

MANAGING LEAVES OF ABSENCE: WHAT EMPLOYERS NEED TO KNOW

Independent Bankers Association
of New York State, Inc.

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Commitment • Service • Value • Our Bond



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Profile

Katherine is a labor and employment law attorney who counsels employers in a wide variety of labor and employment law matters, including addressing wage and hour issues, responding to claims of employment discrimination, harassment, wrongful discharge and retaliation, drafting personnel policies and employee manuals, and dealing with unfair labor practice charges and collective bargaining issues.

Katherine represents clients in state and federal litigation, arbitration and mediation proceedings and hearings before state and federal government agencies and boards.

Prior to joining Bond, Katherine worked at Skadden, Arps, Slate, Meagher & Flom LLP in New York City.

Honors & Affiliations

- Listed in:
 - *New York Super Lawyers 2015*®, Upstate New York Rising Star, Employment & Labor
- New York State Bar Association, 2013 Empire State Counsel Honoree
- Women's Bar Association of the State of New York, Rochester Delegate
- Monroe County Bar Association, Disability, Labor & Employment Law Committee; Litigation Section
- Women of Excellence, *Rochester Business Journal*, 2018
- Greater Rochester Association for Women Attorneys
- Forty Under 40 Honoree, *Rochester Business Journal*, 2014
- Staff Editor, *Environmental Law Journal*

Representative Publications

- Quoted in "#MeToo is changing HR approach," *The Daily Record*, March 21, 2018
- Quoted in "Major changes for OT - New federal rules to affect most employers," *Rochester Business Journal*, May 20, 2016

Education

- New York University School of Law (J.D., 2004)
- University of Rochester (B.A., 2000)

Bar/Court Admissions

- New York
- U.S. Court of Appeals for the Second Circuit
- U.S. District Court for the Eastern District of New York
- U.S. District Court for the Northern District of New York
- U.S. District Court for the Southern District of New York
- U.S. District Court for the Western District of New York

Practices

- Municipalities
- Manufacturing
- Labor and Employment
- Cybersecurity and Data Privacy
- Complex Litigation
- Hospitality and Tourism

- "How Protected is Your Business From Social Media Litigation," *Rochester Business Journal*, June 16, 2014
- "Crime and Punishment: Avoiding Punishment for Inquiries into Criminal Convictions and Arrests," *Rochester Business Alliance*, May/June 2014
- "HR Connection: Court Rules On Time Spent Donning, Doffing Gear," *NY Daily Record*, February 4, 2014

Other Activities

- Board Member, American Red Cross, Greater Rochester Chapter
- Member, Governing Committee, Young Women's College Prep Charter School of Rochester
- Volunteer, Volunteer Legal Services Project of Monroe County, Inc.
- Volunteer, Rochester Teen Court
- Recipient, Skadden Distinguished Pro Bono Publico Service Award 2009



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She represents clients in state and federal litigation, arbitration and mediation proceedings and hearings before state and federal governments, agencies and boards.

Honors & Affiliations

- New York State Bar Association
- Monroe County Bar Association
- Articles Editor, *Georgetown Journal of Legal Ethics*

Representative Publications

- Quoted in "#MeToo is changing HR approach," *The Daily Record*, March 21, 2018
- Theresa E. Rusnak and James Holahan, "Increasing State and Local Government Activism Creates Compliance Minefield," *New York Law Journal*, February 27, 2017

Education

- Georgetown University Law Center (J.D., 2016)
- College of the Holy Cross (B.A., *magna cum laude*, 2013)

Bar/Court Admissions

- New York

Practices

- Labor and Employment

LEAVE UNDER THE FMLA AND ADA

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FMLA

- The FMLA requires businesses with 50 or more employees to grant eligible employees up to 12 weeks unpaid non-military leave in a 12-month period

(cont'd)

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FMLA

- Who is eligible for FMLA leave?
 - Employees who:
 - have been employed by the employer for at least 12 months;
 - have been employed for at least 1,250 hours during the 12-month period immediately preceding the commencement of the leave; and
 - are employed at a work site where 50 or more employees are employed by the employer within 75 miles of that work site

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Types of Non-Military Leave Available Under the FMLA

- Eligible employees are entitled to 12 weeks of job protected leave for one or more of the following:
 - The birth of a son or daughter, or to care for a newborn child;
 - The placement with the employee of a child for adoption or foster care;
 - To care for the employee's spouse, son, daughter, or parent with a serious health condition; and
 - To recover from a serious health condition that renders the employee unable to perform the functions of the employee's job



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Serious Health Condition (FMLA)

- An illness, injury, impairment, or physical or mental condition that involves:
 - a period of inpatient care/hospitalization;
 - a period of incapacity requiring an absence of more than 3 consecutive days, that also involves continuing treatment by a health care provider; or
 - continuing treatment under the care of a health care provider for a chronic or long term health condition that is incurable or serious, that if untreated would result in a period of incapacity of 3 consecutive days



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Who Is Protected By The ADA?

