

## ONEJUSTICE HEALTHY NONPROFITS PROGRAM

# COVID-19 Adaptive Leadership Checklist

Possible leadership priorities and sample actions responding to the COVID-19 outbreak are organized below. This document is intended to support leadership thinking and conversations and is by no means exhaustive. This is not intended to reflect current jurisdictional options or replace legal advice.

### EMPLOYEE HEALTH & SAFETY

Ensure compliance with local, state and federal regulations regarding workplace safety

Provide necessary and/or legally required protective equipment

Encourage staff to not work if sick

Train remote staff on best practices for remote work, including setting up work stations and acquiring necessary equipment

### LEGAL

Ensure compliance with jurisdictional designations of "essential services," providing staff guidance as needed including essential services letter (for use in the event staff member is approached by law enforcement)

Consider contacting pro bono attorney or real estate resources for advice on seeking rent abatement, terminating leases, etc.

Contact experts in legal ethics obligations for remote services

### HR & OPERATIONS

Plan for workers comp policy and assistance to prevent and manage injury while telecommuting

Track and adjust policies as required by federal, state and local regulations/orders

Review staff roles to identify remote and non-remote workers

Consult with outside counsel to ensure furloughs and layoffs are handled appropriately

Extend paid sick leave for affected staff

Communicate with supervisors/managers to ensure consistent implementation of telecommute policy

Begin to prepare "return to the office" plans

Train staff on best practices in remote work

Provide appropriate equipment for remote workers or reasonably reimburse for work usage of staff personal technology

Adjust work schedules as needed, particularly for those in care-taking roles

## FINANCIAL RELIEF

## REMOTE WORKING

Apply for Payroll Protection Program, if in best interest of the organization

Determine application of payroll tax credit and deferral in the event PPP loan is not granted

Contact funders to communicate service delays and request relief such as conversion of funds for general operations

Research county and city specific relief funding, as well as private funding

Identify services to suspend and additional services that may be needed to support remote work

Planning with Board on furloughs, layoffs, and use of reserves, if needed

Purchase a video conferencing platform for large meetings

Create a "Do's & Dont's" guide for online meetings

Create a booking system for high use videoconferencing platforms

Establish remote policies (i.e. notification of log-in, goals for work to be accomplished, etc.)

Consider increasing frequency of check-ins to maintain community

Ensure staff understand how to safeguard confidential information

## PROGRAM REDESIGN

## CULTURE

Decide postpone, cancel or transform impacted programs

Run a brainstorm session with impacted staff

Alert clients and partners to changed availability and technology

Check in with clients on service needs that may need to be adjusted

Review security measures for video conferencing and telecommunication services when speaking to clients

Provide continuous and transparent communications to staff on ongoing organizational response work

Promote self-care and share coping resources

Initiate or continue office/team wide rituals e.g. monthly birthday celebration, weekly 'happy hours'

Continue special initiatives including equity and inclusion work

For additional legal aid resources on effective nonprofit management, visit [onejustice.org/healthynonprofits](http://onejustice.org/healthynonprofits) or email [rmangiliman@one-justice.org](mailto:rmangiliman@one-justice.org).