

**Parental Leave Policy Recommendations
University Staff Advisory Council
Staff Life Subcommittee
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Executive Summary:

Overview:

This document provides a review of the current policies and practices relating to staff paid parental leave at Vanderbilt University, and provides recommendations for changes to those policies and practices. We offer research-based evidence that connects paid parental leave to the holistic health of parents, the holistic and lasting health of children, and the economic health of both the employer and employees who receive the benefit. We also situate Vanderbilt’s current parental leave benefit amongst other institutions of higher education. Using the duration of the paid parental leave benefit offered to full-time faculty at Vanderbilt (excluding faculty in the Schools of Medicine and Nursing) as a benchmark, we advocate that paid parental leave policy for eligible staff be enhanced so that new parents, their children, and Vanderbilt University as an institution, fully reap the benefits that such an allowance offers.

Problem:

As workers in the state of Tennessee, all eligible Vanderbilt University staff have the right to take up to sixteen weeks of parental leave through the Family and Medical Leave Act (FMLA) and Tennessee Medical Leave Act (TMLA). However, Vanderbilt’s current paid parental leave policy only provides eligible staff with two-weeks of parental leave at full pay. Leave taken beyond those two weeks relies upon a mix of short-term disability, paid time off, and/or unpaid leave (see below). Thus, even staff who have been at Vanderbilt for five years or more, when an expanded PTO bank kicks in, and have a full PTO bank can only secure full pay for up to eight weeks.

Current Parental Leave Policy (birth parent)			
Leave weeks	1-2	3-8	9-16
Pay while on Parental Leave	Paid Parental Leave Benefit (100% pay)	Short-term disability (66.7% pay, if worker purchased "buy-up" coverage; 66.7% of a \$24,000 annual salary, prorated, if "buy-up" was not purchased)	PTO (100% pay) - OR - Unpaid Leave (0% pay)

Current Parental Leave Policy (bonding parent)		
Leave weeks	1-2	3-16
Pay while on Parental Leave	Paid Parental Leave Benefit (100% pay)	PTO (100% pay) - OR - Unpaid Leave (0% pay)

There are many benefits of paid parental leave to the parents, children, and employer and those benefits grow alongside the duration of leave. Offering only two weeks of parental leave at full pay means that Vanderbilt, and its valued employees and their families, do not realize the full extent of the benefits of paid parental leave.

Proposed Solution:

1. Offer a longer duration of paid parental leave so that parents and families fully realize the health, emotional, and economic benefits of parental leave and so that the University enjoys the associated economic and workforce benefits of increase worker retention and job satisfaction. **We advocate for sixteen weeks of paid parental leave at full pay** – a duration of leave to which eligible staff are entitled to through FMLA/TMLA and a duration of leave already granted by the University to many faculty members.
2. Revise other policies and practices around paid parental leave making it easier for new and expectant parents to navigate their leave on the front and back ends. We specifically advocate that there be **clear and concise communication of Vanderbilt's policy, that there be uniformity in the granting of leave and a culture of support for staff who take advantage of this benefit** across the university, and that families with two staff members be eligible to take parental leave together if they choose to do so.

Introduction:

Staff play a crucial role in advancing the mission of Vanderbilt University. As Chancellor Daniel Diermeier said in his first major address to staff, “Whether you work in administration, Academic Affairs, communications, IT, finance, facilities, dining or another critical area, you are driving our mission to support world-class scholarship and provide an empowering education to the leaders of tomorrow.”¹ The University demonstrates a recognition of staff contributions and a commitment to staff quality of life and health by offering a comprehensive benefits package. An expansion of the current paid parental leave policy would not only further this commitment, it would also improve Vanderbilt employees’ lives, increase employee recruitment and retention, address workplace and pay inequities for female employees, and address inequities that exist between parental leave policies for staff and those for faculty.

