LEAVE OF ABSENCE PILOT WEBINAR
JANUARY 28, 2021
**OVERVIEW**

### What is It?

The Leave of Absence pilot is a four-week trial of a new process for administering and processing leaves of absence using the HR Service Center trained Leave of Absence Specialists.

- **Start date:** February 1, 2021
- **End date:** February 26, 2021

### Who Is Involved?

The pilot will be conducted in partnership with the following schools and units:

- Office of the Provost
- Glorya Kaufman School of Dance
- Department of Administrative Operations – Shared Services

### How Does It Work?

1. Faculty and staff within the pilot schools and units will initiate all leaves requests and inquiries through the HR Service Center.

2. The Leave of Absence Specialists will process the requests and manage through completion, in partnership with all required departments.

3. University HR will review feedback from the pilot, apply these learnings to improve the process, and partner with additional schools to develop compliant leave processes.

4. The participating pilot schools/units will continue to use the HR Service Center after the pilot ends.
WHY USC IS DOING THE PILOT?

University HR conducted thorough research through listening tours and collaborative working sessions and found multiple areas of improvement.

Findings

• Lack of regular program review
• Inconsistent monitoring of long-term leaves
• Insufficient tracking and metrics
• Inconsistent use of technology and documentation processes
• Compliance risk across the program

Goals

• Improve the faculty and staff experience when requesting a leave of absence, disability, or workers’ compensation
• Deliver consistent and standardized processes to avoid confusion
• Implement updated and compliant policies and procedures

Solution

• Streamline the process of initiating, processing, and approving leaves
• Deliver consistent leaves management
• Offer better tracking, documentation, and follow-up on leaves of absence
• Provide one point of contact for requests and support
A total of 35 policies were reviewed, with five (5) policies deferred due to pending decisions at the enterprise level and/or duplication with other policies/handbooks.

### OVERVIEW OF POLICY UPDATES

**Federal**
- Family and Medical Leave Act ("FMLA")/California Family Rights Act\(^1\) ("CFRA")
- Military Leave - Uniformed Services Employment and Reemployment Rights Act ("USERRA")

**California**
- Bone Marrow and Organ Donation Leave
- California Pregnancy Disability Leave ("PDL")
- Civil Air Patrol Leave
- Drug and Alcohol Rehabilitation Leave
- Election Leave
- Jury Duty and Court Attendance Leave
- Leave for Victims of Crime

**Non-Statutory**
- Literacy Education Leave
- Military and Reserve Duty Leave
- Military Spouse Leave
- Paid Sick Time\(^1\)
- School Activities Leave
- Volunteer Civil Service and Emergency Responder Leave
- Disaster Leave
- Funeral and Bereavement Leave
- Paid University Holidays
- Paid Winter Recess
- Paid Witness Duty
- Pandemic Flu Leave
- Personal Leave – Staff
- Religious Accommodation
- Unpaid Accommodated Medical Leave
- Vacation Time – Staff

\(^1\) Indicates new policy drafted
\(^*\) FMLA and CFRA policies were combined into one (1) policy
\(^1\) Kin Care policy was combined with the Paid Sick Time policy based on legislation passed in September 2020
TOOL AND PREPARATION

Updating and developing a new, compliant set of leave of absence policies

- Standard Operating Procedures
- Quick Reference Guides
- Forms and Templates
- Enhanced Workday capabilities
- Process flows, RACIs

Training sessions to prepare Leave of Absence Specialists for the pilot

To support the pilot and the onboarding of a new leave of absence program, we have developed a comprehensive suite of guiding documents, reference guides, and support materials
**COMPONENTS OF THE STANDARD OPERATING PROCEDURES**

Key sections of the SOP outline the process of administering leaves and the individuals responsible for each step.

**Process Flow**
The process flows within the SOPs provide a visual, high-level view of the process from leave request through return to work.

