

Family Leave Best Practices Guide

November 2008

Introduction

It is with great pride that we publish this guide. Hillel respects each employee's desire to balance their work and private lives and strives to create family friendly policies and resources to assist in that balancing act. This Family Leave Best Practices Guide was created as one of those resources. In it, you will find a Top Ten List of Best Practices for Professionals assembled by Hillel colleagues who have "been there, done that" and lived to tell as well, as a Companion Guide of Best Practices for Board Members. Additionally, there are a few sections dedicated to specific aspects of going on leave and appendices detailing important areas to consider as you plan for your leave.

Whether your Hillel is small with two professionals or large with ten staffers and active student leadership, it is always challenging when a member of the team goes on family leave¹. Remaining professionals, student and lay leaders must step up and take on additional responsibilities to ensure major operations are not interrupted. It is the duty, though, of the person going on leave, to communicate what needs to be done in her/his absence. This guide offers guidelines and practical advice designed to make the period of leave – and return – the best possible experience for both you and your Hillel.

We are grateful to the numerous Hillel professionals and lay leaders who offered their stories and advice to this guide:

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¹ This document is designed for employees taking leave following the birth or adoption of a child but much of the information is relevant for employees taking leave for medical reasons, eldercare or a sabbatical.

Top Ten Best Practices for Professionals

1. Know your Benefits and Rights

Familiarize yourself with your Hillel's family leave policies and keep track of how much vacation and sick leave you have accrued. Hillel's national Family Leave Policy, which most local Hillels follow, was updated in 2008. The policy provides 10 days of paid leave before the employee begins to use accrued vacation and sick days as his/her paid leave. When accrued time is depleted, an employee may choose to remain on unpaid leave for a combined maximum of 120 calendar days. While most Hillels are not big enough for employees to qualify for the federal Family Medical Leave Act (FMLA), many choose to follow FMLA guidelines. Contact the Schusterman International Center to help you determine how your leave and medical coverage during your leave will work. It is important to note that depending on where you live and your Hillel's connections to the university or local Jewish federation, state laws or other policies may also be relevant.

- Hillel's national policies may be accessed on the intranet through www.hillel.net.
- If your Hillel is part of a payroll system other than Hillel's (e.g. university, local federation or any other organization) those policies may supersede Hillel policies. If these policies apply to you, start correspondence early with your benefits administrator as it may take extra time to determine proper procedure. You will not want interruptions in your benefits - or your paycheck - due to lack of communication.
- More information on FMLA may be found at <http://www.dol.gov/esa/whd/fmla/>.

2. Speak to Others Who have Been Through It

Find a colleague who has taken leave who can help you think through all of the details to be addressed. This guide will give you a lot of ideas but you will need to tailor the plan to your specific situation and there are sure to be plenty of things that have not even crossed your mind. Hillel's national Human Resources department maintains a list of your colleagues (both men and women) who are happy to talk to you about their experiences and help you plan for your leave.

3. Make a Plan

Just as you may mentally prepare to enlarge your family by talking to your only child about becoming a big brother or sister, or perhaps physically prepare by buying a car seat, you must also prepare your office for your extended leave. As you know, every employee shoulders numerous responsibilities vital to the smooth operation of your Hillel and certain things must get done whether you are on leave or not. Sit down with your supervisor or board chair as early as possible and create a plan to delegate your key responsibilities - including program oversight, relationship management, supervision and any board, university or donor relations necessary - while you are gone. Be sure to take a serious look at your responsibilities and indicate if there are some things you know will not get done until you return, remembering that

your time off should include a reduced work load and not just the flexibility to complete your work in a shorter amount of time. Make sure to do this early so that if you are adopting you will be prepared to leave when you need to, and if you are pregnant, in case any unexpected complications arise or you need to leave earlier than your due date. Your plan should be put into writing and shared with all appropriate parties.

A model Family Leave Plan may be found in **Appendix 1** of this document and **Appendix 2** contains a sample checklist of important areas to consider when making a plan.