The importance of paid time away from work after the birth or adoption of a child for the health and wellbeing of the family unit cannot be overstated. Paid leave improves children’s health by giving mothers time to breastfeed, by allowing for more time to go to pediatrician appointments to become fully immunized, and by facilitating family bonding.² Paid leave is also associated with lower rates of postpartum depression, psychological distress, and intimate partner violence amongst families with new children.³ Longer periods of parental leave correlate to better health outcomes for the child and for the parents.⁴

Not only does paid parental leave support the wellbeing of employees and their families, there is evidence that paid leave policies benefit employers as well. More generous paid leave has been shown to increase workforce participation and job retention amongst new mothers.⁵ Lowering turnover rates can significantly reduce costs for the University and increase productivity across campus. Studies have shown that the cost of worker turnover averages 25% of an employee’s salary and that, once the empty position is filled, it can take six or more weeks for a new staff person to achieve the productivity of their predecessor.⁶ Furthermore, longer durations of paid leave can result in future increased wages and income for mothers, thereby fostering workplace and pay equity for women.⁷ Finally, Vanderbilt law

¹Owens, Ann. *Diermeier Thanks Staff For Vanderbilt’s Strong Position During Unprecedented Year*. MyVU. Oct. 23, 2020, available at <https://news.vanderbilt.edu/2020/10/23/diermeier-thanks-staff-for-vanderbilts-strong-position-during-unprecedented-year/>

²Berger, Lawrence M., Jennifer Hill, and Jane Waldfogel. "Maternity Leave, Early Maternal Employment and Child Health and Development in the US," *The Economic Journal* 115, no. 501 (2005): F29-47. Accessed March 4, 2021.

<http://www.jstor.org/stable/3590462>. (concluding that American babies whose mothers were back at work within twelve (12) weeks were less likely to get doctors’ visits and immunizations and be breast-fed. This same study showed that infants whose mothers went back to work even earlier than twelve (12) weeks were likely to have more behavioral problems and lower cognitive test scores at age 4.)

³Van Niel, Maureen Sayres, Richa Bhatia, Nicholas S. Riano, Ludmila de Faria, Lisa Catapano-Friedman, Simha Ravven, Barbara Weissman, et al. “The Impact of Paid Maternity Leave on the Mental and Physical Health of Mothers and Children: A Review of the Literature and Policy Implications.” *Harvard Review of Psychiatry* 28, no. 2 (2020): 113–126.

⁴Chatterji, Pinka, and Sara Markowitz. "Does the length of maternity leave affect maternal health?" *Southern Economic Journal*, vol. 72, no. 1, 2005, p. 16+. *Gale Academic OneFile*, link.gale.com/apps/doc/A134679941/AONE?u=tel_a_vanderbilt&sid=AONE&xid=bea9f739. Accessed 6 Apr. 2021.

⁵Arijit Nandi, Deepa Jahagirdar, Michelle C. Dimitris, Jeremy A. Labrecque, Erin C. Strumpf, Jay S. Kaufman, Ilona Vincent, et al. “The Impact of Parental and Medical Leave Policies on Socioeconomic and Health Outcomes in OECD Countries: A Systematic Review of the Empirical Literature.” *The Milbank quarterly* 96, no. 3 (2018): 434–471.

⁶Investing in the Future of the Federal Workforce: Paid Parental Leave Improves Recruitment and Retention: Joint Hearing before the Subcommittee on Federal Workforce, Postal Service, and the District of Columbia of the Committee on Oversight and Government, 2008.

⁷Nandi et.al.

professor Jennifer Shinall recently completed a study that was published in the Cornell Law Review where she concluded that “paid family leave programs increased employment rates by up to 1.7 percent, labor market participation up to 5.2 percent and increased the average number of weeks worked by up to two weeks.”⁸ In addition, Professor Shinall concluded that “[s]hort-term disability [insurance] did not appear to offer any benefit [to labor market outcomes], and in some areas may have had a slightly negative impact.”⁹

Vanderbilt has a proven and demonstrable commitment to equity and encourages the entire community to join these efforts through the promotion of the spirit of “One Vanderbilt.” One tangible step that the University can take to further this commitment to equity is to offer staff the same paid parental leave benefit that is available to most full-time faculty at the University. Currently, faculty members, other than faculty in the School of Medicine or the School of Nursing, who are full-time tenured/tenure-track or full-time non-tenure track and on a renewable, multi-year appointment, are entitled to a parental leave of one semester – approximately 16 weeks - at full pay.¹⁰ This benefit is nearly eight times greater than that currently granted to staff members; such a discrepancy in these allowances is inequitable and goes against the philosophy of a community seeking to bring all constituents together as one in the joint missions of learning, discovery, and service.