**Step-by-Step Guide**
The central resource of the SOP, this instructional set of procedures provides a step-by-step guide for each subcategory of leave administration activities (e.g., responding to inquiries, reporting, initiating the leave, etc.). Alongside each detailed step is a note on the timing and the owner of the action.

**RACI Matrix**
The purpose of a Responsible, Accountable, Consulted, and Informed (RACI) matrix is to visually map out a summary of key activities in a process and clearly define the role of stakeholders for each key activity. This matrix ties directly to the step-by-step procedures described above.
Each module provides a quick overview of relevant policies that correspond to each SOP. Below is an example of a policy guide that is included in the Medical module:

**Bone Marrow and Organ Donation Leave**

<table>
<thead>
<tr>
<th>Policy Statement and Reason</th>
<th>Eligibility</th>
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<tbody>
<tr>
<td>USC is committed to providing a leave of absence with pay for employees wishing to donate their organ or bone marrow to another person. This policy complies with California law. For the purpose of this policy, USC is making the leaves portion of this policy applicable to all employees, regardless of whether an employee lives or works in the State of California. If an employee resides in a State that provides a more generous leave, then the more generous State leave applies. California Labor Code Section 1510, as amended by AB 1223</td>
<td>All Faculty and Staff, exempt and non-exempt, at all USC locations, are eligible.</td>
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<tr>
<th>Length of Leave</th>
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<td>Within a one-year period, eligible employees are allowed up to:</td>
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<tr>
<td>• Five (5) business days of paid leave for bone marrow donation</td>
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<tr>
<td>• Thirty (30) business days of paid leave for organ donation followed by thirty (30) business days of unpaid leave</td>
</tr>
<tr>
<td>Per California statute, this leave may not be taken concurrently with FMLA or CFRA</td>
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<th>Leave Managed By</th>
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<td>Leave Specialist within the HR Service Center</td>
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<th>Leave Approved By</th>
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<td>Leave Specialist within the HR Service Center</td>
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LETTER EXAMPLE

Modules also include letter templates that can be used when communicating with the employee during the leaves process.

The highlighted areas indicate where the LAS is required to fill in specific information regarding the employee, the leave type, and dates.
The responsibilities of the Leave of Absence Specialist will differ from those in the HR Partner, as outlined below.

**Old Process**

**Current Role of the HR Partner and/or Leave Specialists**
- Field questions regarding leaves of absence
- Facilitate leaves of absences for faculty and staff
- Update Workday with necessary updates and alerts when initiating leaves for faculty and staff
- Provide required documents for certain leaves
- Track and monitor employees on leave
- Interact with other parties within the university to track and complete leaves (SBOs, faculty affairs, disability, workers’ comp teams, payroll)
- Follow up with employees regarding return to work
- Negotiate and/or facilitate accommodations

**HR Partner – In-House Resource**
- Liaise with supervisors within schools/units to provide daily HR support to faculty and staff
- Provide in-house school/unit support to faculty and staff as needed
- Initiate and follow up on issues or escalations
- Ensure employee wellbeing and comfort in the workplace

**New Process**

**Leave of Absence Specialist**
- Field questions regarding leaves of absence
- Facilitate leaves of absences for faculty and staff
- Update Workday with necessary updates and alerts when initiating leaves for faculty and staff
- Provide required documents for certain leaves
- Track and monitor employees on leave
- Interact with other parties within the university to track and complete leaves (SBOs, faculty affairs, disability, workers’ comp teams, payroll)
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**HR Partner**
- Liaise with supervisors within schools/units to provide daily HR support to faculty and staff
- Provide in-house school/unit support to faculty and staff as needed
- Initiate and follow up on issues or escalations
- Ensure employee wellbeing and comfort in the workplace

Additionally, the LAS will track and monitor disability/workers' compensation claims. They will also enter time-off when employee's request to top off their disability benefit and/or waiting period.
THANK YOU!

Questions?