

MEASURING UP

IBI'S LEAVE POLICY BENCHMARKING SERIES

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Agenda

About IBI

Leave Management Survey Series

Applying benchmarks to leave design

What is typical, and what makes some policies stand apart?

What about PTO instead?

Other general guidelines

Summary Findings—How to be “*competitive but not number one*” *

- Summary Findings—How to be “*competitive but not number one*” *
 - Elder care, career development, family and parental leave will put your company ahead of most others
 - Bereavement, disability policies and sick day policies will keep you with the majority
 - Even companies with competitive policies don’t offer them to all employees
 - Day one eligibility and full wages not necessarily required
 - Authenticate most leave types, and get help managing most longer leaves

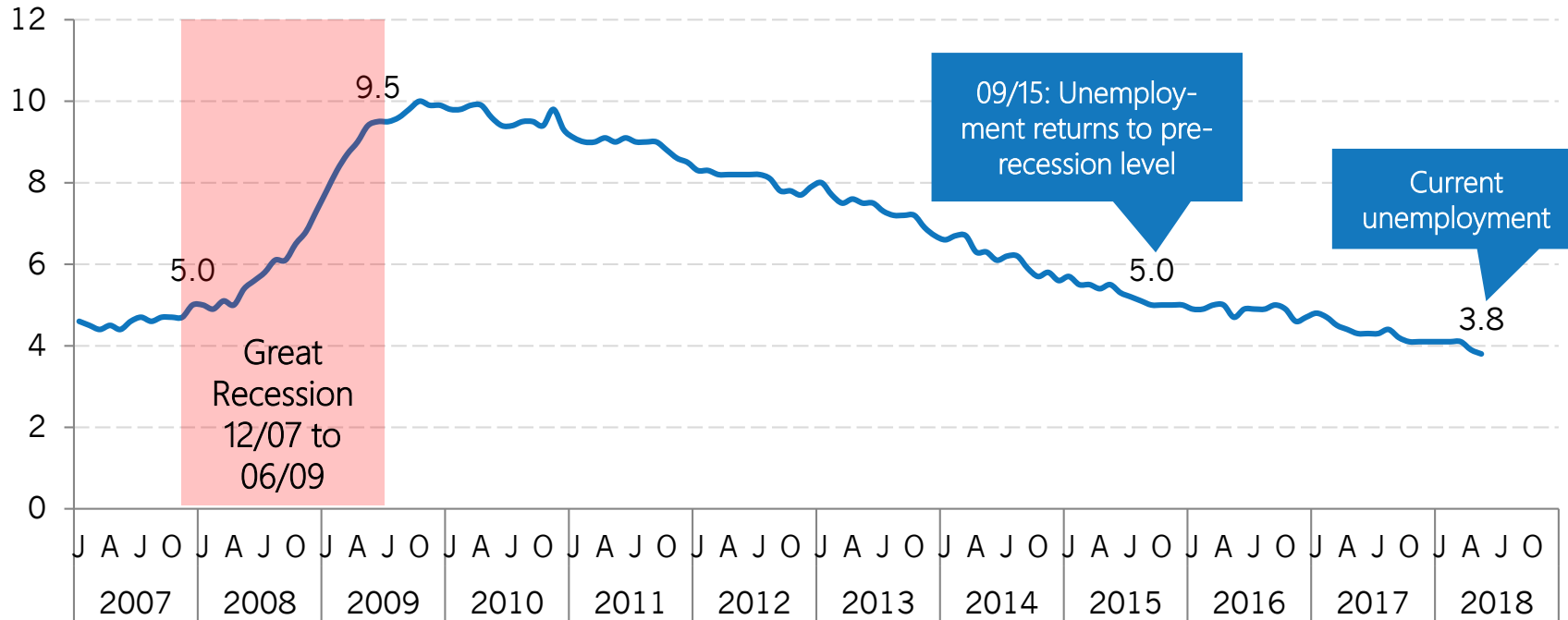
* Benefits manager for a Silicon Valley firm, quoted in “ ... And Baby Makes Three (Months Off)”, IBI, August 2016