- An individual with a disability is a person who:
 - has a physical or mental impairment that substantially limits one or more of his/her major life activities;
 - has a record of such an impairment; or
 - is regarded/perceived as having such an impairment



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The New York Human Rights Law

- "The term 'disability' means (a) a physical, mental or medical impairment resulting from anatomical, physiological, genetic or neurological conditions which prevents the exercise of a normal bodily function or is demonstrable by medically accepted clinical or laboratory diagnostic techniques or (b) a record of such an impairment or (c) a condition regarded by others as such an impairment, provided, however, that in all provisions of this article dealing with employment, the term shall be limited to disabilities which, upon the provision of reasonable accommodations, do not prevent the complainant from performing in a reasonable manner the activities involved in the job or occupation sought or held."



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Qualified Individual with a Disability

- an individual with a disability
- who meets the skill, experience, education, and other job-related requirements of a position held or desired,
- who, with or without reasonable accommodation, can perform the essential functions of a job



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Determining Whether an Individual is "Qualified"

- Determine if the individual is "otherwise qualified"
- Determine if the individual can perform the essential functions of the position, with or without reasonable accommodation



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What are “Essential Functions”?

- The position exists for the purpose of performing the function
- There are a limited number of employees available to perform the function, or among whom the function can be distributed
- A function is highly specialized and the person in the position is hired for the special expertise or ability to perform it



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Evidence Considered in Determining the Essential Functions of a Position

- Job description
- Employer's judgment as to which functions are essential
- Amount of time the employee in that position spent performing the function
- Consequence of not requiring a person in this job to perform a function
- Terms of a collective bargaining agreement
- Work experience of people who have performed a job in the past and work experience of people who currently perform similar jobs



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The Duty to Make Reasonable Accommodations

- The ADA and NYHRL require reasonable accommodations to the known physical or mental limitations of a qualified applicant or employee
- The reasonable accommodation obligation is ongoing and applies to all aspects of employment including:
 - the application process
 - accessibility to job site and all work related facilities
 - privileges and benefits of employment



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Types of Accommodation

- Making existing facilities accessible
- Job restructuring
- Part-time or modified work schedules
- Acquiring or modifying equipment
- Changing tests, training materials, or policies
- Providing qualified readers or interpreters
- Leave
- Reassignment to a vacant position



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What is NOT a Reasonable Accommodation?

- Elimination of an essential function
- Lowering a production standard
- Providing personal use items needed to accomplish daily activities on and off the job



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Undue Hardship

- An accommodation may impose an “undue hardship” on an employer if it is:
 - unduly costly;
 - extensive;
 - substantial;
 - disruptive; or
 - if it would fundamentally alter the nature or operation of the business



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IDENTIFYING REQUESTS FOR LEAVE/ACCOMMODATION



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Case Study

- On Monday morning, Sally's husband calls to inform Sally's supervisor that she was in an accident over the weekend, injured her back and will be out this week, and possibly next.
 - *What issues arise from these facts?*
- Sally has used up all her accrued time and is not FMLA-eligible as she has only been employed for 4 months.
 - *Based on these facts, can the employer terminate Sally based on her inability to return to work?*



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Case Study

- Sally returns to work the following Monday.
- During her shift, Sally tells her supervisor that her back is really bothering her and asks if another employee could take care of the lifting she's required to do, or if another employee could at least help her with the lifting.
- Given that Sally has always been a whiner about the more physically demanding aspects of her job, her supervisor ignores her request.
 - *What issues arise from these additional facts?*



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Case Study

- For the next two months, Sally selectively performs the functions of her position – leaving some of the more physically demanding tasks to others.
- Sally's first 6 months of employment are drawing to a close and her supervisor prepares her performance appraisal.
- In the appraisal her supervisor notes that she has not performed essential functions of her job, and recommends that her employment be terminated.
 - **What issues arise from these facts?**