Current Staff Paid Parental Leave Policy:

Vanderbilt’s current paid parental leave policy allows staff parents to take two weeks of parental leave with 100% pay following the birth or adoption of a child. Time away from work beyond these two weeks must be cobbled together from a mix of PTO (full pay), short-term disability insurance (66.7% pay, unpaid status), and unpaid leave (also unpaid status). **A result of the current parental leave policy is that only an exempt staff member who has worked at Vanderbilt for more than five years and who has a full PTO bank can receive 8 weeks – the minimum amount of time needed to recover from the vaginal birth of a child according to most medical providers - of leave at 100% pay.**¹¹ That staff member would then return to Vanderbilt with no accrued or banked PTO and would be forced to take unpaid leave to extend their parental leave time for the full sixteen (16) weeks, as permitted under the Family Medical Leave Act (FMLA) and Tennessee Family and Medical Leave Laws (TMLA), or when the inevitable doctor visits, illnesses, or other life events occur.

The current policy also requires that staff navigate a complex and burdensome web of policies and procedures related to leave under FMLA, short-term disability insurance, and health insurance during the days and weeks following the birth or adoption of a child – a period where efforts should be focused on recovery and bonding. Because current policies and practice rely so heavily on short-term disability insurance, employees who take parental leave often have to coordinate their reduced (66.7%) pay with an outside insurance vendor while also coordinating the payment of health insurance premiums with a

⁸ Entman, Liz. *Paid family leave, pregnancy accommodation laws boost labor market*, myVU, Apr. 29, 2020, available at <https://news.vanderbilt.edu/2020/04/29/paid-family-leave-pregnancy-accommodation-laws-boost-labor-market/>.

⁹ *Ibid.*

¹⁰ <https://www.vanderbilt.edu/faculty-manual/part-vi-faculty-benefits/ch4-leaves-of-absence/>

¹¹ Note that while the minimum amount of time needed to recover from the vaginal birth of a child is on average eight (8) weeks, the minimum amount of time needed to recover from a caesarean section is twelve (12) weeks. <https://familydoctor.org/recovering-from-delivery/>; <https://www.parents.com/pregnancy/my-body/postpartum/healing-hints-what-postpartum-recovery-is-really-like/>; <https://www.webmd.com/parenting/baby/recovery-vaginal-delivery#1>. It should also be noted that while the minimum amount of time needed to recover from childbirth, according to medical providers, is eight to twelve (8-12) weeks, several studies have contradicted this finding and place recovery time as long as six months to one year.

different vendor. This model places high administrative burdens, in addition to the financial burden of reduced pay, on new parents during an acutely vulnerable period.

Finally, the current policy prohibits staff couples from taking their paid parental leave at the same time, as only the parent designated as the primary caregiver is eligible to utilize parental leave. The first several weeks of parenthood can be very challenging for two caregivers, let alone one. Research has shown that families benefit when both parents are able to be together with the child following a birth or adoption. Beyond the benefits to maternal health that having a partner home to assist with recovery and care for the child, bonding parent time at home during early infancy is associated with higher female employment, less gender stereotyping, higher life-satisfaction, and better health outcomes for the child.¹²

Policy Recommendations:

Recommendation 1: Increase the provision of 100% paid parental leave benefits for staff (exempt and non-exempt) from the current two weeks (80 hours) to sixteen weeks (640 hours). The paid parental leave benefits should be equally accessible to all new parents, defined in the current parental leave policy as birth mother, spouse, or new adoptive parent who is the primary caregiver. This revised benefit will place staff in an equitable position with Vanderbilt faculty, as well as faculty across the country, who are granted one semester (approximately 16 weeks) of parental leave at full pay.

Raising the staff paid parental leave benefit to the level of the same faculty benefit – providing staff 100% pay for one semester (approximately 16 weeks) - would situate Vanderbilt University as a leader amongst its peer institutions. Of the schools ranked in the Top 25 Best National Universities by the US News & World Report in 2021, only MIT, Johns Hopkins, Dartmouth, and the University of Michigan offer the same duration of paid leave to faculty and staff. Amongst those same Top 25 institutions, the median amount of paid faculty leave time is 16 weeks at 100% pay. See Appendix A for a list of the Top 25 institutions and their respective paid leave policies for faculty and staff. In addition, 29 of the Top 100 Best National Universities offer equitable paid parental leave to faculty and staff. See Appendix B for a list of those institutions and their duration of leave.

