

Employee Resource Guide: Information for those affected by a layoff Effective 01/01/2024



University of Missouri System
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Preface

This guide, titled *Employee Resource Guide: Information for those affected by a Layoff*, presents a summary of information drawn from university policies and procedures related to layoff. The guide gives an overview of the resources available to employees affected by a reduction in workforce. The University reserves the right to add, amend or rescind any aspect of this guide at any time and for any reason. This guide is a reference resource only. The applicable Human Resources (HR) policies, Collected Rules and Regulations (CRR), and benefit plan documents are the sources of authority and control. If there is a conflict between the language in this guide and the language in any source policies, rules, or plans, the language in the source policies, rules, or plans applies. This guide does not create or alter any contractual rights or at-will employment status if applicable.

Effective date

The provisions of Collected Rules and Regulations, Section 350.051: Layoff and Transition Assistance, are effective on January 2, 2022, for eligible academic and administrative, service, and support employees.

Effective January 2024, some aspects of this guide have been updated to reflect changes to the paid leave programs.

This guide is provided for employees whose layoff effective date is on or after the implementation of CRR 350.051.

Introduction

This guide details information on the support available to you upon notice of a layoff from your position with the University. It also answers many questions about pay, benefits, retirement, career services, and other offerings.

Read this guide carefully. If you have a printed version instead of an electronic one, please refer to Appendix G at the end of this document for website addresses, which lists the full URL for each hyperlink in the text. If you have questions, contact your campus Office of Human Resources or the HR Service Center (<http://umurl.us/HRSC>).

Final Regular Paycheck

You will receive your final regular paycheck based on your normal pay schedule. This check includes:

- Pay for all work through your last day; and
- Pay for any available compensatory time (non-exempt); and
- Two weeks' pay, if you are receiving two weeks' pay in lieu of notice (administrative, service, and support staff only)

Accrued Leave Time (if applicable)

Paid Time Off (PTO)

If unused PTO hours are available pursuant to HR-421, up to eighty (80) hours will be paid as a lump sum payment on the paycheck following your final regular paycheck based on the normal pay schedule. Any remaining balance will be banked and available for use if you receive another benefit-eligible leave accruing position before the end of the layoff period. Otherwise, the remaining balance is unpaid.

If you return to active status before the end of your layoff leave of absence, you will begin accruing PTO in accordance with university rules and continuous years of service.

Employees hired before 01/01/2024

Vacation Accruals

If unused vacation hours are available pursuant to HR-402, they will be paid as a lump sum payment on the paycheck following your final regular paycheck based on your normal pay schedule.

Personal Days

Unused personal days, pursuant to HR-403, are not paid out. While personal days are retained during a layoff leave of absence, you may not use them during that time. Any unused personal days will be lost if you are not re-employed before the layoff leave of absence ends. However, if you return to active benefit-eligible status with the University before your layoff leave of absence ends and before your anniversary date in 2024, your personal days will be available for use until your anniversary date in 2024.

Sick Accruals

Unused sick leave, pursuant to HR-404 is not paid out to you. If you return to active benefit-eligible status with the University before your layoff leave of absence ends, you will retain your current balance. If your layoff leave of absence ends and you have not been re-employed with the University, your sick leave hours are lost unless you are eligible for retirement under the *Defined Benefit (DB) Plan* or the *Defined Benefit (DB) component of the Hybrid Plan* (<http://umurl.us/retplans>).

Get personalized assistance to help with your transition.

Use this guide to understand the support resources available to you upon notice of a layoff from your position with the University.

Contact your campus or hospital human resources office or the UM System HR Service Center for additional assistance.

HR Service Center

Phone: 573-882-2146

Toll-free: 800-488-5288

Email: hrrservicecenter@umsystem.edu

Layoff Leave of Absence Transition Assistance (Pay and Benefits)

The University of Missouri grants short-term transition assistance pay and continued benefit coverage to eligible employees laid off when they return a signed *University of Missouri Layoff and Transition Assistance Agreement* by the established thirty (30) calendar day deadline.

Eligibility

To be eligible for layoff transition assistance pay and continued benefits, you must submit a completed *University of Missouri Layoff and Transition Assistance Agreement* to your campus, hospital, or system Office of Human Resources by the deadline stated on your layoff notification letter. The following categories of employees may be eligible for layoff pay and benefits, regardless of the funding source of their salaries.

1. Benefit-eligible administrative, service, and support staff who have satisfactorily completed their probationary period.
2. Employees on full-time academic staff appointments as defined in CRR 310.020.A, non-tenure track faculty as defined in CRR 310.035, full-time unranked non-regular faculty, and other full-time non-regular academic appointments (but not employees on tenured or tenure-track appointments).

Layoff and Transition Assistance Agreement

Employees are provided 30 days to review the terms of the *Agreement* and seek guidance. Please note, employees will waive their grievance rights upon signing the *Agreement*.

