Christie Cawley is a Senior Partner, Executive Consultant, Certified Coach & Master Trainer at Center for Victory, a global talent management consulting firm and is also the Founder and Principal of CCK Consulting LLC. Additionally, Christie has a BA, Applied Psychology, is an active member of the Society of Human Resource Management (SHRM), International Coach Federation (ICF) and a Certified Master Trainer with Predictive Index Worldwide, Inc.

With more than 25 years of professional experience, Christie specializes in leadership development, talent management and business performance using science and the Predictive Index suite of tools to help clients overcome their most challenging human capital and hiring dilemmas. Christie has extensive experience as a human resources leader, non-profit executive, executive coach and business consultant, and supports organizations through significant change implementation and coaches for successful execution and sustainability.

As Founder and Principal of CCK Consulting LLC, Christie provides consultative and resource services to meet the transformational needs of non-profit organizations and leaders. CCK Consulting services typically include a combination of consultative, advisory, and interim resources to promote, foster and deliver mission-critical services to meet the needs of underserved communities and vulnerable populations. Christie specializes in Human Resources, Executive Succession Strategies (Leadership & Board); Strategic Vision and Organizational Design and Board, Volunteer and Staff Coaching, Training & Development.

Early Release – HR Advising/Consultancy during COVID-19/Coronavirus Crisis

We are pleased to provide early access to a new HR based program currently in development and specifically designed for small to mid-size nonprofits.

tHRive – people practices for nonprofit, is designed to elevate the human resources and people-centric practices (employees, volunteers and board) within nonprofits to enhance organizational capacity and community impact.

Submit requests for topics/best practices to: Covid-19@thrivehr.work
• Leadership Roles
• Common Language & Trustworthy Resources
• Workforce Planning
• Reassuring Employees
• Questions
Leadership Roles
Executive Director

#1 ROLE: Taking care of your employees, volunteers and clients. This crisis brings into sharp relief that it’s the efforts & loyalty of employees, volunteers and board and the dedication to your clients that will see a nonprofit through these extraordinary times. Your job simply, is to do everything possible to make sure they’re taken care of in the short term.

#1 TECHNIQUES: Over-communicate. Be transparent. Ask for help/advice and collaborate with other trusted resources to make informed decisions. Lead by example and monitor how you are choosing to communicate changes to stakeholders. This is not the time to make decisions in a vacuum.

#1 TIP: Stay caring yet calm; make prudent decisions not panicked. Document all decisions and notate the assumptions upon which those decisions are based. Pick a limited team to share and voice concerns. Your brainstorming process may create more anxiety than your intent. Be disciplined with your board on priorities and scenarios.
Board President/Chairperson

#1 ROLE: Ensure the governing and fiduciary process ae lead with integrity. This crisis brings into sharp relief that it's the efforts & loyalty of employees, volunteers and board and the dedication to your clients that will see a nonprofit through these extraordinary times. Your job simply, is to do everything possible to make organizational decisions are informed, prudent and not reactive. Your job is to support the Executive Director in running/delivering the day-to-day and partner where needed.

#1 TECHNIQUES: Over-communicate. Be transparent. Ask for help/advice and collaborate with other trusted resources to make informed decisions. Lead by example and monitor how you are choosing to communication changes to the board. This is not the time to make decisions in a vacuum.

#1 TIP: Stay caring yet calm; make prudent decisions not panicked. Document all decisions and notate the assumptions upon which those decisions are based. Pick a limited team to share and voice concerns. Set a frequent schedule for board activities and conference calls to review state of the place and serve as a sounding board for your Executive Director.
Board – Executive Director Action Items

1. First, boards should check their bylaws to determine whether virtual board meetings and or voting is an option. You may need to make a resolution regarding quorum and voting requirements, keeping in mind threat of covid-19 illness/isolation.

2. In times of crisis, the leadership that board brings to an organization is even more important, and your board needs to be able to meet virtually to ask tough questions and have important discussions about the needs of the organization and the community it serves. Ensure you have a crisis plan. The board’s fiduciary responsibility is directly tied with risk assessment.