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Employee Requests For Leave

- FMLA
 - Employee need not specifically mention FMLA
 - Burden is on the employer to obtain additional information necessary to make FMLA determination
- ADA/NYHRL
 - The individual employee or his/her representative must let the employer know that s/he needs an adjustment or change at work for a reason related to a medical condition

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Employee Requests For Leave

- ADA/NYHRL
 - "ADA", "NYHRL" nor "reasonable accommodation" need be mentioned
 - An individual may use plain language
 - Requests do NOT have to be in writing
 - A family member, friend, health care professional, or other representative may request an accommodation on behalf of the individual with a disability



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Case Study

- Anna is a 15-year employee who, until recently had excellent performance and attendance.
- Three months ago, Anna's attendance started to become an issue with Anna calling in a couple times a month and absenting herself from work as long as 7-8 days at a time.
- As Anna has made reference to not feeling well, she was sent notice of her FMLA rights as well as disability paperwork – none of which she has returned.



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Case Study

- Because Anna has used up her accrued time, Anna has received both a verbal and written warning regarding her attendance.
- If Anna is absent one more day, she will be subject to termination.
- You have reason to suspect (Anna's physical appearance as well as gossip) that Anna is seriously ill and her absences are related to that illness and her treatment.
 - **What do you do?**



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Common Mistake

- Drawing a connection between deficiencies in an employee's performance and employee's real or perceived impairment
- Takeaways:
 - FOCUS ON PERFORMANCE/CONDUCT – not the underlying cause
 - If employee chooses not to disclose his/her condition or request an accommodation, address the misconduct or performance concern as you would with any other employee



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Responding To Requests For Leave/Accommodation

- FMLA
 - Employer must notify employee of eligibility or non-eligibility within 5 business days after receiving employee's request
 - If the employer determines that the employee is ineligible, the employer must provide the employee with at least one reason for the employee's ineligibility (exhausting 12-week entitlement does not render employee ineligible – use designation notice)

(cont'd)



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Responding To Requests For Leave/Accommodation

- FMLA
 - Employer must also give employee notice of the employee's FMLA rights and responsibilities at the same time as the employer provides the eligibility notice (w/in 5 business days of receiving request)
 - Within 5 business days of receiving enough information to determine if leave is taken for qualifying reason, employer must provide employee designation notice



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Takeaway

- It is very important that you notify HR when an employee is absent for an FMLA-protected reason



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MEDICAL DOCUMENTATION

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FMLA

- Employer may require medical certification of employee's "serious health condition"
- Employer may require employee to obtain a second opinion at the employer's expense
- Employer may require employee to provide periodic recertification during leave (no more often than every 30 days)

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Responding To Requests For Leave/Accommodation

- ADA/NYHRL
 - **Step 1:**
 - If the accommodation is not obvious, ask the employee what accommodation they need

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Common Mistake

- Requesting too much information from an employee in response to a request for leave or other accommodation



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Responding To Requests For Accommodation

- ADA/NYHRL
 - **Step 2:** If the proposed accommodation proposed is not "doable", begin an informal, interactive process of determining an appropriate accommodation
 - look at the particular job involved;
 - consult with the employee to determine their abilities & limitations; and
 - identify potential accommodations & assess how effective each would be



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PRACTICAL TIPS REGARDING THE INTERACTIVE PROCESS



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Reasonable Accommodation 101

- Understand your legal obligations
- To the extent possible, keep the process informal
- Document, document, document
- Keep an open mind
- Ask employee to suggest accommodations
- Explore all options (leave no stone unturned)
- Stay on top of the process
- Be patient
- Do not allow frustration to drive decision making
- Make employee aware of limits of accommodation



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Who Ultimately Selects The Accommodation?

- An employer is obligated to provide an “effective” accommodation
- An employer does NOT have to provide the employee with the accommodation that he/she prefers (although the preference of the employee should be considered)



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LEAVE AS AN ACCOMMODATION



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Types of FMLA Leave

- Continuous Leave
- Intermittent Leave - taking leave in separate blocks of time for a single qualifying condition
- Reduced leave schedule – taking leave by reducing the usual number of working hours or working days (*i.e.*, work part-time)

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Leave As An Accommodation

- Use of accrued paid leave or unpaid leave is a form of reasonable accommodation when necessitated by an employee's disability

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How Long A Leave Must An Employer Provide?