4. Communicate Your Plan

Your detailed and well-crafted plan is of little use if it is not communicated effectively. Be extremely clear with your staff, board and students on the following: when you intend to leave; who is in charge in your absence; what matters are appropriate to contact you; and when and how you plan to return.

Begin the communication process with your students early. Use the lead up time to your leave to allow them to begin crafting and running their own programs and you both may be pleasantly surprised! The expansion of your family could also be a great engagement opportunity. One Assistant Director recalls,

The students were very involved in my pregnancy and they made it fun! They asked so many questions we decided to start a Jewish life-cycle education series.

A new Father explains,

Because the students felt involved in the planning, they did not feel abandoned when I became took leave following the birth of our daughter and subsequently became less visible at evening functions. In fact, most of them would tell me to go home when I was there in the evening!

5. Get Ahead of Yourself

Anything that can be done in advance should be done in advance. Think through what will be going on during your absence and try to leave completed projects for your colleagues to use or submit as required. For example: write direct mail letters that will go out while you're away, or prepare a grant proposal early, and indicate when and to whom they must be submitted; make sure major programs that will take place in your absence are clearly sketched out; and use the months before your leave to become strategic in how and when you spend time with students teaching them that they are capable of making things happen without you.

6. Be Realistic: Before, During and After

Before: Don't start a big endeavor (IE: a capital campaign) as you plan to take family leave. If you are adopting, the home visits and appointments that take you out of the office as you navigate the system may distract you. If you are pregnant, you may find yourself tired, ill or just

not able to keep up your usual pace and there is no reason to begin your leave of absence behind schedule.

During: Don't assume you will want to check emails or return phone calls. It is all right to not be available on your leave and your plan should allow you the freedom to stay as involved in office life as you wish. Now is the time to listen to yourself, as well as the wishes of, your family, your supervisor and the advice of others who have been in your shoes and to decide what is best for you.

After: Give yourself time to ease back in to work. Don't plan to return in mid-August and think you can crank out staff orientation, student orientation, a board meeting and high-holiday preparations in three weeks. If you did not complete your preparations before your leave consider working from home part time in advance of your return to get yourself ready.

7. Celebrate With Your Stakeholders

People want to celebrate your *simcha* with you. Decide how comfortable you feel sharing your new child with others and consider attending a special Shabbat dinner or holding the naming/*brit milah* of your child at Hillel. Much of Jewish and campus life revolves around creating community and this is a great opportunity to build relationships, inspire others and be a Jewish role model. An Executive Director/Campus Rabbi shares:

We hosted a Kiddush at Hillel following the birth of our child to share our joy with our Hillel community and to model modern Jewish family life for our students.

8. Create a Plan for Re-Entry

Returning to work can be difficult, especially if you just became a first-time parent. Make sure to give yourself enough time at home to mentally and physically adjust to your new situation. Setting a return date and starting back to work full time works well for many people but others find it easier to "ease back into" their job following family leave. You should recognize that just as there are different ways to take leave, people also return to work using different models. Part-time work, telecommuting and flexible scheduling could be the three most important ways to creatively return to work. This is not possible with every Hillel position or if you will be returning during a "crunch time." Work with your supervisor and/or board to determine a plan that will work for both you and your Hillel.

Below are some comments from Hillel colleagues about how they have re-entered their job following a period of family leave:

The best thing I did was to work half-time my first month back. It was hard enough leaving my daughter for half a day in the beginning and this eased me into it.

I was able to bring my son to work with a full time sitter until he was almost a year. This allowed me to continue breast-feeding and I experienced none of the transition issues my friends warned me about.

I work longer hours Monday-Thursday so I can take Fridays off. I still work important weekend programs but this gives me the extra family time I need.

I started working part time from home a month before I came back to help mentally prepare myself.

Another suggestion is to return gradually. You may take one month off completely; return three days a week, then four days and finally full time. This will need to be discussed with your supervisor or board chair to make sure that it works for both you and your Hillel.