While it is typical for Vanderbilt to reserve its peer comparison of staff benefits to staff only, this is a circumstance where the lines between faculty and staff should be erased, as this is a benefit that hinges upon and revolves around a medical issue – giving birth and/or bringing a new child into the home. Vanderbilt already recognizes the benefits of a sixteen-week period of parental leave at 100% pay and provides that benefit for many faculty members. Since the University recognizes the value and medical necessity of paid parental leave for one semester for faculty, then the same benefit should be extended to staff parents who experience the exact same medical condition and recovery timeline.

Furthermore, staff are already permitted to take four months, approximately 16 weeks, of unpaid leave, under federal (FMLA) and Tennessee state (TMLA) law. The benefits of paid leave, as stated above, cannot be overstated or overemphasized for both employees and employers. As such, Vanderbilt should commit to remaining one of America's best large employers by offering a robust paid parental leave program that both fosters the health of families and gives the University the opportunity to attract and retain world class staff. Without an expansion of the staff paid parental leave benefit, the University

¹² Willem Adema, Chris Clarke, and Valérie Frey. Paid Parental Leave: Lessons from OECD Countries and Selected U.S. States. OECD Publishing, 2015.

risks higher staff turnover and decreased morale due to the inequity in benefits offered to staff versus faculty.

Recommendation 2: Foster a culture of support for expectant and new parents through the implementation of policies and promotion of practices that ease the transition to and from parental leave. In order to fully live up to the “One Vanderbilt” ethos that the University promotes, staff members in all departments and areas should have the same access to policies and practices that ease the transition to and from parental leave. Policies that allow for flexible work scheduling and periodic working from home would allow expectant parents to avoid the use of PTO when they need to attend medical appointments or avoid the physical exertion of walking across campus during the weeks leading up to a child’s birth. Further, policies that promote a culture of support for new parents would allow for a smoother transition back to fulltime work. Allowances of flexible work scheduling or working from home should not be made in isolation – there needs to be clear guidance from the University on the availability of these family-responsive policies for all employees. Social support from supervisors and co-workers, in addition to policies that allow new parents to ease back into full-time work (after a sufficient period of paid parental leave), have shown consistent positive effects on employee retention and enhance quality of life for staff members.¹³ This culture of support and the implementation of more flexible policies and practices should include support for those staff members who take on additional work while their colleagues utilize the paid parental leave benefit. We recommend that University Administration work with staff stakeholders when developing these policies and procedures.

Recommendation 3: Create a single source of information for all policies and procedures related to parental leave. Currently, one must visit multiple webpages and communicate with multiple people and departments across campus to learn all that is needed in order to successfully take and return from parental leave. Employees should be able to visit one central website that explains all policies and procedures related to family leave that also clearly communicates all steps the worker is required to complete before birth, after birth, and prior to returning to work. Further, should workers decide to take leave in excess of what is granted through a revised paid parental leave policy, this central website should make clear what approvals and considerations are needed in advance of the leave’s commencement. These considerations should include an easy way to calculate: a) revised and reduced pay, b) an estimate of PTO bank balances, c) employee out-of-pocket responsibility for health insurance and other benefits and fees, and d) a checklist of actions needed. The University should consider the creation or delegation of an FTE Parental Leave Coordinator who can guide staff through parental leave processes and procedures. Absent a single and concise source of information regarding parental leave, staff parents have had to create and share unofficial documents to make sense of all tasks that need completing. See Appendix C for an example of one such document.

Recommendation 4: Enable families with two parents who are both employed by Vanderbilt University to take parental leave simultaneously if so desired. As stated above in the description of the current policy, the first weeks and months after a birth or adoption are important times of recovery and bonding and have long-term health implications for both parents and children. Families that have two parents working at Vanderbilt should be able to share the journey of recovery and grow as a family together – not in isolation.

¹³ Glass, Jennifer L., and Lisa Riley. "Family Responsive Policies and Employee Retention Following Childbirth." *Social Forces* 76, no. 4 (1998): 1401-435. Accessed February 25, 2021.