3. Identify a point person in case of ED and/or Board Chair illness.

4. See this article for some current, best practices: BoardSource Blog
Common Language & Trustworthy Resources
Symptoms: The virus symptoms manifest as a mild to severe respiratory illness with fever, cough, and difficulty breathing. The CDC believes at this time that symptoms may appear in as few as two days or as long as 14 days after exposure.

Isolation: Is used to separate ill persons who have a communicable disease from those who are healthy. Isolation restricts the movement of ill persons too help stop the spread of certain diseases. For example, hospitals use isolation for patients with infectious tuberculosis.

Quarantine: Is used to separate and restrict the movement of well persons who may have been exposed to a communicable disease to see if they become ill. These people may have been exposed to a disease and do not know it, or they may have the disease but do not show symptoms. Quarantine can also help limit the spread of communicable disease.

Social Distancing: is deliberately increasing the physical space between people too avoid spreading illness. Staying at least six feet away from other people lessens your chances of catching COVID-19.
Trustworthy Resources

- CDC (Center for Disease Control)
- WHO (World Health Organization)
- HHS (Department of Health & Human Services)
- Allegheny Conference on Community Development
- Pennsylvania Office of Unemployment Compensation (Unemployment Benefits & Reduced Work Hours)
- Other: Sector Associations; Agency Law Firms; Agency Insurance Firm, Boardsource, SHRM.org
Workforce Planning
Revisiting Your Leave & Pay Policies

Options

• Adjust your leave request policies as required by new regulations. These do not apply to employers with under 50 employees (FMLA) and under 15 employees (ADA).

  See formal announcements and summaries of the new legislation going into effect on April 2.

• Consider paying your staff as long as possible & avoid asking staff to work without pay.

• Consider reduced hours and review how unemployment may offset/cushion.

• Review options and impact of layoff, furlough and/or termination.

• Consider asking your top highest paid 10% to take temporary pay cuts as a strategy for managing salary budget.

• Look into emergency funding from local resources:
  • Applications for emergency federal and state funding
  • Lines of Credit
  • Emergency Gifts from Board Members (Potential repayment to Board Members)
Furlough, Layoff, & Termination

Definitions:

**Furlough** A furlough is considered to be an alternative to layoff. When an employer furloughs its employees, it requires them to work fewer hours or to take a certain amount of unpaid time off.

**Layoff** A layoff is a temporary separation from payroll. An employee is laid off because there is not enough work for him or her to perform.

**Termination** Termination of employment refers to the end of an employee’s contract with a company. An employee may be terminated from a job of their own free will or following a decision made by the employer. Evaluate individual employee contracts in consideration of workforce planning. Suggest legal review of contracts as part of workforce planning process.
Be Informed:

HIPAA & ADA Considerations

Workers Comp status and COVID-19

Benefits Coverage - what is included and what is not included (see chart, next page as sample)

Unemployment - March 2 update includes flexibility in states applying unemployment insurance.

Be consistent with send-home practices.
Benefits Overview - use as a framework when contacting your benefits administrator:

This may be a helpful matrix for your use or a template to add your specific leave and benefit options. Contact your insurance broker for specific guidance.

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How can we reassure employees who are worried about COVID-19/Coronavirus and their employment status?
How can we reassure employees?

- Communicate frequently
- Provide information
- Empathize & listen
- Make it easy for sick or exposed employees to stay home – best to make sure to reach out to doctors/telemedicine where possible
- Remind employees about available benefits
- Be generous where possible
- Be creative
- Discussion- tips & techniques for supervision, keeping focused
Coping with Coronavirus/COVID-19
Webinar Questions
Requests for more information

Financial Planning – Jason Jones
Thursday, March 26, 2020 | 4PM

PA Chamber of Commerce – 2020 Coronavirus & Small Business Next Steps & Best Practices Webinar
Friday, March 27, 2020 | 11AM