



## Manager Leave Planning Guide - Planning for a Leave of Absence

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There are several reasons why an employee may need to take a benefits approved leave of absence, which includes birth or adoption of a child, a serious health condition, or caring for a sick family member. We understand that there are many things to consider and plan for as you prepare for a team member's leave of absence. While not all leave of absence requests will allow for advance planning before the start of the leave, when foreseeable, we have developed this document to aid you in preparing for your direct reports upcoming leave of absence.

This Manager Leave Planning Guide and FAQ is designed to answer your initial questions, as well as provide you with a high-level overview of what you can expect before, during, and after your direct report's leave. Recognizing that there may be additional questions along the way, please know there are many resources and individuals available at each step.

### **Requesting a Leave of Absence**

Leave of absence requests should be sent to the Benefits Team at [Benefits@eab.com](mailto:Benefits@eab.com). If a team member asks you about the process for requesting a leave of absence, please do not ask for details about the reason for leave. The Benefits team will then gather additional information and determine if this leave request should go through our third party leave administrator, Prudential (most leaves will fall into this category), or if this request should be evaluated internally by Benefits.

As a reminder, even if a team member shares details of their reason for requesting leave with you, under federal regulations, it is not permissible to share any leave details with other team members, regardless of their management level and/or relationship with the employee. If colleagues ask, you may only share that the employee is on leave.

### **Creating a Leave Plan**

Once a leave of absence request has been approved, we recommend creating a Leave Plan with your direct report to ensure a smooth transition of work while they are on leave.

#### ***Who creates the plan?***

Together, you and your direct report build this plan before they begin their leave.

#### ***What is the purpose?***

The document should outline your direct report's responsibilities and contain a plan for covering these responsibilities during their leave. Additionally, you should both agree on the best way to communicate where projects/tasks were left off at the start of leave.

#### ***What should the plan contain?***

The plan should comprise a list of all ongoing responsibilities and projects and their interim owners during the leave. For the team's benefit, outline specific contact names and how to reach them, deliverables, and deadlines that need to be managed. The manager should provide guidance on how

to delegate tasks to appropriate interim owners.

Under FMLA, an employer cannot require an employee to work while on an approved FMLA leave of absence. Additionally, it is best practice to limit, as much as possible, any contact with the team member while on leave. If you have any questions on when it may be acceptable to contact your team member, please reach out to [Benefits@eab.com](mailto:Benefits@eab.com).

### ***When should this plan be created?***

As your direct report approaches their expected leave start date, talk through progress against tasks and make updates to the plan. For pregnancy related leaves, most doctors recommend limiting travel, especially on airplanes, after 36 weeks, so it's a good idea to include in the transition plan when the travel window is expected to close, if applicable to the employee's role. Plans should also be created for those going on leave for reasons outside of child births/adoptions, whenever reasonably possible.

Before your direct report returns, you may want to revisit the transition plan and sequence which activities you will want them to reassume and in what time frame.

## **Prudential & Leave Communications**

EAB partners with a third party leave vendor, Prudential, to help manage employee leave of absence requests related to parental leave, personal medical leave, or a family member's medical leave.

### ***What should I do if my direct report reaches out about the need to take a leave of absence?***

Please direct them to email [Benefits@eab.com](mailto:Benefits@eab.com) with details on their request. From here, Benefits will determine if it is best for them to contact Prudential to move forward with their request or if the request needs to be evaluated internally by Benefits.

As a reminder, please refrain from asking for details about the reason for leave and remind team members that they need not share personal medical information with their managers or other team members.

### ***What communications can I expect to receive regarding my direct report's leave?***

Prudential will send the following communications via email to direct managers, assigned Talent Business Partner(s), the Benefits team, and the Incentives team (when applicable):

- **Absence Request - Pending:** This email is confirmation that the leave request has been received and the necessary forms are being provided to the employee, estimated leave dates may be included here as "pending" status but are not yet approved.
- **Absence Request - Decision:** This email is confirmation that all required forms have been completed and evaluated and the leave request has either been approved or denied, specific leave dates are included to inform when the employee began (or will begin) their leave and when they are expected to return to work.
- **Short Term Disability (STD) Decision:** If the previously approved leave was for a future date, this email will confirm once the leave begins and provides an expected return to work date based on the leave start date.
- **Return to Work:** This email is confirmation that Prudential has contacted the employee and

confirmed their return to work on the expected return to work date.

- **Reminder for Managers:** The details in the communications outlined above are private and confidential. Under federal regulations it is not permissible to share any leave details with other staff members, regardless of their management level and/or relationship with the employee. If colleagues ask, you may only say that the employee is on leave.

