Maintain assistance to MOH with contact tracing if required
	Remote working			
	• Plan and prepare remote communications access among employees working from home/off-site/affected areas • Plan for alternate site(s)	• Activate remote communications access among employees working from home/off-site/affected areas • Plan to support remote communications access for employees to interact with suppliers and key customers • Prepare and set up alternate site(s)	• Maintain remote communications access among employees • Activate remote communications access for employees to interact with suppliers and key customers • Activate alternate site(s)	• Maintain remote communications access among employees and their interactions with suppliers and key customers • Maintain alternate site(s)

	Supply and delivery			
Supplier and customer management	• Prepare/update contact information of suppliers and key customers • Identify single source suppliers and plan for alternative suppliers and deliveries (e.g. pre-qualify alternative suppliers if required) • Identify and plan alternative delivery means to key customers (e.g. border closures)	• Prepare for alternative suppliers and deliveries (e.g. if no alternative supplier is available, increase inventory levels) • Prepare for alternative delivery means to key customers • Monitor inventory level	• Activate alternative suppliers and alternative deliveries for suppliers and key customers • Manage inventory level	• Maintain alternative suppliers and alternative deliveries for suppliers and key customers • Manage inventory level
	Internal stakeholders			
Communica-tions	• Develop a communication plan for internal stakeholders • Create general awareness of the company's response plan for virus outbreak (e.g. remote working) • Monitor government advisories	• Activate communication plan (e.g. update employees and other internal stakeholders on the company's response plan at various DORSCON level) • Monitor and disseminate government advisories • Plan counselling for employees if required	• Update employees regularly • Initiate counselling if required	• Update employees regularly • Maintain counselling if required
	External stakeholders			
	• Develop a communication plan for external stakeholders (e.g. suppliers and customers)	• Activate communication plan (e.g. inform suppliers and customers on how the company should receive its supplies and deliver its products and services) • Prepare for cancellation of planned mass gathering events	• Inform suppliers on alternative procedures for pickup/deliveries • Update customers on service levels and/or alternative procedures for pickup/deliveries for business continuity, if required • Inform suppliers and customers on restricting visits to company's premises to essential visits, if required • Cancel mass gathering events, if advised by MOH	• Update external stakeholders regularly • Cancel mass gathering events

Information on Advisories

Information on local advisories

Ministry of Health **www.moh.gov.sg/covid-19**	
Ministry of Manpower **www.mom.gov.sg/covid-19**	
National Environment Agency **www.nea.gov.sg**	
Building and Construction Authority **www.bca.gov.sg**	
Singapore Tourism Board **www.stb.gov.sg**	

Early Childhood Development Agency **www.ecda.gov.sg**	
Enterprise Singapore **www.enterprisesg.gov.sg/covid-19/safe-distance**	
Advisories for Various Sectors **www.gov.sg/article/covid-19-sector-specific-advisories**	

Information on international advisories

World Health Organisation **www.who.int**	
Centers for Disease Control and Prevention **www.cdc.gov**	

Information on ICT tools for safe management measures or contact tracing

SafeEntry **www.safeentry.gov.sg**	
TraceTogether **www.tracetogether.gov.sg**	

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