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People

# Beyond the Paycheck: What It Really Takes to Get Leave Pay Right



# TODAY'S MODERATOR



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There are no questions asked yet.

**Ask the first one!**

# HCI

This Presentation Will Begin Shortly

# Today's Conversation



**Seth Turner**

Founder and Strategic Advisor  
AbsenceSoft



**Nicole Shaffer**

Director, Operational Health & Wellness  
Pfizer



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# Beyond the Paycheck: What It Really Takes to Get Leave Pay Right



Thursday, October 29, 2026

# Audience Poll

**Who at your organization is responsible for calculating employees pay during a leave of absence?**

# Two Questions Come First

Every Employee on Leave



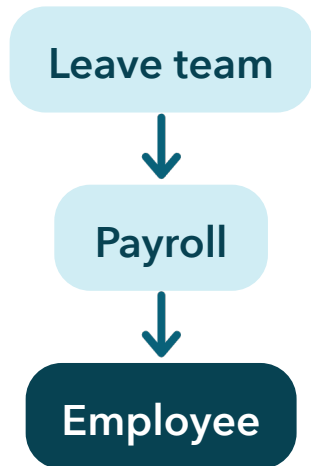
How long is my job  
protected?



How much will I  
be paid?

# Three Common Ways to "Do" Leave Pay

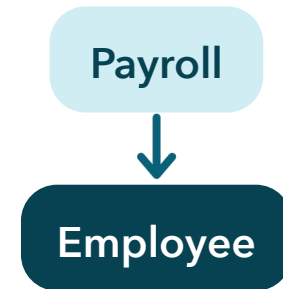
How Organizations Are Set Up



Leave team calculates, then hands off



Payroll owns it; leave manager answers

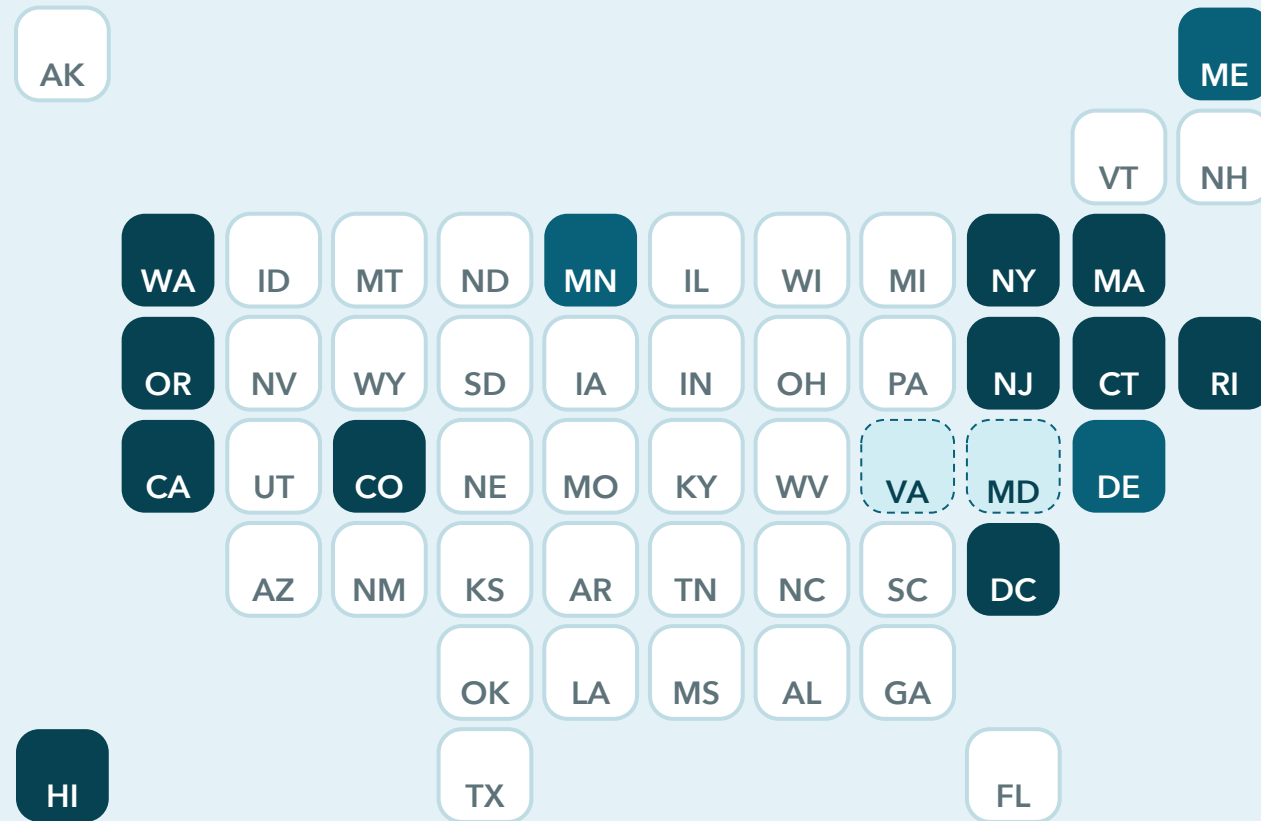


Payroll talks to the employee directly