Disqualifying Circumstances

If any of the following circumstances occur prior to or during your layoff leave of absence, you will be disqualified from receiving layoff transition assistance pay and continued benefits:

1. Failure to submit the completed *University of Missouri Layoff and Transition Assistance Agreement* by the established deadline as noted in the layoff notification letter.
2. Failure to complete your work duties in a satisfactory manner in the time between receiving your layoff notice letter and your layoff effective date.
3. Receipt of Long-Term Disability (LTD) benefits.
4. Acceptance of a full-time, benefit-eligible position with the University.
5. Retirement under the *Defined Benefit (DB) Plan* or the *Defined Benefit (DB) component of the Hybrid Plan* (<http://umurl.us/retplans>).
6. Death.

Layoff Leave of Absence Period

Transition assistance payments and continuation of benefits will be provided based on the employee's length of continuous years of benefit-eligible service.

Years of Service	Length of Transition Assistance Pay and Layoff Benefits*
Less than 10 years	4 weeks
10 years up to 11.99 years	5 weeks
12 years up to 13.99 years	6 weeks
14 years up to 15.99 years	7 weeks
16 years up to 17.99 years	8 weeks
18 years up to 19.99 years	9 weeks
20 years and more	10 weeks

*Or a maximum of \$25,000 TAP, whichever comes first.

Transition Assistance pay will begin on the next regular pay cycle after the University of Missouri Layoff and Transition Agreement has been signed and submitted to the applicable campus, hospital, or UM System Human Resources.

Health and Welfare Benefits

You may continue your current enrollments in the Health, Dental, Vision, Health Savings Account, Flexible Spending Account(s), Life Insurance, and Long-Term Disability plans during a layoff leave of absence. Your monthly premiums will be deducted from your TAP. The University will continue to pay the employer portion of your benefit premiums throughout the layoff leave of absence. If you have questions about continuing benefits, please contact the HR Service Center (<http://umurl.us/HRSC>).

If you are eligible to retire under the *Defined Benefit (DB) Plan* or the *Defined Benefit (DB) component of the Hybrid Plan* (<http://umurl.us/retplans>) following your layoff notice, you may be eligible to continue certain health and welfare benefits based on your active coverage immediately prior to retirement. Retiree benefits eligibility (<http://umurl.us/retireeben>) varies depending on age, years of service, and access category. If eligible, you will be responsible for the full cost of your retiree insurance benefits, offset by any University contributions you may be eligible for as determined by the University of Missouri System Office of Human Resources. **If you are eligible for insurance from the University in retirement, it is very important to maintain insurance coverage in the plans you wish to continue as a retiree during your layoff leave of absence.**

Continuation of Coverage Following Layoff Leave of Absence

Health, Dental, and Vision

Your coverage will end on the last day of the month in which your layoff leave of absence ends unless your layoff leave of absence ends on the first day of the month. In that case, coverage will end the day prior to when your layoff leave of absence ends. To continue these benefits after your layoff leave of absence, you will need to enroll in COBRA coverage. Coverage will continue for up to the 18-month maximum after layoff as long as you pay the full COBRA premiums.

The University's COBRA administrator will send you a COBRA enrollment packet. The enrollment forms and payment must be returned to the COBRA administrator by the deadline specified in the packet if you wish to enroll in COBRA benefits.

Health Savings Account (HSAs)

Your HSA contribution, if elected, will continue through payroll deductions. If you do not wish to continue contributing to your HSA, please complete the Health Savings Account Enrollment/Change form (<http://umurl.us/hsa>). When your layoff leave of absence ends, your HSA will be changed to an individual HSA rather than the University group HSA, and you will be responsible for any fees associated with your individual account. You may continue to make contributions directly to your individual HSA. The funds in an HSA are indefinitely available for tax-free use on any eligible expenses.

Flexible Spending Accounts (FSAs)

Health Care FSAs – your contributions will continue through payroll deduction during your layoff leave of absence. Your participation will end on the last day of the month in which you make your last payroll contribution, or at the end of the calendar year (whichever comes first). If your participation in the plan ends before the end of the calendar year, you may be eligible to continue your participation through the end of the plan year through COBRA if you have an underspent account (i.e., your contributions into the account are more than what you have submitted for reimbursement at the time of layoff).

To continue FSA participation, the COBRA enrollment forms must be returned to the University's COBRA administrator by the deadline specified in the COBRA packet.

If you do not continue your Health Care FSA through COBRA, your coverage will end on the last day of the month in which you make a payroll contribution. Any funds remaining in your FSA at the time your participation ends are available for reimbursement as long as the expenses were incurred prior to the end of the month you last made a payroll contribution. You may continue to submit eligible reimbursements to the University's FSA administrator through April 30 following the end of the plan year.