- Non-Military FMLA
 - Up to 12 weeks in a 12-month period

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Common Mistake

- Treating the FMLA's 12-week leave as a ceiling rather than a floor

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How Long A Leave Must An Employer Provide?

- Non-Military FMLA
 - Up to 12 weeks in a 12-month period
- ADA/NYHRL
 - As much leave as medically necessary
 - Limited only by employer's ability to show that continuation of leave would impose an undue hardship
- Nondiscrimination
 - Similarly situated employees must be treated similarly

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Case Study

- 10 weeks ago, Fred began his FMLA leave and provided certification indicating that he will be unable to perform the essential functions of his position for at least 12 weeks.
 - ***What, if anything, should the employer do at this point?***

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Takeaways

- Be prepared and take action as the end of FMLA approaches
- If medical certification “expires” at 12 weeks, reach out to employee and:
 - Remind that FMLA entitlement will expire at 12 weeks and the related implications (e.g., health insurance); and
 - Request employee provide:
 - Updated medical documentation; or
 - Medical documentation clearing employee to return to work (requiring such before the last day of FMLA)



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Case Study

- Donna, a 5-year employee, has been dealing with a series of medical issues over the last year.
- She is currently out on a leave that has lasted 6 weeks and exhausted her FMLA entitlement 2 weeks ago.
- Donna provides medical documentation of her need to remain out of work for 2 additional weeks.

(cont'd)



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Case Study

- Donna's expected return to work arrives and Donna does not return to work.
- You're frustrated with trying to make do without a full staff and want to terminate Donna so you can hire a replacement next week.
 - ***Are there any concerns with doing so?***



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Common Mistake

- Terminating an employee who has been out on an extended leave of absence without first ascertaining when they expect to return
- Takeaway:
 - Always ascertain the expected date of return before concluding that it would be an undue hardship to permit employee to remain out on leave

(cont'd)



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Challenging Leave Issues

- Long, but not indefinite leaves
- Repeatedly extended leaves
- Inability to perform essential functions at the end of the leave period



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To What Position Does an Employee Return?

- FMLA
 - Reinstatement to the same or "equivalent position"
 - Equivalent pay (including certain salary increases and bonuses awarded during FMLA leave)
 - Equivalent benefits
 - Equivalent terms and conditions of employment
- ADA/NYHRL
 - Reinstatement to the same position



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Case Study

- Earl, a full-time, 3-year employee, is injured in a car accident that results in his hospitalization.
- As a result of his accident, Earl is out for 12 weeks.
- When informed that he has exhausted his FMLA entitlement, Earl informs you that while he could return to work, there are some physical limitations that would limit his ability to return to work.
- Knowing that his co-workers will not welcome the idea of performing parts of Earl's job for him, you'd like to keep Earl out until he is at 100%.
 - **Can you do this?**



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Common Mistake

- Requiring an employee returning from a leave necessitated by a workplace injury to be 100% recovered before returning
- Takeaways:
 - Don't
 - Reinstatement employees capable of performing essential functions of their position with or without reasonable accommodation



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Case Study

- Earl's restrictions prevent him from lifting more than 15 lbs. – which is considered an essential function of Earl's position.
- You would nonetheless like to bring Earl back to work and are willing to accommodate his inability to lift.
 - **What are the concerns associated with doing so?**



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Concerns

- Could undermine essential function argument
- Set precedent/raise expectations of coworkers
- May create concerns when business requirements do not permit you to make this accommodation, or you are no longer willing to do so

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Takeaway

- If you choose to accommodate an employee by relieving him/her of performing an essential job function, make clear to the employee and memorialize in writing
 - that the function remains essential but employee is being relieved of performing it as an accommodation
 - any unique circumstances that permit you to make the accommodation (e.g., slow time of year)
 - that this accommodation is being offered on a trial basis and may be withdrawn

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Confidentiality of Medical Information

- There are strict limitations on the use and disclosure of employee medical records
 - Must be kept in confidential files separate from an employee's personnel file
 - Must be maintained in a separate locked filing cabinet
- Only those with a true "need to know" should have access to these files
- Bottom Line: Do not discuss or disclose employees' medical conditions (either suspected or confirmed), except with those who have a need to know

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What Do I Tell Other Employees?