**What does this person get  
paid this pay period, and  
from whom?**

# Paid Leave Lives in the States: The Map Keeps Growing

## The Landscape



13

states plus D.C. with active programs

FMLA: unpaid

No federal paid leave law



Active program



Launched in the last two years



Coming in 2028

# Four Layers, One Paycheck

Why It's Hard

1 Federal law

2 Company policy

3 State programs

4 Private insurance



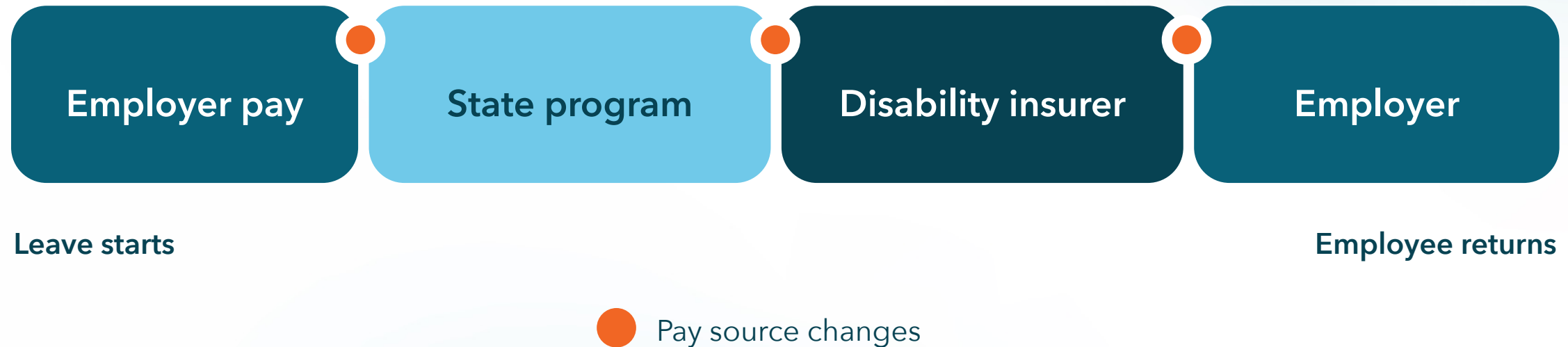
**One case**

Sequenced, not added

# One Leave, Changing Pay Sources

Why It's Hard

Illustrative case



# What This Looks Like in Practice

# Where Manual Processes Break First



## State benefit sequencing

Which program pays first



## Multi-state workforces

**26%** of HR leaders cite this as a challenge



## Disability intersections

Where benefits meet employer pay



## Leave-to-payroll handoff

Where the number changes hands

Same failure points everywhere, however experienced the team.

# What Wrong Pay Really Costs

## TIME DRAIN

4-8+

hours per person, per week,  
growing with each state

## PAY ACCURACY

32%

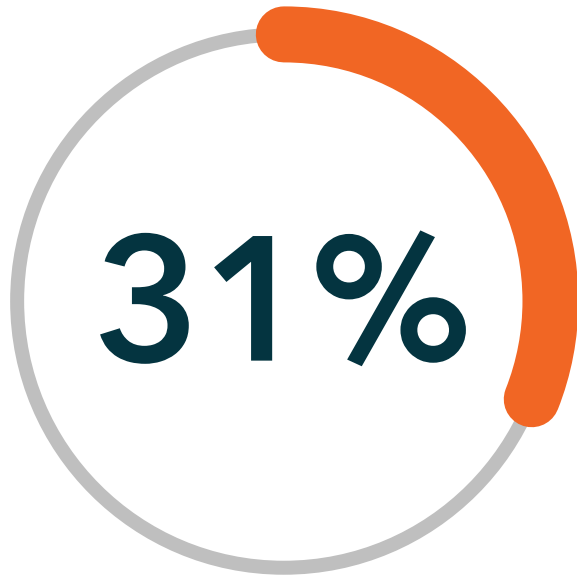
of HR leaders cite challenges  
with accurate pay calculations