Dependent Care FSAs – your contributions will continue through payroll deduction during your layoff leave of absence. If you do not wish to continue contributing to your Dependent Care FSA, please complete the Flexible Spending Account Enrollment and Change form (<http://umurl.us/fsa>) or contact the HR Service Center (<http://umurl.us/HRSC>). Participation in the Dependent Care FSA is not eligible to continue through COBRA. Therefore, Dependent Care FSA coverage will end on the last day of the month in which you last make a payroll contribution or at the end of the calendar year (whichever comes first). Any funds remaining in the Dependent Care FSA are available for reimbursement as long as the expenses were incurred prior to the end of the month in which you last made a payroll contribution. You may continue to submit eligible reimbursements to the University's FSA administrator through April 30 following the end of the plan year.

Life Insurance

Basic life, additional life, dependent life, and accidental death and dismemberment insurance plans can continue for the length of the layoff leave of absence. Your coverage under these plans will end on the day your layoff leave of absence ends.

At the end of the layoff leave of absence, you may elect to convert or port insurance policies without providing proof of insurability. The life insurance administrator will mail information on conversion and portability opportunities approximately two weeks after your layoff leave of absence ends. To convert or port your coverage, you will need to complete and submit the required form(s) within 31 calendar days of the end of your layoff leave of absence. If you do not receive your notice within 2 weeks following the end of your layoff leave of absence, please contact the HR Service Center (<http://umurl.us/HRSC>).

Short-Term Disability

Your short-term disability (STD) coverage will not continue during your layoff leave of absence. Coverage will end the day your layoff leave of absence begins.

Long-Term Disability

Your long-term disability (LTD) coverage will continue during your layoff leave of absence. Coverage will end the day your layoff leave of absence ends.

Parental Leave and Caregiver Leave

Your parental and caregiver leave eligibility will not continue during your layoff leave of absence. Eligibility will end on the effective date of your layoff leave of absence.

Tuition benefits for Employees, Spouses, and Dependents

Educational Assistance for Employees

Employees on a paid or unpaid leave of absence, including layoff leave of absence, may continue eligibility for Educational Assistance through the end of the semester in which they are enrolled. Employees who separate from the University may also complete the semester they are enrolled in. Employees who have separated the University are not eligible for educational assistance in future semesters.

Tuition Reduction for Spouses and Dependents

Spouses and dependents who are receiving tuition reduction will remain eligible for the reduction through the end of the employee's layoff leave of absence, provided they meet the eligibility requirements of the program and the employee remains on a layoff leave of absence through the beginning of the course in which they are enrolled. If the layoff leave of absence ends during the semester, spouses or dependents may complete the semester in which they are enrolled.

Retirement Plans

Core Retirement Plans

There are three Core Retirement Plans for University employees. Your enrollment is automatic and based on your most recent hire date. For more information about each plan, visit <http://umurl.us/retplans>. If you are unsure of which Core Retirement Plan you participated in, please contact the HR Service Center (<http://umurl.us/HRSC>) for assistance.

Employees in the *Defined Benefit (DB) Plan or Hybrid Plan (pension benefits)*

If you participated in the DB Plan or Hybrid Plan as your core retirement plan, your employee contributions to the pension (also referred to as the defined benefit portion of the plans) are not deducted during a layoff leave of absence. Also, you may not receive pension plan distributions while on a layoff leave of absence, though you may elect to retire in lieu of or during the layoff, if eligible.

As you enter a layoff leave of absence, no immediate action is required to manage your pension benefits. At the end of your leave, your employment history will automatically undergo review to determine the options available to you.

- If you are retirement eligible, you will receive a letter mailed to your home address during your layoff leave of absence with instructions outlining your pension benefit options and applicable health and welfare options.
- If you are not retirement eligible, you will receive a packet of information mailed to your home address approximately six months after the end of your layoff leave of absence outlining your pension benefit options.

Should your home address change, please notify the Office of Human Resources to ensure you receive all communications timely.

You can only elect to receive your pension benefits once your layoff leave of absence has ended. You do, however, have the option to end your layoff leave early. If you wish to end your layoff leave ahead of the planned end date, contact your Campus Benefits and Retirement Specialist (<http://umurl.us/cbr>) and provide your request in writing. Please note, ending the layoff leave early will also end any future transition assistance pay you were eligible for.

You may estimate your pension benefits by accessing the Milliman Pension Benefits Portal. Instructions for accessing and running estimates on the portal are available at <http://umurl.us/retcalc>.

Service credit for pension benefits (*DB Plan and Hybrid Plan*)

It is important to know that service credit is not earned under the defined benefit plan during a layoff leave of absence.

If you return as an active employee before the end of your layoff leave of absence, the time you spent on the layoff leave of absence will not be counted toward your service credit. Upon your return, you will resume accruing service credit in your eligible defined benefit core retirement plan.

If you do not return before the end of your layoff leave of absence, your employment with the University will be terminated the day after the end of your leave. Refer to the individual core retirement plans Summary Plan Descriptions (SPDs) (<http://umurl.us/retplans>) for treatment of prior service credit relating to a return to active benefit-eligible employment with the University at a future date.

Employees in the *Hybrid Plan or Defined Contribution (DC) Plan (defined contribution benefits)*

Employee contributions to defined contribution plans work much the same way as contributions to Voluntary Retirement Plans (see below). This is the case for the DC Plan and the DC portion of the Hybrid Plan. Any deductions you specified from your paycheck will not be deducted from TAP because the University is not

allowed to take retirement plan deductions out of severance-type pay. However, your defined contribution retirement accounts will remain in place.