About IBI

- National, non-profit research and educational organization focused on workforce health and productivity
- Help business leaders:
 - Understand the toll that illness takes on workers' productivity
 - Recognize the competitive advantages of helping employees get and stay healthy
- Research, data, tools, peer-to-peer learning opportunities

Tight labor markets have motivated employers to expand leave offerings

Monthly unemployment rate



2015 and 2016 saw a spike in paid parental and family leave offerings

- Most announcements followed 2014 EEO guidance
- 15 Silicon Valley firms told IBI* they offer leave to
 - Compete for talent
 - Express corporate social values
 - Formalize policies, ensure fairness

* IBI, “ ... And Baby Makes Three (Months Off)”, August 2016

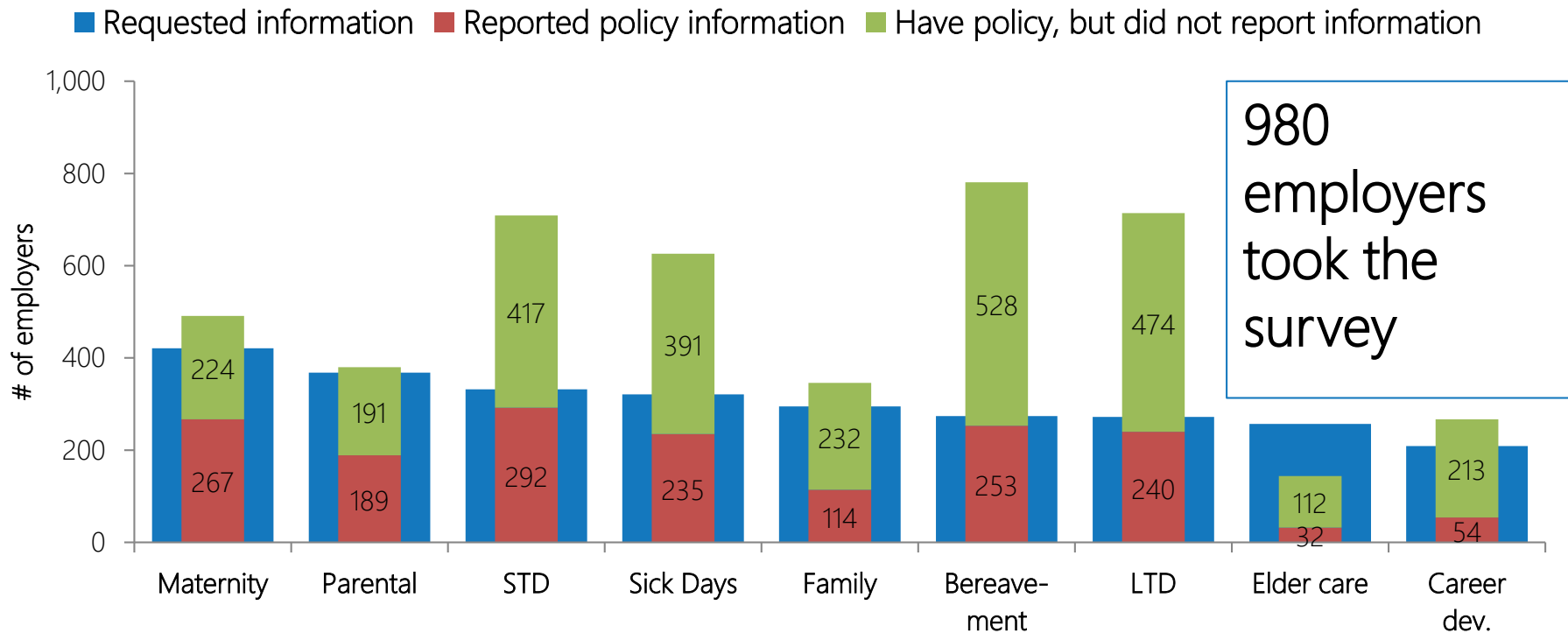
Benchmark surveys designed to provide basic guidance for drafting specific policies