9. Set Expectations for Your Return

Following family leave, you may feel conflicted about leaving your child/ren and find it takes some time before you perform at your usual level. Additionally, the people who took over the majority of your key responsibilities may also feel uncertain when you return. Either they may be ready to immediately dump all of your projects back in your lap or they may now feel ownership over things that historically have been yours but they now have well underway. One Assistant Director recalls, “I felt very peculiar returning. New students and interns had built relationships with our program staffer and I needed to start fresh with those people and build my own relationships.” Communicate with your colleagues and you may find that you both actually want the same thing.

You might also feel pressured to get more work done in less time because now you must leave at a set time everyday due to childcare arrangements. If you have any hard and fast changes such as this, make sure to communicate clearly with your stakeholders so there is no confusion. It is both acceptable and professional to insist on a realistic work-life balance but you must be conscious that your new priorities send the right message to staff, students, and board members. One director shares,

When possible, I make it a priority to leave Hillel at a reasonable hour (many times before 6) to be home during the dinner and bedtime hours. I will then drive back to campus for a meeting or program. If I am not needed back on campus, I will usually work from home later at night to catch up and take care of other projects if I have something pressing.

The decrease in your discretionary time can also lead you to feel a loss in your social capital at the office. If you no longer join your colleagues for lunch daily because you need the extra hour to work or you must stay behind to pump breast milk, it can be challenging and perhaps isolating. Try to schedule in times to check in or visit with colleagues.

10. Thank People

While you are away, the rest of your Hillel team will be working hard to keep things going in your absence. Don't forget to appreciate their hard effort! If the Hillel budget allows, consider a bonus for the person bearing the brunt of your duties. If that is not possible, a gift and/or letter of appreciation and thanks are appropriate.

Top Five Best Practices for Boards

1. Know Your Employee's Benefits And Rights

Hillel's national Family Leave Policy, which most local Hillels follow, was updated in 2008. After one year of employment with Hillel, the policy provides ten days of paid leave before the employee begins to use accrued vacation and sick days as his/her paid leave. Maternity leave and paternity leave are the same, although women may take up to six weeks of sick leave during this period while men may use two weeks of sick leave. When accrued time is depleted, an employee may choose to remain on unpaid leave for a combined maximum of 120 days. Depending on where you live and your Hillel's affiliations with the university or local Jewish federation, state laws or other policies may also be relevant. Keep in mind that what you do for one person, you must be prepared to do for all staff members. If you offer additional leave time or special arrangements to one employee, you are creating a legal precedent. Meaning, if you offer your beloved director an additional month of paid family leave when she has a child, then you must do the same for your administrator who has a child one year or even three years later.

Important Resources:

- Hillel's national policies may be accessed on Hillel's Document Center.

If your Hillel is part of a payroll system other than Hillel's (e.g. university, local federation or any other organization) those policies may supersede Hillel policies.

2. Collaborate on A Plan

Each employee shoulders numerous responsibilities vital to the smooth operation of your Hillel and anyone planning for leave is expected to sit down with his/her supervisor or lay leaders to create a written plan delegating key responsibilities while s/he is gone. This should be done as early as possible to so that the rest of the staff knows what will be expected of them and in case the professional needs to leave earlier than the due date. Once created, the plan should be shared with the entire board. Make sure that the plan covers all key responsibilities including ongoing program oversight, supervision of the staff, board development, university and donor relations, emergency situations, maintenance of fiscal operations and major programming but recognize that your professional is carrying a reduced workload and not everything will need to be completed. Confirm that the plan has been communicated effectively to all major stakeholders.

While some professionals choose to be available during their leave it is certainly not required. Availability while on leave should be part of your discussion as you formulate your plan. An example of a written Family Leave Plan is in **Appendix 1**.

3. Help to Fill the Gaps

While your employee should plan to complete as many tasks as possible in advance of his/her leave, the duties that remain will still put pressure on the rest of the staff. This is particularly the case when the Hillel director is the one taking leave. When this happens, it is important for board members to play an increased role in the day-to-day operations of the Hillel. Some ways that Board members can help include signing checks, keeping the books current, holding advisory meetings with student leadership, continuing solicitations, interacting regularly with the Hillel staff (in person or via phone), and being a presence at Hillel events.

