New Report Deconstructs the Patchwork of Paid Sick Leave Across America


WASHINGTON, D.C. – Analysis by HR Policy Association examines various policy approaches to guarantee paid sick leave and charts the transition in state law from the exception to the rule.

The paper, Paid Sick Leave: Deconstructing the Patchwork to Develop a Way Forward, was written with Littler’s Workplace Policy Institute® and highlights major compliance challenges that incongruous paid leave laws create for private-sector employers and identifies issues for lawmakers and enforcement officials to consider when drafting and enforcing laws. The paper also discusses possible fixes for reducing discrepancies and easing administration without sacrificing employee access to paid leave. Finally, the paper explores the viability of a federal solution.

HR Policy Association is the leading organization for Chief Human Resources Officers (CHROs) of more than 390 of the largest employers in the United States. Its members have long recognized the value of paid family leave benefits for their employees seeking to balance work and family needs. That flexibility can be an essential component of any company’s efforts to recruit the best possible talent, and, more importantly, to facilitate an engaged workforce.

HR Policy Association CEO Daniel V. Yager said, “HR Policy members already offer robust paid family leave that is more generous than most of the various legislative proposals and requirements in play at the federal and state levels. Many of these large companies operate in multiple states where there are potentially 30 different laws related to paid family leave. These variations create a formidable challenge for members trying to administer consistent benefits for all of their employees, which is why it is imperative that any federal paid leave effort addresses this patchwork of paid sick leave laws.”

Collectively, HR Policy Association represents employers of more than 11 million Americans, or nearly nine percent of the U.S. workforce. CHROs are responsible for all administering employee benefits including paid leave. Additionally, these top HR executives are responsible for finding, hiring, and developing the talent needed for their organizations to thrive in the global marketplace.

“Paid sick leave provisions across the country seem to have been drafted without consideration of how they interact with pre-existing laws. Normally, businesses are against “one size fits all” solutions, but in this case uniformity in how paid leave benefits are required to be administered is a necessity for support of any federal solution by the large employer community. We would welcome the opportunity to discuss this paper and its ideas with members of Congress and the Administration,” said Mr. Yager.

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To view Paid Sick Leave: Deconstructing the Patchwork to Develop a Way Forward, visit:


HR Policy Association is the lead organization representing chief human resource officers of more than 390 of the largest corporations doing business in the United States and globally. These employers are represented in the organization by their most senior human resource executive. Collectively, their companies employ more than 11 million employees in the United States, over nine percent of the private sector workforce, and 20 million employees worldwide. They have a combined market capitalization of more than $8 trillion. These senior corporate officers participate in the Association because of their commitment to improving the direction of human resource policy. Their objective is to use the combined power of the membership to act as a positive influence to better public policy, the HR marketplace, and the human resource profession. For more information visit www.hrpolicy.org.

Littler’s Workplace Policy Institute® (WPI™) was created to be an effective resource for the employer community to engage in legislative and regulatory developments that impact their workplaces and business strategies. WPI harnesses the deep subject-matter knowledge of Littler – the nation’s largest employment and labor law firm devoted exclusively to representing management – to ensure that policymakers in Washington and around the country hear the voice of employers. WPI is engaged with Congress, the executive branch and the courts on the most critical employment, labor and benefits issues of the day, including the requirements of the Affordable Care Act (ACA), the Fair Labor Standards Act (FLSA), the National Labor Relations Act (NLRA), Title VII and ever-changing implementing regulations. The WPI provides timely alerts and updates on federal, state and local legislative, regulatory and judicial developments that affect employers. In addition, WPI can help employers shape workplace policy in a variety of ways. The WPI provides timely alerts and updates on federal, state and local legislative, regulatory and judicial developments that affect employers. In addition, WPI can help employers shape workplace policy in a variety of ways.