- IBI Research Committee members identified leave types, relevant questions
- Supplier members, employer coalition partners invited clients and employer members to participate
- Tiered questions maximize completion rate
 - Do you have this policy?
 - Are you interested in a report on this policy?
 - Will you provide information about this policy?
- *This approach trades-off relevance for sample size*

Leave policy topics include

- Eligibility
- Authentication requirements
- Waiting period for new employees
- Accrual policies
- Allowed durations
- Pay policies
- Outsourcing leave management and tracking

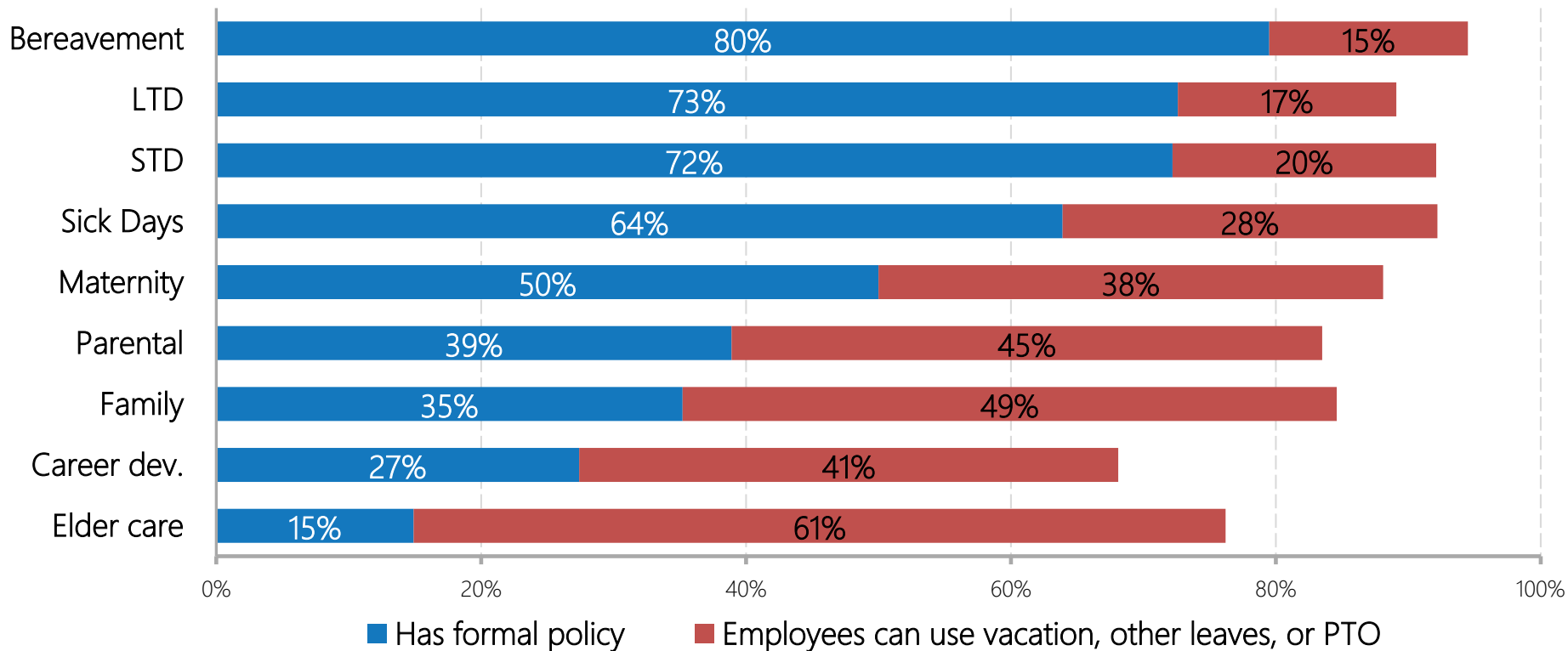
IBI released leave reports based on the number of requests