Some Hillels find it helpful to create a special fund to help cover the cost of a part-time temporary employee or to provide a bonus for the person shouldering the majority of the workload. Berkeley Hillel established a fund such as this several years ago by making small monthly deposits. The business manager reports,

We greatly appreciate the safety net our Board established and the monthly donations to the fund are small enough that we never feel pinched for operational funds.

4. Celebrate With Your Staff

Recognizing and celebrating your professional's *simcha* shows that you support and care for them as a person. An acknowledgement on behalf of the Board is appropriate (e.g. a card, gift, or donation on behalf of the new parent and an announcement to the community.) Some professionals may choose to attend a special Shabbat dinner or hold the naming/*brit milah* at Hillel, in order to show off the new child and share his/her joy with the Hillel community. Much of Jewish and campus life revolves around creating community and the presence of lay leadership in these moments sends an important message.

5. Encourage Flexible Work Arrangements to Promote a Family Friendly Work Environment and Appropriate Work-Life Balance

The informal environment and erratic hours of Hillel activities actually create an opportunity for flexibility. Permitting staff, when possible, to utilize flexible work arrangements, such as telecommuting or flexible scheduling will put the employee at ease and encourage him/her to give their best to the organization. Given the nature of Hillel work it might help to creatively design his/her workweek so that if long hours are required one day, fewer hours will be worked the next day. As a lay leader, you should encourage flexibility while ensuring that it does not turn into abuse of the system and that any regular changes in a professional's availability are clearly communicated to major stakeholders.

Note: these practices are not only useful for professionals juggling the demands of family and work, but for all professionals who are seeking a better balance between work and personal time.

COMMON QUESTIONS PROFESSIONALS ASK

AM I EXPECTED TO BE AVAILABLE DURING MY LEAVE?

No. Each professional handles his/her leave in a different way: while some ask not to be contacted at all, some work part-time and field essential issues. With relatively small staff teams at each Hillel, professionals often find it is helpful and perhaps even necessary to be accessible during the period of leave. Most likely, you will not know in advance what your baby's need will be or what your own needs will be so it is important to be flexible with yourself and to keep the lines of communication open. Below are some stories from Hillel colleagues who chose to be accessible during their leave.

I did not feel comfortable "checking out" completely during my leave. After a few weeks, I put a hand back in to show leadership, maintain my presence, remind everyone that I would be back soon and that my opinions were still important.

On both of my leaves I worked one half-day a week to maintain staff supervision, answer questions and oversee major fiscal things. It kept me in the loop and connected to the staff. However, I set clear limits so while I was able to maintain a presence, expectations did not grow beyond what I wanted to handle during my leave.

I did not work at all during my first leave but worked 5-10 hours a week throughout my second.

I had a new program professional start one month before I went on leave. While I had a few weeks to train him in the basics of Hillel programming, we spoke daily during my leave and met several times at my house for planning purposes. I expected the regular contact prior to my leave I hoped it was not going to feel like an intrusion. It did not. I established a great relationship with our new hire and was able to keep on top of programming.

I used 4 out of 5 days a week for maternity leave. One day was considered working, as I checked in regularly, continued supervision and other managerial tasks.

I worked from home, continuing all the major duties of my position, delegating very little and working as part of a strategic planning committee for SIC. I took no vacation or sick time.

My Board and I agreed that I would work 20 hours per week. I charted out all the major projects going on and detailed what I would track while on maternity leave. I had staff come to my house for supervisory meetings.

Much of my work was not dependent on being at the office, but on setting up individual meetings, making phone calls, and fielding emails. Things that, for the most part, were flexible. Knowing that we would be trying to start a family I had stockpiled as much sick and vacation time as possible in advance. Following the birth of my daughter, I took the first week mostly off, making enough phone calls and emails just to help manage the office. For the second week, we had family in town so I worked half days (this is the luxury of being the dad.) By week three classes were no longer in session and I spent significantly more time at home. I had enough vacation accrued to take full or half days off throughout the summer.