- Employee may voluntarily choose to disclose to coworkers his/her medical condition and/or accommodation
- Supervisors/managers may not disclose an employee's medical condition/disability or that he/she is receiving a reasonable accommodation
- Do not vent frustration to employees

(cont'd)



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What Do I Tell Other Employees?

- Address employee frustrations
 - Emphasize the employer's policy of assisting employees who encounters difficulties in the workplace
 - Point out that many workplace issues employees encounter are personal, and that the employer respects employee privacy



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NEW YORK PAID FAMILY LEAVE



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PFL Basics

- Effective January 1, 2018
- Administered by NY Workers Compensation Board
- Provides job-protected leave for family care reasons
- Designed as employee-funded insured program



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Eligible Employees

| Status | "Regular Employment Schedule" | Eligibility Test |
|-----------|-------------------------------|----------------------|
| Full-Time | 20+ hours per week | 26 consecutive weeks |
| Part-Time | <20 hours per week | 175 days |

- No cap on amount of time to achieve 175 days
- One-time eligibility test; once achieved, not lost with change of work schedule
- Counting rules
 - Count **paid** PTO (sick, vacation, personal, etc.)
 - Do not count paid disability leave
 - Resume count after layoff and seasonal breaks with expectation to return
 - Restart clock after other rehire situations



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Waivers

- Must offer to employees who will not work:
 - 26 consecutive weeks (if full-time)
 - 175 days **within 52 weeks** (if part-time)
- When to offer to waiver-eligible employees:
 - 1/1/18
 - Date of hire
 - Schedule/status change

(cont'd)



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Waivers

- Automatically revoked within 8 weeks of schedule/status change that renders employee eligible
- Upon revocation, collect deductions from date of hire
- If not revoked, remains in effect throughout employment



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Deductions & Premiums

- 0.126% of Average Weekly Wage, (AWW) up to annualized Statewide Average Weekly Wage (SAWW)
 - Current SAWW is \$1,305.92
 - 2018 maximum of \$85.56/year
 - (for a maximum benefit of \$5,223.68)
 - New rate announced each September, applicable in January
- Deductions should have begun no later than 1/1/18
- Permissible to deduct prior to employee's eligibility
- Employer can choose to waive deductions and fund premium



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Benefits

| Year | Weeks Available in 52 Week Period | Max % of Employee Average Weekly Wage | Cap % of State Average Weekly Wage |
|------|-----------------------------------|---------------------------------------|------------------------------------|
| 2018 | 8 | 50% | 50% |
| 2019 | 10 | 55% | 55% |
| 2020 | 10 | 60% | 60% |
| 2021 | 12 | 67% | 67% |



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Benefits

- Phase-in issues
 - Wage replacement rate tied to rate at start of leave
 - Length of leave could increase mid-leave
- SAWW is \$1,305.92
 - New cap applied in **January**
 - Benefit cap tied to SAWW at start of leave

(cont'd)



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Qualifying Reasons for Leave: Bonding

- Bond with new child after birth, adoption, foster care placement
 - Adoption/foster care leave can be taken before the event if necessary
 - Take within 12 months of birth/adoption/placement or first date of leave (whichever is earlier)
 - 2017 events are covered!



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Qualifying Reasons for Leave: Caring

- Care for a family member with a serious health condition
 - Serious health condition: Similar to FMLA definition
 - Must be in close physical proximity
- Family member broadly defined

| FMLA | PFL |
|--------|---|
| Spouse | Spouse |
| Child | Child (any age; includes step children) Grandchild |
| Parent | Parent (including in-laws) Grandparent (including in-laws) Domestic Partner |



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Interplay with FMLA

- PFL & FMLA run **concurrently**
 - Must designate FMLA leave under FMLA rules
 - If employee declines to apply for PFL, still counts against entitlement if:
 - Also a qualifying PFL reason
 - Employee is notified it is a qualifying PFL reason
 - FMLA leave has been properly designated



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Interplay with Disability Leave

- PFL and DBL cannot be taken at the same time
- Limited to maximum of 26 weeks per 52-week period for both
- Maternity Leave - Upon birth, female employee can elect DBL or PFL
 - Electing DBL results in longer overall leave, because PFL can be used after DBL period completed
 - PFL provides higher wage replacement
- FMLA runs concurrently with both



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Maternity Leave Scenarios

| Weeks | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 |
|-------|-----------|---|---|---|---|---|---------|---|---|----|----|----|----|----|
| | DBL (6) | | | | | | PFL (8) | | | | | | | |
| | FMLA (12) | | | | | | | | | | | | | |

| Weeks | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
|-------|-----------|---|---|---|---|---|---|---|---|----|----|----|
| | PFL (8) | | | | | | | | | | | |
| | FMLA (12) | | | | | | | | | | | |

*Assumes 6-week disability period.