Conclusion:

In a letter to the Vanderbilt community sent on the first day of class in the Fall 2020 semester, Chancellor Diermeier encouraged students, faculty, and staff to “Confront complexity and uncertainty, be persuaded by new arguments, learn from data and evidence, and leave the temptation of simplicity behind. Deeply consider how your own scholarship, research, studies and work add to our mission and the part you have to play in contributing to our shared progress and impact. Real breakthroughs happen when people with diverse backgrounds, experiences and points of view work together as we do here at Vanderbilt...”¹⁴ The University Staff Advisory Council encourages Vanderbilt administration to live up to the spirit of this message by raising staff paid parental leave to an equitable level of that which it provides its faculty. Vanderbilt can be a pioneer and a leader amongst the top 25 national universities by offering an enhanced paid parental leave policy for its staff. More importantly, Vanderbilt can show staff members that their holistic wellbeing and their continuation as members of the “One Vanderbilt community” are vital to the success of the University and are valued as such.

¹⁴Diermeier, Daniel. *One Vanderbilt, One Purpose*. myVU. Aug. 24, 2020, available at <https://news.vanderbilt.edu/2020/08/24/chancellor-diermeier-one-vanderbilt-one-purpose/>

Appendix A

100% Paid Parental Leave Benefits of the US News & World Report's Top 25 National Colleges or Universities

School	Staff Full Pay Leave Time (weeks)	Faculty Full Pay Leave Time (weeks)
Princeton University	2	0
Harvard University	4	12
Columbia University	0	0
Massachusetts Institute of Technology (MIT)	12	12
Yale University	4	16
Stanford University	0	0
University of Chicago	6	10
University of Pennsylvania	4	16
California Institute of Technology	0	16
Johns Hopkins University	10	10
Northwestern University	12	16
Duke University	6	16
Dartmouth College	2	2
Brown University	0	16
Vanderbilt University	2	16
Rice University	0	16
Washington University in St. Louis	4	16
Cornell University	0	16
University of Notre Dame	4	16
University of California - Los Angeles (UCLA)	0	6
Emory University	3	16
University of California - Berkeley	0	6
Georgetown University	0	16
University of Michigan - Ann Arbor	12	12
University of Southern California (USC)	0	10

Appendix B

Top 100 National Universities where faculty and staff receive same duration of paid parental leave

School Name	Leave Time (Weeks)
Massachusetts Institute of Technology (MIT)	12
University of Michigan – Ann Arbor	12
University of Maryland – College Park	12
Worcester Polytechnic Institute	12
Arizona State University – Tempe	12
Johns Hopkins University	10
University of Virginia	8
University of Florida	8
William & Mary	8
Northeastern University	8
Virginia Tech	8
Yeshiva University	8
Elon University	8
Ohio State University – Columbus	6
Purdue University – West Lafayette	6
Santa Clara University	6
University of Minnesota – Twin Cities	6
American University	6
Michigan State University	6
Stevens Institute of Technology	6
Auburn University	6
University of Arizona	6
Miami University – Oxford	6
Saint Louis University	6
University of Colorado Boulder	6
Tulane University	4
University of Pittsburgh – Pittsburgh Campus	4
University of Denver	4
Dartmouth College	2

[Complete listing of the leave policies of US News & World Report Top 100 National Universities compiled and verified by the Parental Leave Subcommittee](#)

Vanderbilt University Parental Leave Checklist

This checklist is meant to be helpful in navigating parental leave at VU. It is not an official document and should be used as a reference only. Please refer to HR's [website](#) for policies and procedures.

- Y Complete the Medical Leave Request form to request FMLA or Non-FMLA leave:
<https://forms.vanderbilt.edu/view.php?id=439840>
 - o The Family and Medical Leave Act (FMLA) is a federal law that provides employees the right to take a leave of absence for personal or family medical reasons and leave for military families while maintaining job protection. FMLA alone does not provide compensation; in order to be paid while on leave, PTO, Parental Leave and/or Short Term Disability will need to be used.
 - o Approval letter will be sent by email once approved.
 - o More info can be found here: <https://hr.vanderbilt.edu/fmla/employees.php>
 - o For questions about the FMLA process, contact your FMLA Coordinator at (615) 343-4125 or email fmlaprocessing@vanderbilt.edu
 - o For more information specific to applying for FMLA/TMLA (Tennessee Maternity Leave Act) for the Birth of a Child, click here: <https://hr.vanderbilt.edu/fmla/birth-of-child.php>
- Y Review your PTO balance for your own information as you may want to incorporate PTO in your leave.
- Y If both parents work at Vanderbilt, both are eligible for the 2 week parental leave, but cannot take it at the same time. Both parents will need to complete the Medical Leave Request form in order to use Parental Leave: <https://forms.vanderbilt.edu/view.php?id=439840>
- Y Review VU's Short Term Disability Info: <https://hr.vanderbilt.edu/benefits/short-term-disability/>
- Y Map out a leave timeline that fits your needs and your leave types (example below).