Applying benchmarks to leave design

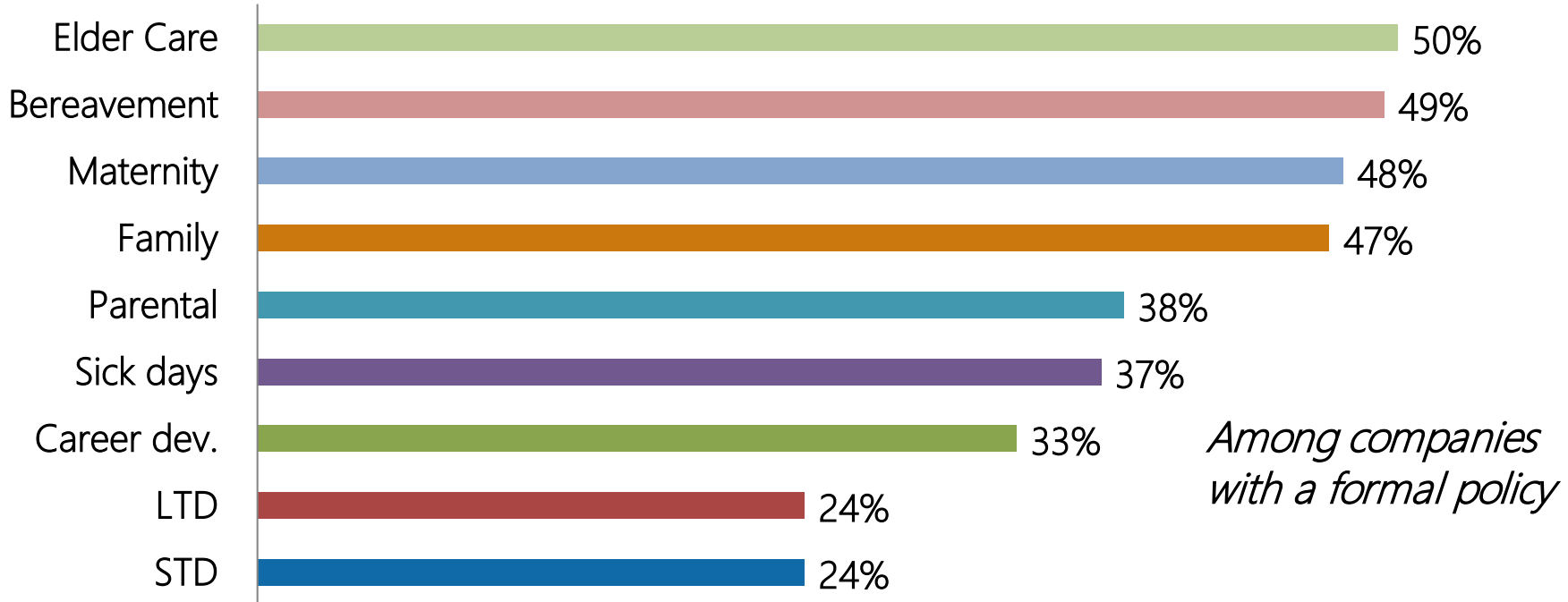
- Which benefits will set us apart? Which ones are the cost of admission?
- Is it enough to offer benefits to some employees?
- How long should new employees wait to be eligible?
- How much time off should we allow?
- Is it necessary to make employees financially whole?
- Should we get help with this?

Which benefits will set us apart? Which ones are the cost of admission?

