

# Dept. of Administrative Services Human Resources Enterprise



## **LEAVE WITHOUT PAY PROCESS REPORT-OUT APRIL 23-25, 2019**



# Why Are We Here?



- Inconsistency of LWOP being applied across agencies
- Increased amount of insurance premiums not being collected during the leave with out pay status
- Review of leave codes
- Formally document the LWOP process

## **Sponsor:**

Janet Phipps, Director, DAS

Christy Niehaus, COO, DAS-HRE



# Game of Leaves

Karla Dorman



- Sarah Van Den Broeke, DAS
- Amy Liechti, DAS
- Krissy Estabrooks, DAS
- Jessica Lingo, DAS
- Elise Mullen, DAS
- Ken Zinkula, DAS
- Jamie Wilson, DOT
- Karla Dorman, IDPH
- Tracy Seely, DPS
- Amy Meston, DIA

## Facilitators:

- Marcia Tope, DOM
- Paul Carlson, DAS



# Event Scope

Ken



## SCOPE

This event will address the processing of benefits during an employee's leave without pay status beginning with **leave without pay status being granted** (identification of correct leave code) to the **employee returning to active status or terminated**.



# Team Goals

Elise



Goals for Future State	Target
All agencies trained on the standard process	100%
Establish a baseline for error rate	TBD
Leave without pay codes are applied correctly through the approval process	100%

# How Do We Get There?

Sarah



1. Understanding roles and responsibilities in the reporting of leave without pay process.
2. Develop a process map for leave without pay processing.
3. Develop standard work (job aids) related to leave without pay processing for supervisors and HRAs to be used in training and on-the-job.
4. Develop a tool for HRA's to track personnel on leave.
5. Develop a tool to collect data for errors.

# Event Schedule

Amy L.

Pre-event  
Planning

Follow-up &  
Implementation

**Overview**

**Review Charter,  
Customers, and  
Pre-work**

**SWOT and  
Brainstorm**

**Map the  
Process**

**Develop  
Implementation  
Plan**

**Team Debrief**

**Report-out**

# Customers

Amy Meston



## CUSTOMERS

## REQUIREMENTS

HR Personnel

- Job Aids
- Clear & user friendly process
- Process for unique situations
- Clarity of policy
- One Stop Shop

Employee

- Resources & info on impact to them
- Timely
- User friendly
- Summary info of time codes on time sheets
- Checklists

Supervisors

- Definition of role
- Understanding of responsibilities
- Easily find info & resources
- Clear process
- User friendly
- Keep informed



# SWOT

Amy Meston



## Strengths

- Resources – Documents
- Reed Group
- Training available as needed from DAS

## Weaknesses

- Resources not in one centralized location
- No clear roadmap for process
- Lack of Real Time Data

## Opportunities

- Structured DAS Website for resources
- Structured Training
- Clarification of roles

## Threats

- Negative financial impact for employee/agencies
- Credibility of HR decreases if incorrect info provided
- Resistance to change and ownership of the process