HOW CAN I USE THE UNIQUE HILLEL SCHEDULE TO MY ADVANTAGE?

In many Hillel positions there is a great amount of flexibility in scheduling and a strict 9-5 daily schedule is not required. Consider creatively designing your workweek so that if you have to work long hours one day you can work fewer hours the next day. One director explains,

Everyone involved in the Jewish community knows that we expect long hours from staff and devote a significant amount of time and energy to the job. This is the downside of the work/life balance. There is a plus side though. We have a higher ability to schedule much of our work than many other professions, which allows us to shift our schedules to accommodate the needs of our families.

Invest in tools that make working remotely possible (e.g. a cell phone, laptop, etc.) to allow for maximum flexibility. A Hillel Dad shares,

I have used the flexibility of the Hillel world to my advantage. Since I am no longer the primary person on campus working programs, I have split up my work schedule. I tend to drop off and pick up day care since it is on my way to and from work. I am able to feed my daughter at night and put her to sleep. I restart my workday at about 8 pm, working for several hours. This was a deal that I made with my wife when I took on the duties of day care chauffeur. This change helps me focus and prioritize my time.

Scheduling is the most important tool you have to create a work/life balance that works for you. Below are a few tips from colleagues:

Don't feel obligated to attend every program just because you did previously.

Don't waste time that could be spent with your baby and when you do get that extra time, make it sacred. With only a few notable exceptions, my husband or I always put our daughter to bed. It is harder to get to programs in the evening, but it makes me feel good about being a mother.

Go home to have dinner with your children and then, if necessary, go back to the office for evening meetings.

HOW SHOULD I MANAGE CHILDCARE?

Hillel parents deal with childcare in very different ways. Some want their baby nearby during the day, while others find it distracting to see their child during the workday. Keeping in mind that local Hillels are managed independently, one director may encourage an informal work environment and may be open to discussing on-site childcare while another might wish to create more of a separation between the family and professional lives of their professionals. If you wish to explore the option of on-site childcare with your director and your board, you will need to investigate all legal ramifications of that decision and discuss how your decision will impact the atmosphere of your Hillel. Regardless, whether you have a nanny at home, a sitter at your office or if you chose a day-care facility, be prepared to invest in childcare. Your colleagues advise that you can not pay too much, be too careful or be too nosy when it comes to your child's well being. Decide what works best for you and your Hillel but be ready with a "Plan B" once you see how it works. For instance, one professional shares,

I thought I would want my daughter with a sitter at our Hillel office but I found it really distracting.

DO I SHARE MY NEW FAMILY WITH STUDENTS AND COLLEAGUES?

If you are willing to blur the lines of your work and home lives by sharing your new family you can reap many rewards. It can be a way for your students to see a different side of you and give you an opportunity to model modern Jewish family life.

Every so often I bring my daughter into work, either by choice or by necessity. I have found this to be a great bonding experience. Babies and dogs make great engagement tools!

There is never a shortage of baby sitters if my childcare falls through and I have to bring my children with me to work.

Make Shabbat about family – however you have to do it to make it work. Bring your baby. Bless him/her in front of students. The students on my campus love when we bless our daughter.

Hillel offers free babysitting at Professional Staff Conference and other major meetings so that working parents are able to attend these important professional development experiences. These conferences are designed to help you network with your peers, learn important new skills to bring back to your campus and recharge your spirit. Bringing your child to a conference is a very personal decision so it is not surprising that some professionals ask their spouse to be responsible for the family so they can focus on themselves and on their Hillels while others wish to remain close to their young children, especially if they are still nursing. A mother of three shares:

I brought my kids - and pumps- to Professional Staff Conferences, The Summit and while traveling to the DC office on many occasions.

MOM'S ONLY: HOW DO I TAKE CARE OF BREAST FEEDING NEEDS WHILE WORKING?