Log into your Fidelity account at <https://nb.fidelity.com/public/nb/umretirement/home> or call Fidelity at 800.343.0860 to review your defined contribution benefits. You may also want to schedule a one-on-one consultation with a Fidelity Workplace Financial Consultant (<http://umurl.us/retconsult>).

You can only request defined contribution distributions once your layoff leave of absence has ended. You do, however, have the option to end your layoff leave early. If you wish to end your layoff leave ahead of the planned end date, contact your Campus Benefits and Retirement Specialist (<http://umurl.us/cbr>) and provide your request in writing. Please note, ending the layoff leave early will also end any future transition assistance pay you were eligible for.

Service credit for defined contribution benefits (*Hybrid Plan and DC Plan*)

Service credit under the defined contribution plans is calculated from hire date to the termination date of the benefit-eligible position, regardless of leave status during employment.

If you do not return before the end of your layoff leave of absence your employment with the University will be terminated the day after the end of your leave. Refer to the individual core retirement plans Summary Plan Descriptions (SPDs) (<http://umurl.us/retplans>) for treatment of prior service credit relating to a return to active benefit-eligible employment with the University at a future date.

Voluntary Retirement Plans (VRPs)

During your layoff leave of absence, your VRPs (<http://umurl.us/retplans#VRP>) will remain in place; however, the University is not allowed to deduct contributions from severance-type pay such as TAP. Therefore, no new deductions will be made during your layoff leave of absence.

Log into your Fidelity account at <https://nb.fidelity.com/public/nb/umretirement/home> or call Fidelity at 800.343.0860 to review your VRPs. You may also want to schedule a one-on-one consultation with a Fidelity Workplace Financial Consultant (<http://umurl.us/retconsult>).

Retirement in lieu of, during, or after layoff

Employees in the *Defined Benefit (DB) Plan* or *Hybrid Plan* (pension benefits)

You must meet the following criteria to retire under the defined benefit portion of your eligible core retirement plan:

- **Early retirement** – Employees must reach:
 - Age 55 with at least 10 years of service, or
 - Age 60 with at least 5 years of service, and
 - At least one year of defined benefit service credit must be attained after age 54.

- **Normal retirement** – Employees must reach:
 - Age 62 with at least 25 years of service, or,
 - Age 65 with at least 5 years of service, and
 - At least one year of defined benefit service credit must be attained after age 54.

If you are eligible to retire with a pension benefit under the ***Defined Benefit (DB) Plan*** or ***Hybrid Plan***, at the time your layoff leave of absence begins, you have three options for when your retirement benefits will commence:

1. Take your layoff leave of absence first and retire at the end of the layoff leave of absence.
2. End your layoff leave of absence early, forfeiting any remaining transition assistance pay, and commence retirement.
3. Forfeit the layoff leave and transition assistance pay to move directly into retirement.

If eligible for early retirement, you may defer the commencement of retirement payments until normal or unreduced retirement.

Note: Eligibility to continue retiree insurance differs from retirement eligibility. Please review the eligibility information to continue retiree insurance on the retiree benefits overview (<http://umurl.us/retireeben>) webpage for more information. While an employee may be eligible to defer the commencement of their pension payments, eligible retirees may not defer enrollment in applicable retiree insurance plans. Failure to enroll at the end of the layoff leave of absence will result in ineligibility for enrollment in the future.

If you have questions, contact your Campus Benefits and Retirement Specialist (<http://umurl.us/cbr>) to discuss these options and how your choice impacts your monthly insurance premiums and eligibility to continue coverage as a retiree. In addition, you may estimate your retiree insurance premiums with the Retiree Insurance Premium Estimator (<http://umurl.us/retpremium>). Compare these costs to the premiums you are paying as an active employee, noted on your paycheck as well as listed on the benefits (<http://umurl.us/benefits>) homepage.

You may estimate your pension benefits by accessing the Milliman Pension Benefits Portal. Instructions for accessing and running estimates on the portal are available at <http://umurl.us/retcalc>. Several retirement seminars (<http://umurl.us/retsem>) are also available to support you and help you understand the University's retirement benefits.

Starting pension benefits under the DB Plan or Hybrid Plan

Please complete the Notice of Intent to Retire (NOI) electronic form (<http://umurl.us/RetireNOI>), follow instructions, and attach any required documentation. Once you have submitted the electronic form, your Campus Benefits and Retirement Specialist (<http://umurl.us/cbr>) will contact you to schedule an appointment to initiate your retirement. You may also contact your Campus Benefits and Retirement Specialist directly for assistance in submitting the NOI.

