



Leave Management Readiness Checklist



Managing employee leave can be complex, and it’s getting more challenging as regulations expand. This self-assessment is meant to help you evaluate the strength of your current Leave Management program across compliance, efficiency, and education.

Answer each of the 10 questions with “Yes” or “No”. Each “Yes” earns 1 point. At the end, total your score and review what it means for your organization. Your score feedback can help you identify gaps and prioritize improvements.

Complete your Leave Management Readiness Checklist

Compliance

Do you have a documented return-to-work program?	Yes	No
Has your leave program been reviewed by legal counsel within the past two years?	Yes	No
Do you have a documented process and system to support accommodations (e.g. the Americans with Disabilities Act (ADA) and the Pregnant Workers Fairness Act (PWFA))?	Yes	No
Can you determine if your employees are covered under a Paid Family and Medical Leave (PFML) program through the state or an insurance carrier? If yes, do you have a documented process and understanding of these programs (funding, benefit amounts, eligibility, duration)?	Yes	No
Has your organization avoided leave-related compliance issues within the past two years?	Yes	No
Do you have a systematic approach for monitoring and implementing regulatory changes (e.g., Maryland PFML 2028, California Caregiving Expansion 2028)?	Yes	No

Efficiency

Can you track intermittent leave in real time and identify absence patterns?	Yes	No
Do you have a single system that integrates leave with Short Term Disability claims?	Yes	No

Education

Do your managers know the difference between the Family and Medical Leave Act (FMLA), Paid Family and Medical Leave (PFML), Disability Income Insurance and Workers’ compensation?	Yes	No
Are your managers trained on how to support employees before, during, and after a leave to ensure a smooth and compliant experience?	Yes	No

Total Score: _____



What does your score mean?

8–10:

**strong foundation,
opportunity to
optimize**

You have a great start already. Consider:

- Is your current approach the most efficient use of HR resources as you scale?
- Are you ready for any state expansions (2026–2028)?
- What's your actual total cost (HR time, systems, risk exposure)?

Things you may be experiencing:

- You're managing requirements well, but watch for signs of strain.
- Compliance management feels harder, not easier.
- You offer company-specific leaves (bereavement, parental bonding, caregiving).
- You have employees across multiple states navigating different PFML programs.

6–7:

**managing well, but
complexity
is rising**

3–5:

**significant compliance
exposure and
administrative
challenges**

Common challenges at this level may include:

- Manual leave tracking and processes.
- Incomplete tracking of state/federal leave interactions.
- No systematic approach to intermittent leave patterns.
- HR spending significant time on administration vs. strategic work.

Indicators may include:

- Limited visibility into leave obligations across jurisdictions.
- No centralized leave tracking or management system.
- High compliance risk potential.
- HR team in reactive mode on leave issues

0–2:

**critical gaps,
immediate review
suggested**

Voya Employee Benefits: working with you on Leave Management

Managing leave isn't just about compliance. It's about supporting your workforce and managing risk for your organization. Our team can help employers **simplify administration, reduce risk, and prepare for evolving regulations.**



Ready to strengthen your leave program? Contact your Voya Employee Benefits Sales Representative or visit voya.com to learn more.



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