



STRATEGIES FOR REDUCING RISK IN COMPLEX LEAVE SCENARIOS

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Agenda

Why leave risk is increasing

Where employers misstep in overlapping leave laws

Building coordinated compliance strategies

Scenario-based practice and peer discussion

Practical tools and Q&A



Why leave management risk is escalating



Expansion of federal
and state leave
requirements



Increased employee
awareness and
enforcement activity



Operational strain on
HR and leave teams



The overlapping leave landscape



FMLA core requirements

ADA and the interactive process

State leave mandates and variability

PWFA basics and early compliance challenges



Where employers commonly misstep

- Treating laws in isolation
- Inconsistent documentation and timing
- Poor manager communication
- Failure to reassess accommodations over time



Foundations of coordinated compliance

Single intake mindset for all leave requests

Centralized documentation and decision-making

Clear escalation points for complex cases

Consistent manager guidance



Case study

The leave that wouldn't end



The leave that wouldn't end

SMALL GROUP DISCUSSION

- Identify applicable laws
- Flag compliance risks
- Determine next steps and documentation needs

DEBRIEF

- Highlight best practices and common gaps



Strengthening communication and documentation



Managing the interactive process



Handling intermittent and extended leave



Aligning employee and manager messaging



Case study

**Zero-restriction job, peak season,
and a pregnant supervisor**



PWFA and accommodation decisions

SMALL GROUP DISCUSSION

- Apply PWFA requirements
- Decide on reasonable accommodation options
- Identify documentation best practices

DEBRIEF

- Compare approaches and risks



Practical tools to reduce leave risk

- 1 Leave coordination decision tree
- 2 Interactive process compliance checklist
- 3 Template communication language





Key takeaways to take with you now

- Think in terms of coordination, not individual laws
- Reassess leave decisions as circumstances change
- Equip managers without making them decision-makers



Q&A + open discussion



Thank you!

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