Employees in the Hybrid Plan or Defined Contribution (DC) Plan (defined contribution accounts)

Log on to your Fidelity account at <https://nb.fidelity.com/public/nb/umretirement/home> or call Fidelity at 800.343.0860 for guidance on your options for managing your Fidelity retirement accounts (including any other voluntary plans you contributed to) once your layoff leave of absence ends. You may also want to schedule a one-on-one consultation with a Fidelity Workplace Financial Consultant (<http://umurl.us/retconsult>).

Employees who contributed to other voluntary retirement plans (457(b), 403(b), or 401(a))

Log on to your Fidelity account at <https://nb.fidelity.com/public/nb/umretirement/home> or call Fidelity at 800.343.0860 for guidance on your options for managing your Fidelity accounts once your layoff leave of absence ends. You may also want to schedule a one-on-one consultation with a Fidelity Workplace Financial Consultant (<http://umurl.us/retconsult>). If you contributed to any other retirement plans with vendors other than Fidelity, contact that vendor directly to discuss your options.

Layoff Checklist

You have many decisions to make when experiencing a layoff. Use this checklist to organize actions needed to receive layoff benefits, transition assistance pay, COBRA coverage, and more.

- Review your layoff notification letter.**
 - Confirm your final day at work.
 - Know your effective date of layoff.
- Decide if you want to sign the *Layoff and Transition Assistance Agreement*.**
 - If you do not wish to sign the Agreement: You will not be eligible for continued benefit coverage or transition assistance pay. Your position with the University will end as of your layoff effective date or 30 days from notice, whichever is later.
 - If you sign the Agreement: Return the signed agreement form to your local campus HR office by the 30-day deadline stated in your layoff notification letter.
- Know the length of your layoff leave of absence.**
 - This is based on years of continuous benefit-eligible employment prior to layoff.
 - Less than 10 years, you have a four (4) week leave of absence.
 - Ten or more years, you have up to 10 weeks' leave of absence (one week for every 24-months of continuous benefit-eligible service, up to 10 weeks).
- Assess your paycheck deductions.**
 - Contact your campus Parking and Transportation regarding your parking deductions.
 - Contact employeerelations@umsystem.edu to discuss eligibility for stopping Union dues.
 - To determine what other voluntary deductions need to be stopped, you must contact those departments directly.
- Check when tuition assistance coverage ends.**
 - If you were an employee receiving assistance: educational assistance will continue through the end of the semester in, which your layoff leave of absence ends.
 - If you have dependent(s) receiving assistance: Tuition reduction will continue through the end of the semester in which your layoff leave of absence ends.
- Plan for your core and voluntary retirement plans.**
 - Contact your plan administrator for assistance.
 - If you are retirement eligible: Refer to the "Retirement in lieu of, during, or after layoff" section of this guide; Contact your Campus Benefits and Retirement Specialist to discuss your retirement plans and options.
- Decide if you want to enroll in COBRA.**
 - If you choose to enroll in COBRA to continue your medical, dental and/or vision after your layoff leave of absence ends, you must complete and return the enrollment forms to the COBRA administrator by the deadline specified in the packet.
- Decide if you want to convert or port life insurance policies.**
 - The life insurance administrator will mail information on conversion and portability opportunities approximately two weeks after your layoff leave of absence ends.
 - Submit required form(s) within 31 days from the end of your leave of absence to the life insurance administrator to convert or port coverages.
- Review the university email policy.**
 - University email accounts will be deactivated immediately following the employee's last day of work.

Appendix A:

Collected Rules and Regulations, Section 350.051: Layoff and Transition Assistance



University of Missouri System

COLUMBIA | KANSAS CITY | ROLLA | ST. LOUIS

The text in this appendix is a verbatim copy of [Collected Rules and Regulations, Section 350.051: Layoff and Transition Assistance](#).

Per Collected Rules and Regulations, Section 350.051: Layoff and Transition Assistance (Bd. Min. 6-21-18):

Bd. Min. 11-18-2021 with an effective date of 01-02-2022.