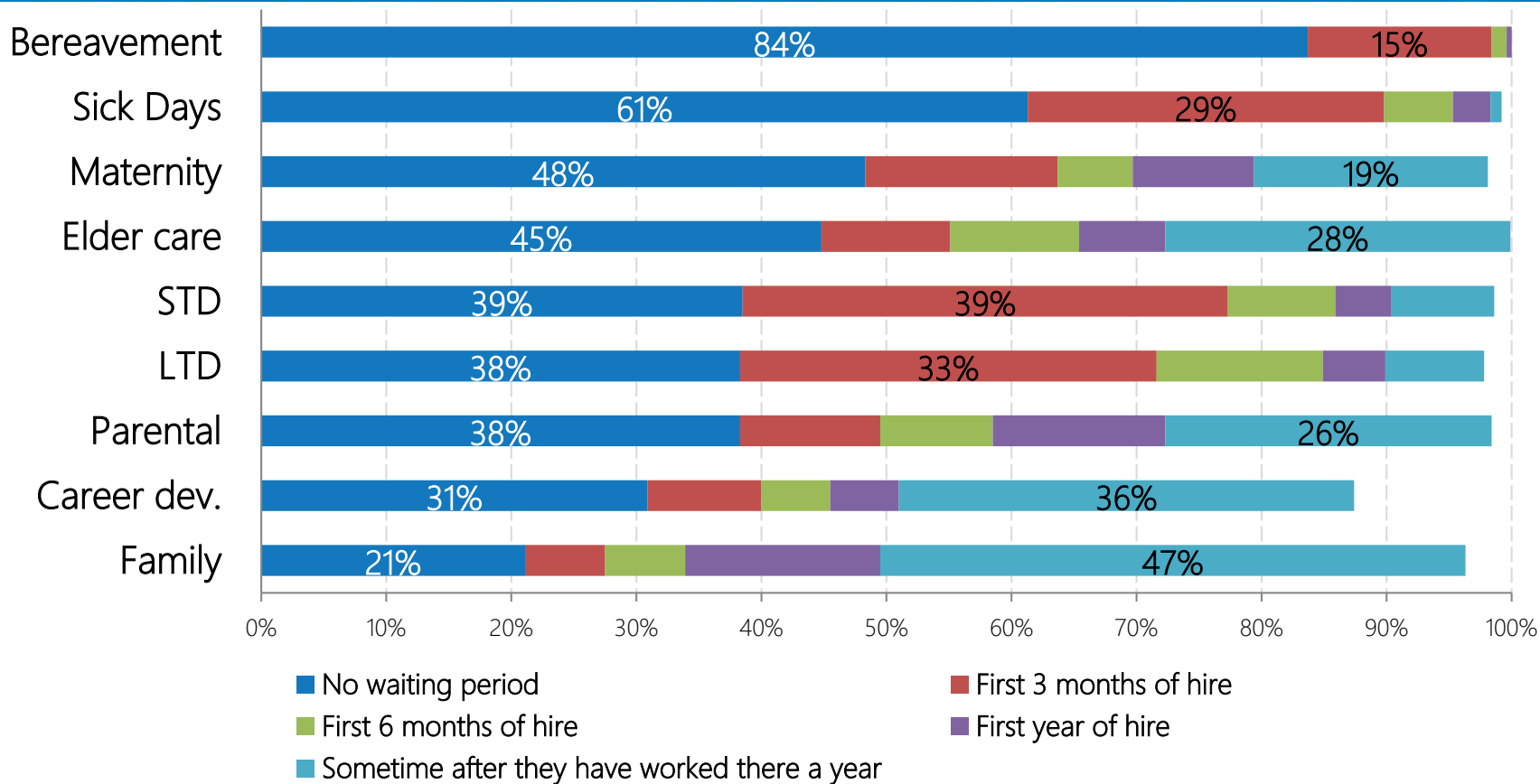


Is it enough to offer benefits to some employees?

