**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

- 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

### REMOTE WORKING

- Purchase a video conferencing platform for large meetings
- Create a "Do's & Don'ts" 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

- 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

### CULTURE

- 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

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For additional legal aid resources on effective nonprofit management, visit onejustice.org/healthynonprofits or email rmangiliman@one-justice.org.