- A. **Summary**--Conditions may arise that result in the reduction of the university workforce, including but not limited to lack of funds, lack of work, or reorganization. This rule addresses principles and benefits involved in layoffs, including eligibility for transition assistance pay, layoff leave of absence and associated benefits. All layoffs are subject to approval by the appropriate campus, hospital, or system Office of Human Resources.
- B. **Definition**--Layoff is defined as the cessation of regular employment due to a reduction in force for a period of one year or more.
- C. **Eligibility**--To be eligible for layoff leave of absence and transition assistance pay, an employee must fall within the positions described below and must satisfactorily complete all other requirements as identified in this rule. This includes the completion of the required Layoff and Transition Assistance Agreement by the established due date.
- D.
1. **Positions Eligible**--The following types of employees may be eligible for layoff leave of absence with associated benefit coverage and transition assistance pay regardless of the funding source of their salaries, unless they are excluded as stated below.
 - a. Regular Administrative, Service and Support employees who have satisfactorily completed their probationary period; and
 - b. Employees on full-time academic staff appointments as defined in Section 310.020.A of these Collected Rules and Regulations (including Non-Tenure Track Faculty as defined in Section 310.035 of these Collected Rules and Regulations, full-time unranked non-regular faculty, and other full-time non-regular academic appointments).
 2. **Positions Not Eligible**--The following types of employees are not eligible for layoff leave of absence or transition assistance pay. In cases of doubt, the System Chief Human Resources Officer will determine whether an employee falls within categories listed below, after consultation with campus/hospital chief human resources officers and provosts as appropriate.
 - a. Regular academic staff appointments as defined in Section 310.020.A.1 of these Collected Rules and Regulations (i.e., tenured and tenure-track appointments);
 - b. Adjunct appointments;
 - c. Employees who have been given one year or more notice of the ending of their appointment;
 - d. Benefit-eligible positions in which a principle purpose of the position is the education, training, or learning of the employee, such as fellows, interns, residents, and post-doctoral positions;
 - e. Non-benefit-eligible positions; and
 - f. Any other position determined by the System Chief Human Resources Officer not to be eligible because the nature of the appointment is not consistent with the expectation or purposes of layoff benefits.
 3. **Other Eligibility Requirements**--
 - a. To be eligible for a layoff leave of absence and transition assistance pay, eligible employees must submit a completed University of Missouri Layoff and Transition Assistance Agreement to the appropriate campus, hospital or system Office of Human Resources within thirty (30) calendar days after written notice of layoff. The content and form of the University of Missouri Layoff and Transition Assistance Agreement will be approved by the System Chief Human Resources Office and the Office of the General Counsel.
 - b. If any of the following circumstances occur prior to or during the layoff leave of absence, the employee no longer will be eligible to receive transition assistance payments or layoff leave of absence and associated benefits coverage.
 - (1) Failure to submit completed *University of Missouri Layoff and Transition Assistance Agreement* by the established deadline;
 - (2) Failure to perform duties in a satisfactory manner after layoff notification through the effective date of the layoff;
 - (3) Receipt of Long-Term Disability (LTD) benefits;
 - (4) Acceptance of a full-time benefit-eligible University of Missouri position;
 - (5) Retirement; or
 - (6) Death.

E. Layoff Leave of Absence, Transition Assistance Pay, and Benefits --

1. Layoff Leave of Absence Duration - Upon layoff, an eligible employee will be placed on a layoff leave of absence and provided Transition Assistance for a minimum of four (4) weeks up to a maximum of ten (10) weeks as follows:
 - a. Eligible employees with less than ten (10) years of continuous regular employment with the University immediately prior to layoff, will be placed on a layoff leave of absence for four (4) weeks from the effective date of layoff.
 - b. Eligible employees with a minimum of ten (10) years of continuous regular employment with the University immediately prior to layoff will be placed on a layoff leave of absence of one (1) week for every twenty-four (24) months of continuous benefit-eligible service up to a maximum of ten (10) weeks, or until the point at which the employees transition assistance payments have reach a total of \$25,000 under subsection D.2. below, whichever comes first.
2. Transition Assistance Pay – An eligible employee will receive transition assistance payments in amounts equal to the employee’s regular pay according to the employee’s regular pay schedule. The payments will continue until the maximum number of weeks based on the employee’s length of service is reached (as identified in subsection D.1.), or until the total amount of the payments reach a limit of \$25,000, whichever comes first.
3. Continuation of Benefits - During the layoff leave of absence, the eligible employee will be eligible to participate in the University’s benefit programs (e.g., medical, dental, vision, life, accidental death, and long-term disability) for the duration of the layoff leave of absence (D.1.). The University will continue to pay its portion of the benefit premiums during the layoff leave of absence.

E. Continuous Employment--For purposes of calculating continuous employment under this rule, an employee who completes a nine-month academic appointment will be considered to have accrued one year of employment. Consecutive nine-month academic appointments will be considered as continuous employment. Additional summer months of employment by an employee on a nine-month academic appointment will not affect calculation of continuous employment under this rule.

F. Seniority--

1. For employees on full-time academic staff appointments and regular Administrative, Service and Support employees, other than Service and Maintenance personnel subject to a union agreement, seniority consists of continuous employment in the same department. If relative length of employment among employees is equal, the employee with the greatest length of university employment is the most senior employee.
2. For Service and Maintenance employees subject to a union agreement, see Understanding of Policies, and Seniority. The definition of seniority for service and maintenance employees as outlined in the Understanding of Policies is applicable only if the University has a signed agreement with the unions. If no agreement exists, the definition of seniority for regular Administrative, Service and Support employees will apply.
3. All things being equal, job security shall be commensurate with an employee's seniority. If the abilities, skills, training, and other relevant qualifications to fill existing positions are considered equivalent among affected employees, the employee with the longest seniority will be retained and the employee with the shortest seniority will be the first to be laid off. The University reserves the right in any given instance, to determine if an employee possesses the relevant qualifications such as ability, training, and skill to fill the position.
4. Seniority accrues from the first day of regular employment. Seniority should not impact employment decisions for regular employees until the completion of the probationary period. Employees laid off retain seniority accumulated to the date of layoff, for a period not to exceed six months. An employee who is laid off retains seniority for a period of six months from the effective date of the layoff but does not continue to accrue seniority during the layoff leave of absence. In the event an employee who is notified of a layoff or who has been laid off transfers to another department, the employee continues to maintain seniority in the department where the layoff occurred for a period of six months from the effective date of the layoff or the transfer, whichever occurs first. During a work-related injury or military leave of absence, an employee continues to accrue seniority.

