Managing employees and volunteers during COVID-19

Webinar: March 30, 2020
Question and Answer Slide Deck
Gita Anand
Associate Counsel, Miller Thomson
Navigating labour laws and regulations
Presentation Overview

- Federal benefits
- Provincial benefits
- What to do when you need to downsize
- How to manage communications with staff and parties
- Non-essential operating virtually
- New staff
- Employment contracts: Recruiting, making offers (probationary periods), and managing new staff

Listen to Gita’s full presentation
Please note: We are still waiting on details about the Government of Canada 75% wage subsidy. We know there are questions about qualifying for the subsidy, providing evidence of the 30% reduction in revenue, how revenue is defined, and more. ONN will continue to monitor and will provide updates. This is the latest government release on April 1, 2020.

1. Regarding the wage subsidy, are there any caps per Employee?
   It is 75% of an employee's salary on the first 58,700 they earn, backdated to March 15, 2020, up to $847 per employee per week.

2. What would happen to employees that have only worked for a month or so and they are now laid off and do not qualify for EI (Employment insurance) or CERB (Canadian Emergency Recovery Benefit)? What resources are there and what is the employer responsible for?
   For extremely short service employees, there are few, if any resources. If under a month of service, the employer is not responsible for statutory termination pay (unless the employment contract states otherwise).
3. By businesses do you mean organizations with a Business Number? Including charities, nonprofits, etc.? So far it is described as “qualifying” businesses. Registered charities and non-profit organizations are included.

4. I know that with EI sickness benefits an employer can (after approval from Service Canada) provide a supplementary top up plan that brings the employee benefits/salary to 95%. Can this also happen with regular EI benefits?
   Yes, it can happen during temporary layoffs.

5. If an organization wants to have staff (non-union) work every other week, if that is a temporary layoff? Would these staff be able to access E.I. in the off week? Is an ROE required and would employees complete EI timesheets?
   There are options available, including perhaps application of the CERB. I would suggest seeking legal counsel as to available options.
Additional resources

Discover the latest policy updates for Ontario nonprofits with the Ontario Nonprofit Network's [COVID-19 Policy Updates](https://www.onnonprofit.ca/covid-19/).

Presentation Overview

- How to manage your volunteers:
  - Volunteer safety
  - Virtual volunteering
  - Keeping volunteers engaged
- How to screen volunteers in a virtual environment
  - 10 steps of screening
- Recruiting and connecting with new volunteers
- Celebrating National Volunteer Week virtually

Listen to Sheri’s full presentation
COVID-19-related resources from Volunteer Canada

Resources and training for volunteers list including: volunteer management, volunteer safety, governance and operations, and more: https://volunteer.ca/index.php?MenuItemID=417.

Volunteer Canada's 10 steps of screening.

Looking to connect to volunteers? The best way is to contact your local volunteer centre. Here's how you can find them in Ontario.
Sheri Ellis
Vice President, People, Talent, and Culture,
The Neighbourhood Group
Human resource operations of a nonprofit
Presentation Overview

- Communicating with staff
  - How to deal with so much information and working online
  - Ways to reach all employees, especially those who don’t use email often
  - Leveraging traditional communication tactics such as “Telephone trees”
- Communicating with clients
  - Using modern technology and traditional ways to maintain communication and relationships
- Organizational policies and compensation
  - What policies your nonprofit needs to develop immediately
  - Creating short term and long term plans for compensation
- Providing support and protecting the mental health of your team
  - The importance of keeping an eye out for burnout, especially at the management level
  - How to gather and provide supports to your team

Listen to Paula’s full presentation
1. **How do we balance agency outcomes with customer care for clients?**

The focus on providing the very best care for clients never shifts. What we have to ensure is that we support our staff well enough to enable them to continue to provide quality care in accordance with our values and standards, in a way that keeps them safe and healthy. This is not a new objective, just a very different landscape in which to achieve it.

2. **Any advice for managing teams for agencies that are essential services?**

- Continue to communicate, especially in ways that allow team members to hear a voice.
- Continue to provide support, ways to connect virtually, and access to resources to maintain mental wellness.
- Ask them how they’re doing and listen.
- Remember that many staff, whether working from home or in the community, face these new challenges and risks at home as well as at work so we need to acknowledge the different sources of stress we’re all operating under and be understanding and patient in our performance expectations. Having said that, communication is critical and not an unreasonable expectation.
Samples of work-from-home HR policy

National Council of Nonprofits presents remote workers and telecommuting practices for nonprofits:

Tamarack Institute guide on working remotely:
Mental Health Support Examples

CAMH Mental Health Playbook for Business Leaders:
https://drive.google.com/open?id=0B8ubZBTla6QhbEZ1eXpOUjdrU25QdzRVU2VoM1hnaGVtGdGdE.

CivicAction infographic on mental health in the workplace:
https://drive.google.com/open?id=0B8ubZBTla6QhbEZ1YjEzX0E.

Workplace mental health and COVID-19:

Upcoming free webinars on mental health in the workplace during the COVID-19 emergency:
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