Just because you return to work does not mean you must stop providing breast milk for your baby if that is your choice. One staffer brought her child to work with a full-time sitter for close to a year so she could continue nursing. Many others decide to pump their breast-milk at the office and bring it home for the next day.

Your Hillel should provide a private space for you to pump during the day. If you do not have a private office space, you should discuss with your supervisor the best way to find an appropriate location for nursing or pumping. Some of your colleagues share their experiences:

Humor always helps! I was not afraid to tell people why I needed breaks from meetings and was public about being dedicated to feeding my children what was best for them.

Having an office was essential for pumping purposes. I made the effort to schedule meetings around my three daily sessions.

Don't be afraid to be vocal about what you need. Be confident that you're doing what's best for your family. But know that it takes dedication and commitment.

Buy a replacement set for your pump so you do not find yourself repeatedly washing and drying the parts throughout the day.

I started back to work trying to pump but I gave up pretty quickly. I did not feel comfortable discussing my decision to pump with other staff members or students so when I closed the door and put paper over the window to my office I could hear everyone crowding outside of my door trying to figure out what was going on! It was a bit difficult to relax!

I'M A SOLO PROFESSIONAL - WHAT DO I DO?

Taking leave at a Hillel Program Center or a small Hillel deserves special attention. The downside of this unique situation is that if you are the only professional on campus, you likely cannot just leave for three months. You will need to seek the assistance of nearby Jewish professionals (if available), university contacts and your local board members to avoid stagnation. The upside is that the majority of staffers at HPCs and small Hillels are extremely enthusiastic, dedicated and creative individuals who are happy to share their family lives with their students. Below is one solo professional's experience:

I'm committed to breastfeeding and attachment parenting. It's one reason my husband and I chose southeastern Ohio as our destination for work and family. And so, my kids, in their infancy, spent time in my office, in my arms, often breastfeeding or sleeping, out on campus, at programs, at meetings, with students. And I made it seem like the norm, that of course my babies would be with me. What else would I do with a 5 month old? This, to me, is an important moment of modeling for our students.

Other professionals in small Hillels have asked former interns or regional directors to keep the office running during their leave. Solo professionals must make the same childcare decisions as professionals in larger Hillels and take legal and environmental considerations into account.

Appendix 1

SAMPLE MATERNITY LEAVE PLAN Created by Arlene Miller June 2006

Having invested 6 years in my career with Hillel, I highly value the opportunity to be an integral member of the staff at Hillel at UCLA. I've given a lot of time and thought to how my job responsibilities can be managed during the period I will be away from the office. Below I've outlined a proposed plan for work coverage, length of leave, accessibility during leave, and my return to work.

WORK PROGRESS

Following are the work projects I plan to complete before the estimated start date of my leave:

1. Orientation of Program Director including pre-planning Orientation, Orientation Week, and initial key fall programs.
2. Kintera training to key staff
3. Delegating summer projects to front desk and work-study students.
4. Prioritizing web-site updates
5. Reviewing quarterly calendar with management team
6. Identifying and delegating student database summer update work

WORK COVERAGE

Having the advantage of planning an expected event and absence, below are my high-priority work responsibilities followed with a plan for reassigning these tasks.

1. **High Holidays:** Heather Stern, our Program Director, will work with Carol to assign program staff to high holiday responsibilities
2. **Student-Parent Orientation:** Heather will work with Carol and the FYSH Fellows on planning this event.
3. **Summer Orientation Sessions:** Heather is overseeing these sessions, involving the FYSH Fellows and Student Board.
4. **Orientation Week:** Heather is overseeing these programs involving the FYSH Fellows and Student Board.
5. **Shabbat:** Heather is overseeing Shabbat programming for the year and has planned, with Jenn Lorch and the Shabbat Va'ad, key Shabbats for 1st Quarter. She will be the point-person working with William on food orders and logistics.
6. **Website Content:** Candice Levy, our Publicity Associate, is working on this project and will be supervised by Heather until Arlene returns from Maternity Leave. Megan Stevens is being trained to create the photo galleries on the web-site and prepare photos for Candice.