# Discussion & Consensus

Jamie Wilson

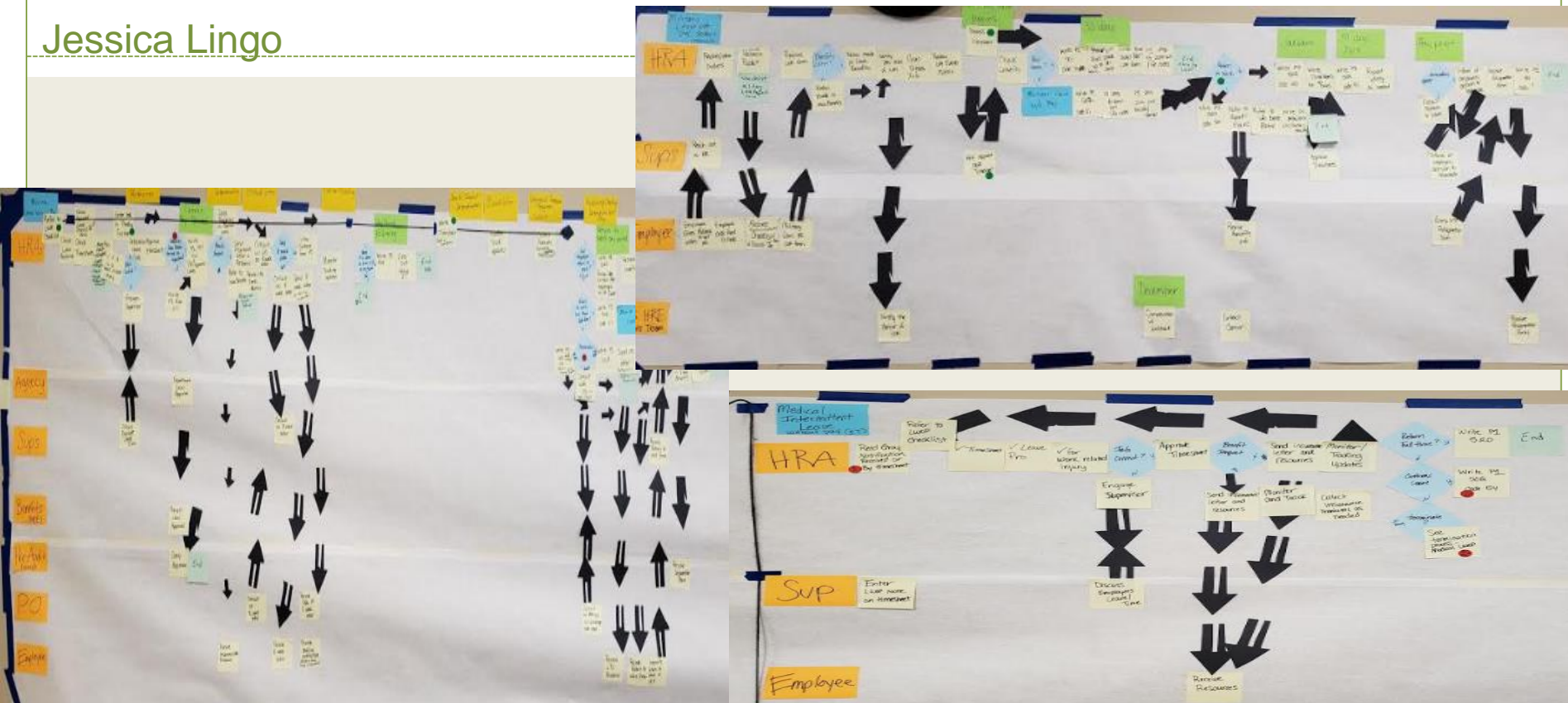


- Brainstorming of improvements
- Deselection of ideas
- Waste discussion
- Value added discussion



# Future State Map

Jessica Lingo



## Key points/Phases/Highlights

- Different LWOP codes – Game of Leaves addressed 4 of 8 leave codes. These 4 codes represent 90% of the leave usage.
- Multiple stakeholders are involved throughout the entire process.
- Customer Service should improve based on a consistent process.

# Simpler – Faster - Better

Krissy



- A process which provides a standard workflow
- Standardized forms and job aids
- Resources provided in a user friendly format
- Centralized “one stop shop” location for LWOP information
- Defined roles and enhanced communication between all parties throughout entire process
- Ongoing training plan

# Implementation Plan

Amy L



Timeline  
- Create time line for HR/Agency  
Make visual & by LWOP type  
- Include in timeline:  
- Flow of Responsibilities  
- Deadline schedules  
- Follow up with Sup + employee

Leave code  
- Defined/updated Leave codes  
- Examples

Website  
- One Stop Shop  
- Create tabs for Employees/HRA/Supervisors  
- Links to resources  
- Add Read Groups' Next Step document under link  
- Roles (See FMLA Rules + Resp Doc in sub sheet)  
- Create roles for Employees/HR/Sup  
on website

Checklist  
- Check list for Employees/HR  
- To be discussed after development of checklist  
- Return check list to DHS HRE for all LWOP types or some or none  
- Return HRA checklist

Letters  
- Create shell (letter) templates for each part of process. include:  
- Benefit resources  
- Insurance letter  
- LWOP letter  
- 8 week letter (more research needed)  
- Correspondence (maybe w/na letter)  
- Best practice for delivery of letter: recording of letter sent  
- Establish a time line for each role

Reports  
- Create automated reports  
- Sent to HRAs. Example Reports:  
- Low leave balances  
- 3 days consecutive leave (research)  
- Balances  
- Total Hours worked  
- Leave codes  
- Insurance codes  
- FMLA Eligibility (research)

Mapping  
- Decision tree for LWOP for employees  
- Leave Code Guidance - include screenshots  
- a manual  
- definitions/PE  
- when requirements to put in LWOP

Time Reporting  
- Keep Groups Leave Pro  
- anytime sheet that has FMLA + LWOP

Tracking tool/spreadsheet

Training  
- Include w/HR Express  
- Develop training plan

Best Practices  
- Internal agency mtg w/ key players to discuss current leave situations (include in LWOP manual)  
- ~~Discussion~~

Time Types  
- Expand definitions for time types

Checklist  
- Document if property of employee on LWOP  
- will be collected

Check  
- Final application (needs document/signing)

# Roll Out Dates

Amy L



September  
2019

- LWOP Website

November  
2019

- LWOP Manual

April  
2020

- LWOP Training

# Communication Plan

Jessica



WHAT	WHO	WHEN
High-level summary from event to share about the event focus and outcome	TBD	Within 30 days
Develop a communication plan	Project Team/ DAS Communication Team	Within 30 days

# Team Member Experience



Krissy Estabrooks – HRE  
Jamie Wilson - DOT