G. Recall--The University shall, in its sole discretion, after a reduction in force, determine the occasion and the advisability of recall of part or all of the laid off employees. The University shall consider seniority, ability, and qualifications, as well as the nature of the jobs for which the employees will be recalled.

H. Refilling Eliminated Position--

1. Positions which are eliminated due to layoff may not be filled for a minimum of one (1) year.
2. If special circumstances occur which create good cause for the position to be filled sooner, approval must be granted by contacting the appropriate campus, hospital or system Office of Human Resources.

I. Service Credit and Vesting--The period of leave of absence is excluded in computing length of service under the University of Missouri Retirement, Disability, and Death Benefit Plan; however, the leave of absence does not constitute an interruption of service. A layoff leave of absence does not count toward vesting in the University of

Missouri Retirement, Disability and Death Benefit Plan. The period of leave of absence is included in computing service credit under the Employee Retirement Investment Plan, including for the purposes of vesting.

- J. **Application in the Event of Discontinuance of Programs or Departments of Instruction**--In the event that an employee is laid off in connection with the discontinuance of a program or a department under Section 320.150 of these Collected Rules and Regulations, the employee will:
1. Be eligible to receive transition assistance pay if the employee meets all eligibility requirements stated in this rule; and
 2. Receive the leave of absence and benefits stated in Section 320.150 and will not receive layoff leave of absence or associated benefit coverage under the terms of this rule, notwithstanding any provision to the contrary.
- K. **Effective date**-- The provisions of this rule will apply with respect to layoffs of eligible employees with an effective layoff date of January 2, 2022 or later.

Appendix B: Frequently Asked Questions



University of Missouri System
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HR-117 Layoff and Transition Assistance Pay Q&As

1. What does the phrase "all things being equal" mean?

Departments retain the discretion to determine what composition of knowledge, skills, and abilities and the number of staff is required for the proper functioning of a department; therefore, factors such as unique knowledge, skills, abilities, training, performance, or other relevant factors may take precedence over consideration of seniority in making decisions regarding layoff. When these factors impact the efficient operation of the department and/or an employee's ability to perform the job, a department may determine that all things are not equal and consider these attributes to justify the retention of a less senior employee.

2. How long of notice is required before an employee begins their layoff?

The length of notice required depends on the type of position. Please review university policies for separations and end-of-appointment notice, including HR-118 and CRR 310.035.

3. *[Administrative, service, and support staff only]* Can an employee be required to use available paid time off or comp time for the two (2) weeks' notice required pursuant to HR 117 Layoff?

No. The employee cannot be required to use unused paid time off (e.g., PTO, vacation, winter break hours) during the two (2) week notice period.

4. What are the relevant dates for calculating seniority in the event of a layoff?

The relevant dates for calculating seniority for administrative, service, and support employees are as follows:

- Department Seniority Date – The first day of regular continuous employment within a department.
- University Seniority Date – The first day of regular continuous employment at the University of Missouri.

For additional clarification, Service and Maintenance employees subject to a union agreement should refer to the Understanding of Policies.

A change in a regular employee's status (e.g., a break in service) may change their department and University date.

5. Are benefit-eligible employees hired for a defined period (e.g., one year) eligible for layoff and transition assistance when their employment ends at one year?

No. Employees are not eligible for layoff and transition assistance due to the nature of the appointment.

6. Are employees on a layoff leave guaranteed a job when the leave expires?

No. Upon expiration of a layoff leave, if the employee has not located a benefit-eligible position, the employee will be terminated.

7. If an employee is offered a comparable position in the same department while on layoff leave, must they accept it?

No. Failure to return to work when offered a comparable position will not result in the loss of layoff benefits. It is the employee's decision whether or not to accept a job offer. If an employee accepts another benefit-eligible University position, the layoff benefits will end upon the new position beginning.

8. If an employee accepts another benefit-eligible position with the University during their layoff leave of absence, but does not successfully complete the qualifying period, is their leave of absence end date extended when they return to the layoff leave of absence?

No. The employee's original layoff leave of absence end date remains and will not be extended.

- 9. If an employee's position is moved to another unit (e.g., division, department, etc.), is this a layoff?**
It depends. If the position is not moved to a significantly different geographic location that requires an employee to move or commute, then this would not be considered a layoff, regardless of the administrative reporting structure.
- 10. Are employees eligible for unemployment benefits during their layoff leave of absence period?**
If placed on layoff leave of absence, employees may apply for an eligibility determination to the Department of Labor's Division of Employment Security.