LEAVE TYPE	START	END	PAID/UNPAID STATUS (IN ORACLE)
Parental Leave (2 weeks 100% paid)	05/31/2021	06/11/2021	PAID STATUS
Short Term Disability Insurance (6 weeks paid at 66 2/3% of regular salary, 2 week waiting period to begin STDi)	06/14/2021	07/23/2021	UNPAID STATUS
PTO (2 week, 100% paid)	07/26/2021	08/06/2021	PAID STATUS
Unpaid Leave (2 weeks)	08/09/2021	08/20/2021	UNPAID STATUS
Return to work	08/23/2021	N/A	PAID STATUS

- Y Identify your HCM (human capital manager) and share your leave timeline with them so that they can update your status accordingly.
- Y If you will be using Short Term Disability, call Unum **30 days before** the expected delivery date of a child, 800-836-6900 (info [here](#)).
- Y Call Unum 800-836-6900 when baby is born; this will allow them to finalize the claim and get everything processed.
- Y When on Short Term Disability/in an unpaid status at Vanderbilt, HR is unable to collect an employee's portion of insurance premiums and other benefits; be prepared to be direct billed for those from BenefitExpress.

Other items to consider when expecting a child/becoming a new parent...

- Y **Child Care:** [Vanderbilt Child and Family Center](#)

- VCFC Child Care Waitlist Application: <https://redcap.vanderbilt.edu/surveys/?s=TFDPYPHMJX>
 - \$50 fee to be added to waitlist (must be paid by check)
 - Daycare tuition is deducted from employee's payroll
 - Other child care resources: <https://tnmap.tn.gov/childcare/> or <https://www.tn.gov/accweb/>
- Υ **Add Child to Health Insurance:** <https://hr.vanderbilt.edu/benefits/fsc.php#howto>
- Must be done within 30 days of birth
 - Step-by-step guide: <https://hr.vanderbilt.edu/benefits/fsc.php#howto>
- Υ **Vanderbilt Parenting Group** – Margaret Cuninggim Women's Center
- The Parenting Group is a lunchtime program for the Vanderbilt community that addresses a range of topics, such as school choice, screen time, and gender socialization. Most meetings feature a guest who leads a discussion about a topic of interest to group members.
 - To be added to the mailing list to learn about upcoming events, click here: <https://www.vanderbilt.edu/womenscenter/ mailing-list>
- Υ **Vanderbilt Lactation Room Locations:** <https://www.vanderbilt.edu/child-family-center/resource-quick-links/Lactation-Rooms.php>
- Υ **Birth Options in Nashville:** <https://www.blissfulbirthingtn.com/birth-options-in-nashville>

Appendix D**Parental Leave Benefits of Large Employers in the Greater Nashville Area**

Employer	Paid Parental Leave Benefit at 100% pay	Source
Alliance Bernstein	16 weeks (primary parent) 4 weeks (secondary co-parent)	https://www.tennessean.com/story/opinion/2020/03/24/paid-leave-critical-both-employees-and-employer/2907343001/
Amazon	10 weeks post-partum, 4 weeks pre-partum (birth parent) 6 weeks (bonding parent)	https://www.amazon.jobs/en/landing_pages/parents
Dell	26 weeks (birth parent)	https://www.cnbc.com/2017/09/19/15-companies-with-generous-parental-leave-policies.html#:~:text=Dell,rooms%2C%20childcare%20resources%20and%20more
Dollar General	8 weeks (birth parent) 2 weeks (bonding parent)	https://newscenter.dollargeneral.com/news/dollar-general-announces-paid-parental-leave-and-adoption-assistance-benefit.htm#:~:text=Birth%20mothers%20will%20receive%20eight,to%20%244%2C000%20in%20adoption%20assistance.
Federal Government	12 weeks (all parents)	https://www.commerce.gov/hr/paid-parental-leave-federal-employees
HCA	14 calendar days (all parents)	https://careers.hcahealthcare.com/pages/employee-benefits-and-rewards
Metropolitan Government of Nashville & Davidson County	12 weeks (all parents)	https://www.nashville.gov/departments/human-resources/personnel-services/paid-family-leave