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Interplay with Other Leave Benefits

- Employer cannot force the use of PTO, **even when leave runs concurrently with FMLA**
- Policy options:
 - Employee **may elect** to use one PTO day in lieu of the PFL benefit in order to receive full pay (substitution)
~Or~
 - Employee **may elect** to use a partial PTO day to supplement his/her PFL benefit in order to receive full pay (supplementation)



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Employee Notice Requirements

- Employer
 - 30 days when foreseeable
 - If unforeseeable, as soon as is practicable (within same or next business day)
 - Follow "usual and customary" notice requirements, as long as not more demanding
 - Always consider facts and circumstances
 - Leave can be denied/delayed due to late notice
- Carrier
 - Employer must complete employer portion of claim form, and return to employee within three business days
 - Employee must claim within 30 days of start of leave



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Intermittent Leave

- Daily increments available
 - 8-12 weeks times average number days worked per week
- Available for any purpose (including bonding)
- Employer does not control timing
- Require notice for each absence
 - "As soon as is practicable before each day of intermittent leave"
- If FMLA taken in smaller increments, and leave would otherwise qualify as PFL, track time and count toward PFL entitlement when time accumulates to a full day



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Health Insurance Continuation

- Employer must continue its share of the premium
- Make arrangements to collect premium from employee

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Reinstatement Rights

- Must be reinstated to same or “comparable” position
- No key employee exception

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Case Study

- Polly has been a full-time employee with your Company since 2010
- Polly informs you that she is pregnant and her due date is in June 2018. In May 2018, Polly experiences some pregnancy complications that require her to be on bed rest for 3 weeks prior to giving birth to her baby boy in June 2018.
- The Company’s existing FMLA policy requires employees who use FMLA leave for the birth of a child to take the leave in block time.

How does the Company appropriately untangle the various leaves at play here and appropriately track Polly’s time off from work?



**Takeaways –
PFL Written Guidance Should Address**

- Employee Eligibility
- Deductions
- Waiver Eligibility
- Benefit Levels
- Interplay with FMLA
- Interplay with PTO
- Interplay with non-accrued leave
- Qualifying Reasons
- Notice Requirements, including timing
- Claims Procedure, including timing
- Effect of Denied Claims
- Appeal (Arbitration) Rights
- Right to Reinstatement
- Continuation of Health Insurance Benefits
- Prohibition Against Discrimination



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**Takeaways:
PFL Policy Decision Points**

- Treatment of family members taking leave together
- Substitution or supplementation with PTO
- Relationship to existing benefits
- Denied claims and absenteeism
- Notice requirements
 - What is “usual and customary” within your organization?



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**Takeaways –
Waivers**

- Develop communications to explain purpose and effect of waiver
- Develop process for
 - identifying waiver-eligible employees upon hire
 - monitoring employees on a waiver for automatic revocation
- Establish policy concerning retroactive deductions when waivers revoked



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*Takeaways –
Sync FMLA and PFL Policies*

- Measurement period
- Intermittent leave
 - Available for bonding under your FMLA policy?
 - Aggregation of intermittent FMLA time of less than one day?



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*Takeaways –
Related Policies That Should Be
Reviewed*

- Paid time off/vacation, sick, personal
- Maternity/parental leave
- Disability benefits
- Maternity/paternity leave benefits
- Attendance



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*Takeaways –
Operational Impact of PFL*

- Plan for staffing concerns
 - Staffing agency relationships; cross-training



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Questions?

<https://www.bsk.com/new-york-labor-and-employment-law-report>



SAVE THE DATE

Workplace 2018

Rochester – June 7, 2018

Syracuse – May 15, 2018

Buffalo – June 19, 2018

Corning – May 9, 2018

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The information in this presentation is intended as general background information on labor and employment law. It is not to be considered as legal advice. Employment law changes often and information becomes rapidly outdated.

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