## BUDGET LEAK



funds paid when a state offset  
is missed or unknown, plus  
time to fix it

# Behind Every Number, a Person



of employees with a poor leave experience said it was because their pay was miscalculated



**Overpaid**



**Underpaid**

Both land on someone already going through something hard.

# The Human Side and the Handoffs

# Is Your Process Built for What's Next?



## State and Program Coordination

Do you know which program pays first, on every case?



## Data and Accuracy

Could a second person reproduce any calculation today?



## Process and Handoff

Does pay data move between teams without retyping?



## Records and Visibility

Can you see why any payment was what it was?

### Mostly yes

Set up for what's ahead

### A mix

A few gaps to watch

### Mostly no

Worth a closer look

# Audience Poll

Where does your process land?

A

Mostly yes

B

A mix

C

Mostly no

# Advice to a Peer

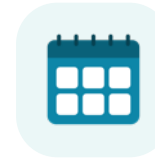
# Six Questions for Any Approach



Covers every program



Sequences pay  
sources



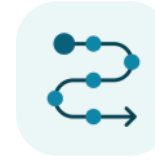
Handles intermittent  
leave



Reaches payroll  
cleanly



Shows its work



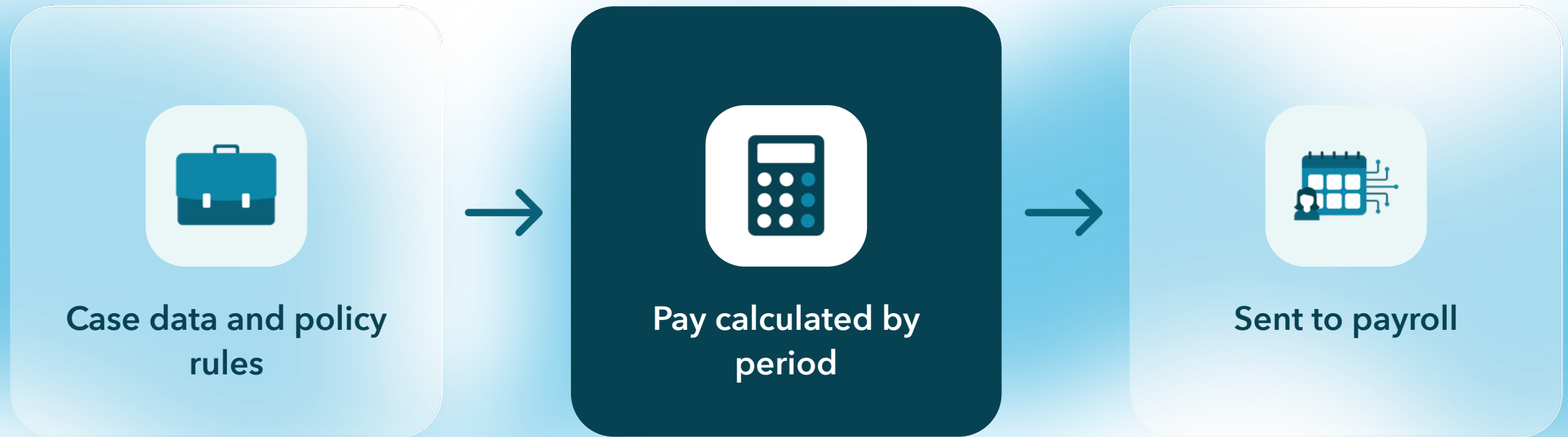
Keeps up with change



One shared, and final source of truth

# One Calculation, Case to Payroll

AbsenceSoft Payroll Calculations



# Hours Back Every pay Cycle

16

Hours every two weeks



1-2

Hours every two weeks



~87%

Less time

Regional bank · about 1,900 employees · mostly California

If you'd like to see how this works against your own states, policies and case volume, we'd be glad to walk through it.