% of employers making leave available to ALL employees



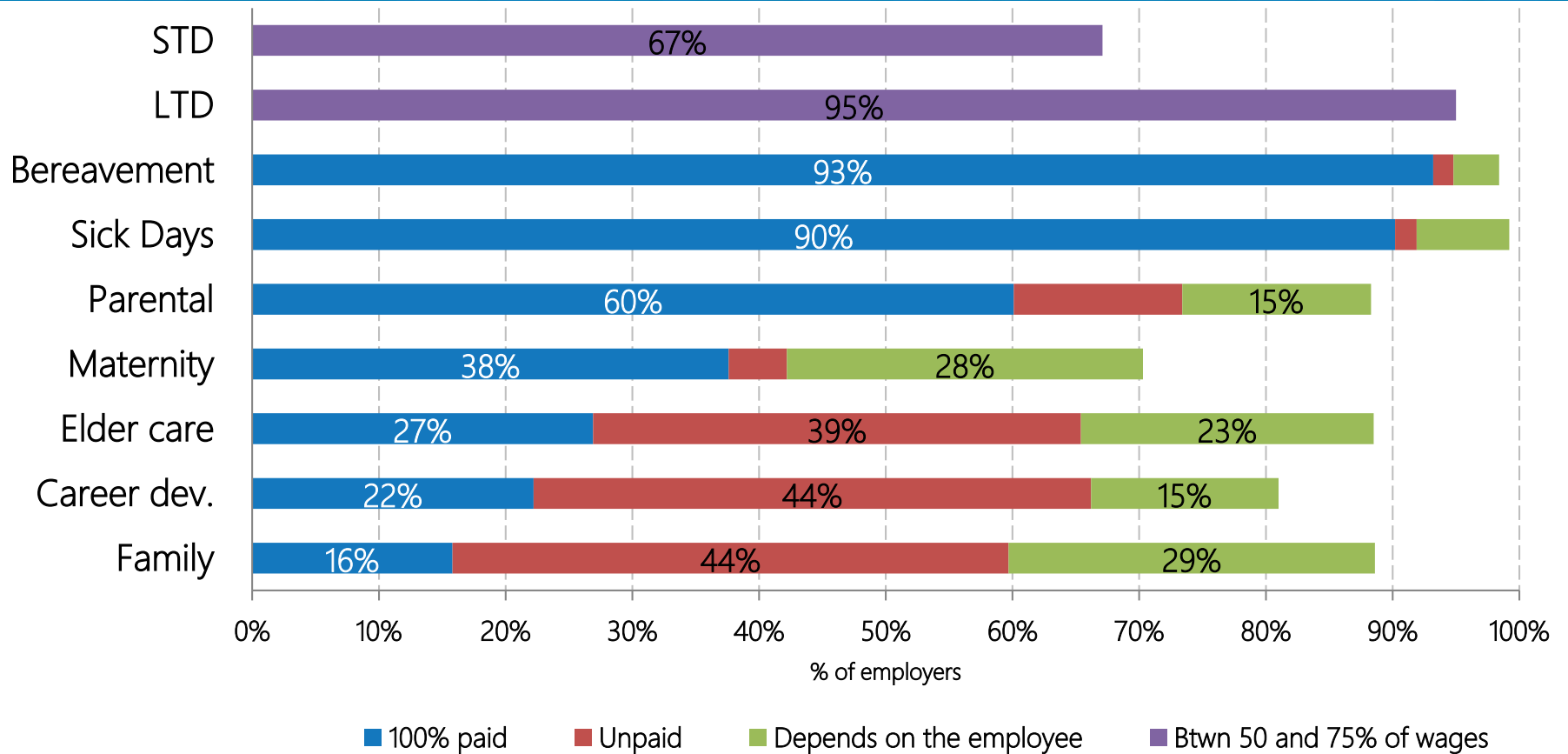
How long should new employees wait to be eligible?



