Parental Leave Toolkit

As part of our commitment to be a destination for diverse talent at all stages of life, we at Ketchum want to ensure we provide a flexible and supportive environment for our employees starting and expanding their families. This document provides some best practices for managers and employees in the planning for and return from parental leaves.

Preparation Guidelines

90 DAYS PRIOR TO LEAVE	TOPIC/ACTION	OWNER	DISCUSSION POINTS/OUTCOME

	Manager/Employee Meeting
	- Note: HR can be a part of this initial discussion or receive a download from the manager post discussion
		Employee	• Using the attached example Family Leave Plan document, review status of accounts, work in progress, client relationship, future deliverables
			• Discuss considerations for coverage
			  o Is there an internal option of someone who can step up, and if so, what support might be needed (hourly, intern, etc.)
			  o How might we utilize the network (HR business partner to help navigate the identification of potential solve)
			  o If no internal solutions, manager and HR to explore external solutions (current hourly employee pool, identification of new resource, etc.); engage Finance Director
			• Review current talent management responsibilities and discuss potential interim supervisors

	Performance Review Process	Manager	• If Employee is due for a performance review during leave, Manager should initiate performance review process to complete the discussion prior to leave o Manager will work with HR partner to obtain necessary approvals for appropriate salary increase, which will be effective upon employee's date of return • If the person is not due for a formal review while on leave, a documented feedback discussion should still occur • HR to provide guidance on approach
60 DAYS PRIOR TO LEAVE	**TOPIC/ACTION**	**OWNER**	**DISCUSSION POINTS/OUTCOME**
	Confirmation of coverage plan	Manager	• Based on previous discussions with employee, HR and Finance partners, manager to confirm coverage plans

	Team communications re: coverage plans	Employee and Manager	• Manager communicate changes in roles to broader team and key stakeholders as needed
			• Employee and Manager to inform/engage impacted team members on coverage plan
			• Schedule time to download key information, review detailed transition plan, and discuss expectations
			  o In the case of an employee stretching up, can be used as a development conversation
			  o For example, how will this person's approach need to change?

	Client Communications	Employee, with appropriate senior support	• Employee, client leader and/or appropriate senior leader to decide who should be handling communication • Engage senior support as needed – practice leader, client director, etc. • Employee or client director to introduce new/additional team members to client as necessary • Plant seeds with the client about Ketchum's support to a phased return so client is prepared on timing (see below options)
	Finalize and deliver performance feedback	Manager	• Complete performance review discussion with employee and send copy to HR
	Transfer of management responsibilities	Employee	• Employee has 1:1 meetings with direct reports to confirm interim supervisor • HR to support interim supervisor on any immersion dialogue or actions needed • Employee to provide download to interim supervisors about direct reports
	Team performance review process	Employee	• Employee to collect performance feedback and complete any review discussions for direct reports as needed • Can alternatively provide feedback write up to practice director (or the appropriate senior leader) to handle in absence; HR to provide guidance on best approach • Employee should flag any off cycle actions recommendations • Be sure to communicate the plan to the direct report
	Celebration!!	Manager	• Manager should make time to celebrate the major milestone with the team and employee
30 DAYS PRIOR TO LEAVE	**TOPIC/ACTION**	**OWNER**	**DISCUSSION POINTS/OUTCOME**
	Final checks on plan; move to activation	Manager	• Ensure coverage plan is in motion, communications are shared with teams/clients, and increase check-in with employee to ensure smooth transition • New point of client contact starts to attend client meetings, and starts to take a more active leadership role on client work • Employee stays engaged but more as safety net and support system
	Talent management issues	Employee	• Elevate any remaining team needs
	System approvals	Employee	• Employee works with HR and Finance to adjust timesheet and P/O approvals
	Contact while on LOA	Employee	• Employee should confirm how best to be contacted while on leave, if necessary

Example Parental Leave Plan

This document is to help provide a guideline in preparation for parental leave. The employee who is going out on leave should develop the plan in partnership with their manager or practice leader, and with support from their HR business partner.

Discussions and planning should begin approximately 90 days before the employee goes out on leave.

Employee Name Coverage Plan

Expected Leave Date

Client Overview:

	Client A	**Client B**	**Client C**
Go-To			
Senior Counsel			
Budget Manager			

Team management overview:

	Employee A	**Employee B**	**Employee C**
Interim Manager			
Action required			
Additional notes			

Client Detail:

Client A	**Activity**	**Timing**	**Next Steps or Notes**	**Point Person**
Client B	**Activity**	**Timing**	**Next Steps or Notes**	**Point Person**

Considerations for Return

21-30 DAYS PRIOR TO RETURN	TOPIC/ACTION	OWNER	DISCUSSION POINTS/OUTCOME

	Manager/ Employee check in	Employee to initiate
		
		Manager and HR to dialogue on plan
			• Employee to reach out to manager to schedule conversation
			• Can be done in person or via phone
			• Employee should feel free to have an initial dialogue with HR business partner to talk through options and/or concerns
			• Confirm date of return
			• Review client assignments/role upon return
			• Manager should share any key team or business news (team comings and goings, leadership changes, client changes, etc.)
			• Discuss schedule options
			  ○ Consider a phased, flexible approach, options can include:
			    ▪ X percent schedule the first month
			    ▪ Work from home 1-2 days each week for the first month
			    ▪ Flexible hours – leaving early, supporting the use of our flex time policy to assist with bonding or other needs
			    ▪ Wednesday return date – based on feedback from returning parents, a short work week can help with the initial transition

	Re-Immersion Guide	Manager	• Manager to partner with HR to create Re-Immersion guide (see attached template)
	Communicate to team	Manager	• Manager to communicate employee return date, employee schedule and plan celebration
	Physical space preparation	HR with Facilities	HR to work with office director/facilities team to ensure physical space is appropriately outfitted • A small investment of comfortable furniture in the pumping room can have a major impact • Provide a mini-fridge in employee's space for storage (can be moved around as needed) • Is the employee's personal space prepared? • Purchase welcome back gift
DAY 1 OF RETURN	**TOPIC/ACTION**	**OWNER**	**DISCUSSION POINTS/OUTCOME**
	Celebration	Manager	• Welcome back breakfast/lunch with team/practice
	Touch-base Manager/employee	Manager	• Review Re-Immersion plan

Example Re-Immersion Guide

Employee name: Re-immersion Guide

Return Date: X

TOPIC/ACTION	OWNER	DISCUSSION POINTS/OUTCOME
Role discussion	Manager	• Confirm client assignments and role • Share any relevant information on the business, key client programs/projects, strategy, priorities, etc. • Discuss travel expectations for client needs and how best to plan • Discuss short term goals and focus for first 30 days
Team Overview	Manager	• Introductions to new team members • Confirm management responsibilities and review any key actions that occurred during leave (reviews, promotions, challenges, etc.)
Process changes	Manager *Employee to own follow up actions*	• Review new systems or processes introduced during leave • Identify point of contact for training as needed; employee to schedule • Re-establish weekly 1:1 check-ins to facilitate smooth transition back into business
Check in with interim managers	Employee	• Obtain download on employee status, any actions in process, successes, challenges, etc.
Schedule team member check-ins	Employee	• Temperature check on engagement of individual • Current priorities, recent successes, any challenges to tackle or support needed • Confirm re-establishment of ongoing check-ins • Be transparent on schedule for first 30 days, availability, best way to connect, etc.
21 day check in	Employee to schedule with manager	• Confirm schedule post 30 days • Discuss any challenges related to return, proposed solutions and additional support needed