# Three Takeaways for Your Team

## Closing

1

Leave pay complexity is permanent

2

It's a process problem, not a people problem

3

Take the diagnostic with leave and payroll together



## Getting Leave Pay Right

We'd love to talk to you more about this.

[Connect with us](#)

# Questions?



Use the Q and A box

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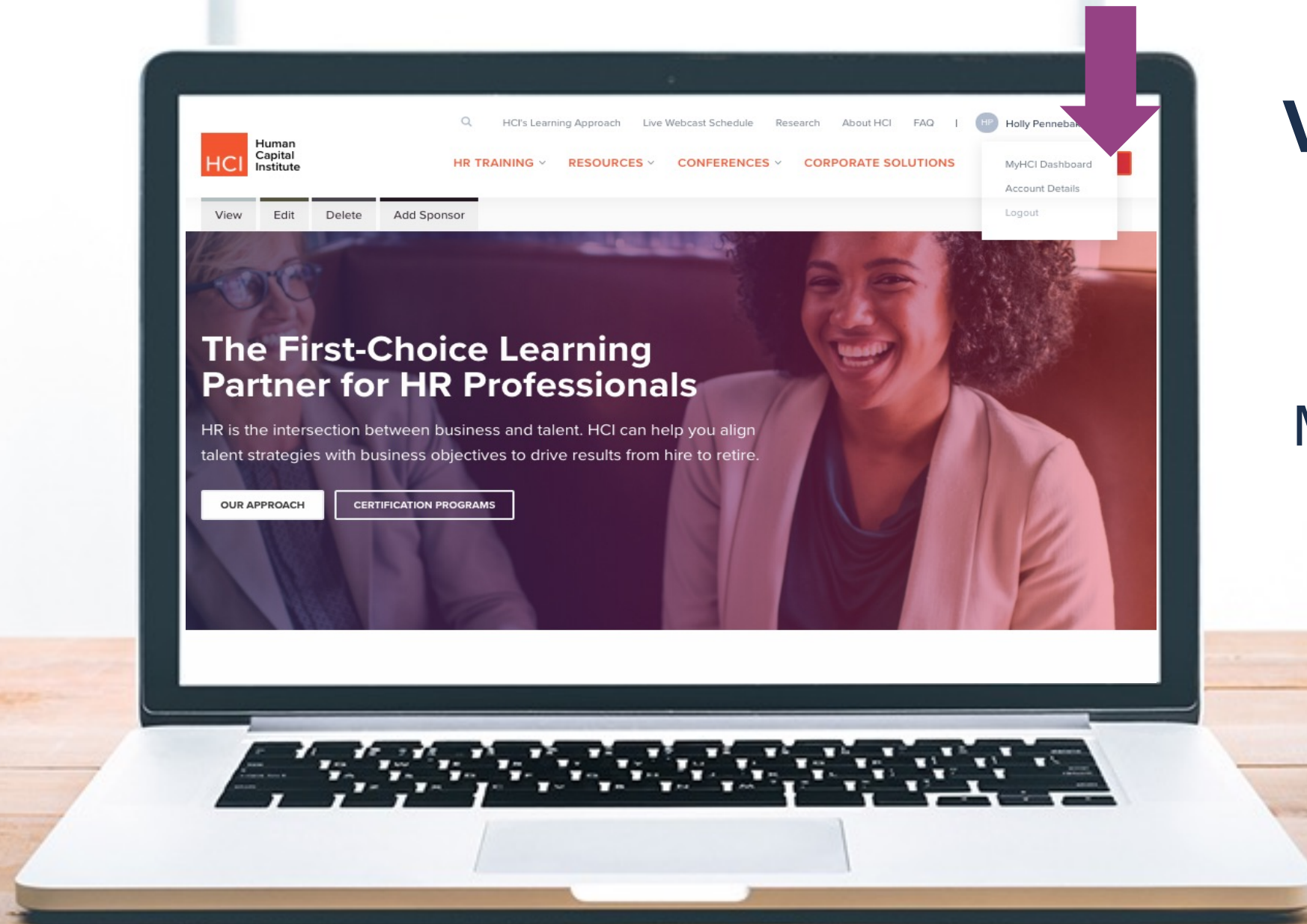
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