### ***Do I need to communicate or provide anything to Benefits or Prudential?***

Generally, no action is required on your part, but you will receive the above emails to keep you updated on your direct report's leave status. If, at any time, you are aware that your direct report is on leave and you have not received an email from Prudential stating that the leave has officially started, please notify Benefits & Prudential. If any action is needed on your part, either Benefits or Prudential will indicate that in our communication to you.

### ***What if I have questions about my direct report's leave?***

If you have any questions about your direct report's leave status, please reach out to [Benefits@eab.com](mailto:Benefits@eab.com).

## **FAQs**

### ***Is my direct report expected to stay on-top of email while on leave?***

No. However, in advance of the leave, if possible, your direct report should discuss expectations for communication with you and your team. Remember, an employer cannot require an employee to work while on an approved FMLA leave of absence. Additionally, it is best practice to limit, as much as possible, any contact with the team member while on leave. If you have any questions on when it may be acceptable to contact your team member, please reach out to [Benefits@eab.com](mailto:Benefits@eab.com).

### ***What happens to their direct reports while on leave?***

An interim manager should be assigned while the employee is on leave. Please note, Dayforce automatically assigns the next level manager as the interim manager in the system. If this is not the best option for your team, please work with your Talent Business Partner to determine the appropriate interim manager. It is important to agree on this in advance with your employee and the interim manager to discuss staff needs, projects, etc.

### ***What happens if Career Committee occurs while my direct report is on leave?***

Please work with your direct report to discuss how the review process will be structured given the leave and determine the best way for them to prepare for Career Committee before they are out of the office.

Employees who go on leave will be evaluated for their time, contributions, and execution against goals only during the time when they were not on leave. Please work with your Talent Business Partner to best evaluate performance for any prorated amount of time.

### ***What is the Phase Back to Work Program?***

Benefits-eligible employees returning from a Family Medical Leave who return from a leave period of at least 4 consecutive weeks for the birth, adoption or placement of a child are eligible for a 2-week phase back period starting on the normally scheduled return to work date.

Employees returning from a qualifying Family Medical Leave must work with their manager prior to

their return to determine a mutually agreeable schedule for the 2-week phase back period. It is recommended to establish the phase back schedule prior to the start of the leave.

**Note:** The Phase Back to Work Program is only available to employees returning from a parental related leave.

- During the phase back period employees will receive 100% of their regular base salary and will return to full active status on their return-to-work date.
- For the first week (5 business days), employees may work 50% of their normal work schedule. For the second week (5 business days), employees may work 75% of their normal work schedule.
  - Example 1:
    - Week 1: Employee works a half day (4 hours) each day; Monday – Friday 8:30am-12:30pm
    - Week 2: Employee works 6-hour days each day; Monday – Friday 8:30am – 2:30pm
  - Example 2:
    - Week 1: Employee works two full days and one half day; Monday – Tuesday 8:30am -5:30pm, Wednesday 8:30am - 12:30pm, off Thursday - Friday
    - Week 2: Employee works three full days and one 6-hour day; Monday – Wednesday 8:30am – 5:30pm, Thursday 8:30am – 2:30pm, off Friday

### ***What happens if my direct report wants to come back part-time or in a different role?***

If your direct report requests a job change or schedule change prior to or upon their return to work, you will need to reach out to your Talent Business Partner(s) to discuss the requested changes and make a determination. Your Talent Business Partner(s) can have further conversations surrounding flexible work arrangements and/or career pathing options, if needed

**Note:** All flexible arrangements are decided on a case-by-case basis and are contingent upon fulfilling all responsibilities and achieving required outcomes. Key considerations include assessment of major responsibilities to determine if a role is conducive to a flexible arrangement and business needs.

### ***What if my direct report requests an accommodation as part of their return to work?***

All accommodation requests are reviewed under the ADA Accommodations process by the Benefits Team. If your direct report comes to you with an accommodation request, please direct them to contact [Benefits@eab.com](mailto:Benefits@eab.com) to initiate an accommodation request.

### ***What resources are available to learn more about leaves of absence or parental leave?***

The benefits website has dedicated pages to parental benefits and leaves of absence. Additionally, there are dedicated sections in the Employee Handbook for leaves of absence and parental benefits.

- [Parental Benefits Page](#) (ID: eabglobal | Password: benefits)
- [Leaves of Absence Page](#) (ID: eabglobal | Password: benefits)
- [Employee Handbook](#) (Page 35 & 43)

***Who can I reach out to if I have additional questions?***

You may reach out to your team's Talent Business Partner(s) and/or [Benefits@eab.com](mailto:Benefits@eab.com).