



For free resources and counseling – reach out to any of our 15 centers across the state. 515-294-2030 or go to our website to REQUEST COUNSELING www.iowasbdc.org / www.iowasbdc.org/COVID-19

Pivoting & Employee Impact During COVID-19 – v. 3/29/20

One of the challenges for small businesses that are needing to change their business model is thinking through what that change means for them as employers and for their employees.

- How does the pivot affect what jobs you need done within your company?
 - Consider employee input.
 - Identify what functions remain as is.
 - Identify what functions go away.
 - Identify what new functions you incur.
 - Identify employees that are capable of pivoting to perform new functions.
 - Do what you can to help them understand the changes:
 - their new roles and responsibilities
 - challenges that they might encounter
 - training they might need
 - benchmarks against which they will be evaluated
 - timeframe for adjustment
 - resources available to assist them
- Do you need to make staff reductions: workweek reductions, furloughs, layoffs?
 - If so, and you have a Payroll Protection Program loan, this may affect the amount of forgiveness for which you qualify
 - Comply with labor laws for non-discrimination. This applies in rehiring as well.
 - Comply with federal and state WARN Acts and OWBPA
 - Use your employee handbook and follow your policies and procedures
 - Confer with a contract HR firm if needed
 - Notify laid off employees of resources for assistance, e.g., unemployment insurance, special enrollment window for health insurance, etc.
- Do you need to make changes to your compensation structure?
 - If so, and you have a Payroll Protection Program loan, this may affect the amount of forgiveness for which you qualify
- What types of communication do you need to have with your employees and what do they need to have with each other? *This is especially important to understand if you are used to working together at a physical location and are now working remotely, if employees' roles have changed, or if you have new team members.*
- What are your best tools for communication?
- What can you do to keep up company culture and employee engagement when physically distanced and working remotely?
- Review and update – or develop - employee handbook and policies and procedures.

Sources of Information for Employers

Small Business Owners Guide to the CARES Act:

- <http://iowasbdc.org/wp-content/uploads/2020/03/Small-Business-Owners-Guide-to-the-CARES-Act.pdf>

Paycheck Protection Program

- <https://home.treasury.gov/system/files/136/PPP--Fact-Sheet.pdf>
- application form: https://www.sba.gov/sites/default/files/2020-03/Borrower%20Paycheck%20Protection%20Program%20Application_0.pdf

Equal Employment Opportunity Commission Pandemic Guidance

- https://www.eeoc.gov/facts/pandemic_flu.html

U. S. Department of Labor FMLA Pandemic Q&A

- <https://www.dol.gov/agencies/whd/fmla/pandemic>

Employee Rights Poster

- https://www.dol.gov/sites/dolgov/files/WHD/posters/FFCRA_Poster_WH1422_Non-Federal.pdf

Federal WARN Act – applies to businesses with 100+ employees

- <https://www.dol.gov/agencies/eta/layoffs/warn>

State of Iowa WARN Act – applies to businesses with 25+ employees

- https://www.iowaworkforcedevelopment.gov/sites/search.iowaworkforcedevelopment.gov/files/documents/WARN%20-%20Comparison_20160621.pdf

Older Workers Benefits Protection Act

- <https://www.nolo.com/legal-encyclopedia/free-books/employee-rights-book/chapter7-7.html>

Iowa Workforce Development – for unemployment insurance and other information

- <https://www.iowaworkforcedevelopment.gov>
- <https://www.iowaworkforcedevelopment.gov/book/export/html/38396>

IRS Employee Retention Tax Credits

<https://www.irs.gov/newsroom/faqs-employee-retention-credit-under-the-cares-act>

Harvard Business Review – tips for avoiding layoffs

- <https://hbr.org/2020/03/the-coronavirus-crisis-doesnt-have-to-lead-to-layoffs>

SHRM – workforce reduction tips

- <https://www.shrm.org/resourcesandtools/tools-and-samples/how-to-guides/pages/conductlayofforif.aspx>

America's SBDC Iowa – for info on financial assistance programs, resources and business counseling

- www.iowasbdc.org/COVID-19