Case Study: “Department XYZ”

Connecting the Dots — Leave & Accommodation Data Insights

Your department leader comes to you and shares: “My team has a performance problem.”

Let’s look at how their leave and accommodation data has shifted in recent years.

Over the past two years, Department X (45 employees) has seen the following trends. The department head has only ever seen each metric reported separately — never side by side.

Metric	2023	2024	2025
FMLA Leave Cases	6	9	11
Return to Work with ADA Accommodation	1	4	6
Mental Health Accommodation Requests	0	3	5
ER Cases	1	1	4

Discussion Questions

1. What story do you see now that you did not see before?

2. What questions would you ask leadership (or the department head) based on this data?

3. What additional data would be helpful to understand what’s happening in this department?

4. What resources might be needed to support this team?