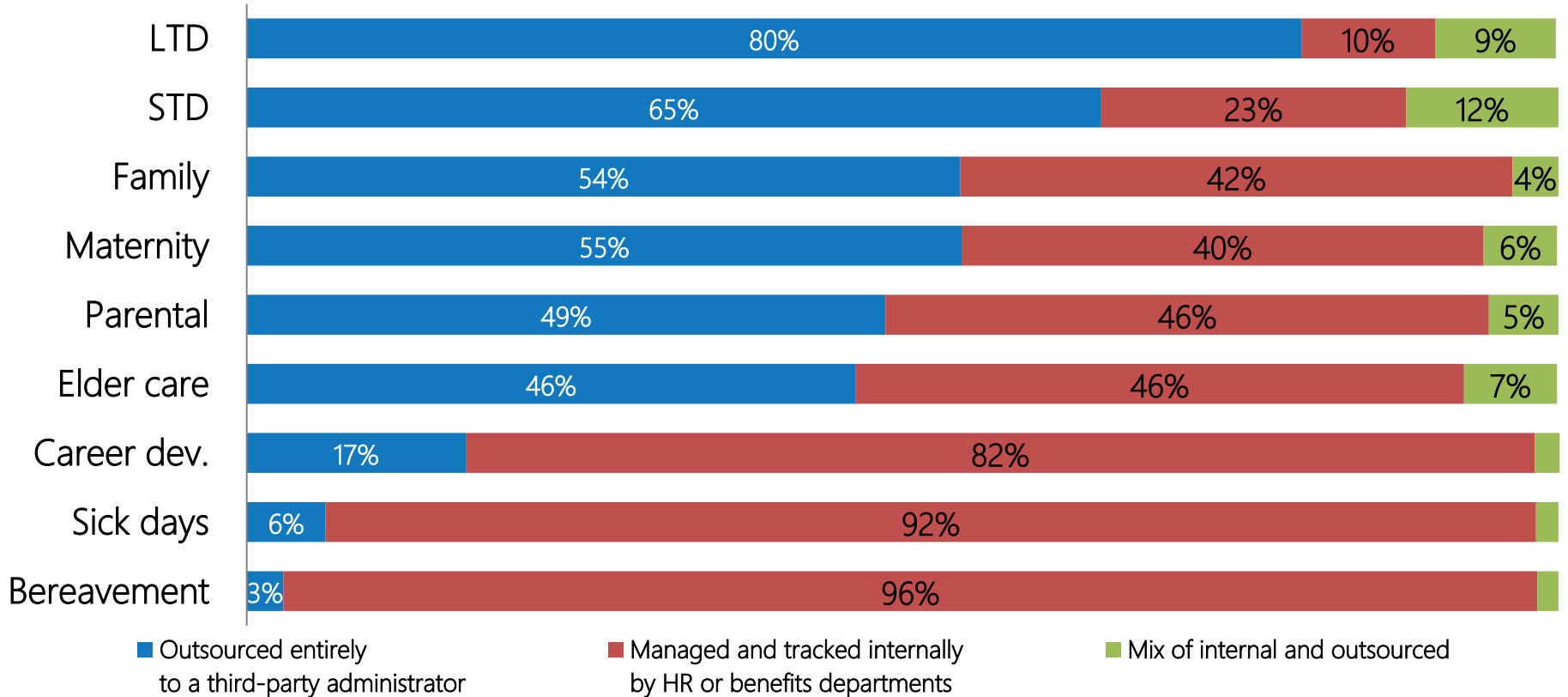
How much time off should we allow?

Maternity	Less than 13 weeks under STD (75%), 1 to 3 months after (50%)
Parental	1 to 3 months (38%)
Elder care	1 to 3 months (41%)
Family	1 to 3 months (53%)
Sick days	4 to 9 days (36%), or 10 to 15 days (36%)
STD	1 week EP (70%), 6 months (64%)
LTD	6 month EP (67%), to SSNRA (75%)
Bereavement	Less than 1 week (69%)
Career dev.	Don't know (25%), 6 months to 1 year (24%)

Is it necessary to make employees financially whole?



Should we get help with this?



What about PTO instead?

- Less than half the companies used PTO instead of formal policies
 - Very few are phasing out these policies
- Two weeks to one month PTO per year is the norm
- PTO days accrue gradually, and roll over if not used

Other general guidelines

- Authenticate everything
 - Except sick days and bereavement
- Benefits such as health care continue
 - With the possible exception of LTD
- Make time available all at once, and don't roll over unused days
 - Flip a coin for sick day policies
- Bereavement leave for family deaths only
- Allow small amounts of time away for personal and family member's doctor appointments (an hour or less)

I only care what my competitors are doing. Will these surveys help me?

- Maybe if your company is ...
 - Manufacturing
 - Health care
 - Finance
 - Professional services
 - In multiple states
- Comparisons by company size almost always included
 - Targeted industries and states will require coordinated survey efforts



For more information

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