7. **Program Staff:** Heather will step in and serve as the key point-person for the program staff during Arlene's absence. She will meet with Rabbi Chaim regularly upon his return from summer vacation.
8. **Hillel Happenings:** Heather will send out key emails during Arlene's absence.
9. **Student Board Retreat:** Heather will oversee planning with the Student Board Executive Committee and will staff the retreat this year with Gilad Shoham. Arlene will take on supervising the Student Board upon her return.
10. **HUC Communications Intern:** Depending on status of hiring process, Heather will work with Carol and/or William in making hiring decisions and providing orientation. Monika will also assist with Kintera training.
11. **GAP:** Heather will assist with summer communications and graduate student orientations.
12. **Student Database:** Arlene will train Monika, our new Office Manager, on Kintera database and set priorities for summer updates. Monika will oversee our work-study intern, Nilima, who is de-duping records this summer. Monika will also serve as a trainer to the HUC Communications Intern in September.

PLANNED WEEKS OF LEAVE

The work coverage plan outlined above covers a leave of approximately 8 to 12 weeks, dependent upon the need for a C-Section. I will telephone Senior Management and the Program Director at the beginning of September to check in. Unless I initiate increased work communications or an earlier return to the office, I won't be available for work related support during my initial leave.

Upon my return I plan to work a 4 day week from both the office and from home. I will work with Rabbi Chaim to identify high visibility events/programs to schedule around and make exceptions for.

A combination of our seasoned Program Staff, along with 2 Rabbinic Interns, and our strongest student Shabbat leadership allows for my regular absence from Shabbat programs as I balance my family commitments with my work commitments. Also be aware that after the initial fall holiday period, the Campus Entrepreneurs Initiative (CEI) training will most likely happen on Sunday late afternoons. Both Heather and I will be leading these sessions.

My maternity leave coverage includes a combination of my projected accrued paid leave time under LAHC's vacation, sick, and maternity leave policies; State Disability Insurance (SDI); and the California Paid Family Leave Act (PFL).

SUMMARY

It's my intention to continue being a vital part of Hillel at UCLA for years to come. For the period of my planned absence, I offer this comprehensive proposal, which considers employee and employer needs as well as staff and student needs. I am ready to discuss concerns that may not have been addressed, as well as more specifics of the plan.

Appendix 2

Family Leave Planning Check List

- ❑ I have designated someone to check my email and forward communications to relevant parties.
- ❑ I have designated someone to cover the phones and check my voice mail.
- ❑ I have designated a clear point of contact for my key responsibilities and have trained that person; or, I have divided my workload among a few colleagues and stakeholders are aware as to whom they should contact in my absence.
- ❑ I have created a detailed plan of what must be completed and who is taking over my key responsibilities while I am on leave. My supervisor and/or board chair have approved the plan.
- ❑ My constituent groups (e.g. local and regional staff, students, board, university contacts, major donors, Federation) know when I intend to leave, whom to contact in an emergency and how and when I will return.
- ❑ Major programs that will take place in my absence have been designed and my responsibilities have been completed or delegated.
- ❑ Development grants and proposals have been completed. I have indicated when each must be submitted and instructed someone to submit them accordingly.
- ❑ I have written or outlined all communications that will be published in my absence (e.g. direct mail letters, newsletters, website content, orientation information).
- ❑ All board communications have been prepared. All committees know what is expected of them in my absence. Board members know whom to contact with questions.
- ❑ Student leaders have a designated point of contact and oversight has been established.
- ❑ Supervisory, management and human resource obligations have been delegated.
- ❑ My files are well organized, easy to follow and complete.
- ❑ A system is in place to code and pay bills, input data and cut checks.
- ❑ I have planned for emergency situations and specified in what situations and how I would like to be contacted.
- ❑ I secured temporary assistance for the office (budget allowing) or have created a list of people who may be able to step in on a short term basis (e.g. former interns)
- ❑ I have asked for all the help I need to make my leave of absence as smooth as possible for my Hillel and myself.