The Department of Labor's website provides links to individual state offices at <http://www.servicelocator.org/OWSLinks.asp>

- 11. What happens to voluntary deductions such as the University's recreation center, athletic tickets, concert series, alumni donations, United Way donations, or other voluntary deductions other than parking or retirement?**
Voluntary deductions will continue as long as the employee is paid, including the weeks they receive transition assistance payment. If the employee would like to stop these deductions prior to the end of receiving the last payment from the University, the employee will need to contact each department which is deducting these funds (e.g., recreation center, payroll).
- 12. What happens to parking deductions?**
Employees should contact their campus Parking and Transportation department.
- 13. What happens to layoff benefits if an employee is hired for a non-benefit eligible or temporary position with the University during their layoff leave of absence?**
Insurance –The new position will not affect insurance benefits while the primary (benefit-eligible) position remains in a layoff leave of absence. Employees will remain eligible to continue all insurance plans they had during the layoff.

Leave – Employees do not accrue paid time off for non-benefit eligible positions.

Retirement – The UM System offers 3 Core Retirement Plans (<http://umurl.us/retplans>), and the plan the employee is eligible for depends on their benefit eligibility and hire status. If the employee's plan is:

- Defined Benefit (DB) Plan or DB Component of the Hybrid Plan: Neither the layoff leave of absence nor the service in the non-benefit eligible position is considered creditable for vesting or retirement.
- Defined Contribution (DC) Plan or DC Component of the Hybrid Plan: Service credit is earned to achieve vesting while on a layoff leave of absence, however service in the non-benefit eligible position is not considered creditable for vesting.

Non-benefit eligible appointments would have to terminate before an employee may retire in certain cases. Specific situations should be evaluated with the UM System Office of Human Resources Retirement department.

- 14. Will employees continue to have access to myHR during a leave of absence and after the leave expires to change their employee data?**
Employees continue to have access to myHR during the layoff leave of absence and upon separation. Employees unable to access myHR may contact the HR Service Center (<http://umurl.us/hrsc>) or the Department of Information Technology (<https://doit.missouri.edu/>).

Paid Time Off, Comp Time, & Winter Break

This section applies to benefit-eligible Administrative, Service, and Support staff and certain non-regular academic employees as approved by the chancellor and president.

15. When should employees anticipate receiving their unused paid time off (PTO)?

If applicable, accruals and usage will be calculated after the employee's effective date of layoff and will be paid as a lump sum payment (up to 80 hours) on the paycheck following their final regular paycheck (based on the normal pay schedule).

16. Can an employee elect to retain accrued paid time off (PTO) once the layoff effective date occurs rather than being paid out lump sum?

No. Unused PTO, accrued as of the last day worked before the commencement of the leave of absence, is paid out as a lump sum.

However, if an employee obtains another benefit-eligible position with the University prior to the layoff effective date, the employee may be able to transfer to the new position with their PTO balance. Contact the campus Office of Human Resources to discuss the circumstances involved.

17. What happens to an employee's winter break leave balance (if applicable) while on a layoff leave of absence?

The employee retains unused winter break leave balance during the layoff leave of absence; however, unless the employee is reemployed during the layoff leave of absence, these days will be lost on the employee's termination or the established due date pursuant to HR-415, whichever occurs first. Employees may be provided an opportunity to use the winter break leave balance prior to commencing a layoff leave of absence unless they are provided pay in lieu of notice or there is not enough time to use the winter break leave balance.

18. [Non-exempt employees only] What happens to unused accrued compensatory time?

Compensatory time should be paid on the final regular paycheck (based on the normal pay schedule).

19. If an employee finds a job that is eligible for PTO accruals within the UM System while in layoff leave of absence, how are each of the leave accrual categories affected?

PTO - The employee will accrue PTO in accordance with their new exemption status and continuous years of service. Additionally, any available balance remaining after the layoff occurred will be reinstated.

Sick – The employee's sick leave balance will be reactivated.

Personal – If the employee returns to work before their anniversary date in 2024, the unused balance will be reactivated. The remaining balance thereafter must be used by the anniversary date in 2024 or will be forfeited.

Vacation, Personal Days, and Sick Leave

This section applies to benefit-eligible Administrative, Service and Support staff and certain non-regular academic employees as approved by the chancellor and president who were employed prior to 01/01/2024.

20. When should an employee anticipate receiving their unused vacation time off?

If applicable, accruals and usage will be calculated after the employee's effective date of layoff and will be paid as a lump sum payment on the paycheck following their final regular paycheck (based on the normal pay schedule). Employees hired before 01/01/2024 may have unused vacation balances eligible for lump-sum payment.

21. Can an employee elect to retain accrued vacation once the layoff effective date occurs rather than being paid out lump sum?

No. Unused vacation, accrued as of the last day worked before the commencement of the leave of absence, is paid out as a lump sum.

However, if an employee obtains another benefit-eligible position with the University prior to the layoff effective date, the employee may be able to transfer to the new position with their vacation balance. Contact the campus Office of Human Resources to discuss the circumstances involved.

22. Does an employee in a layoff leave of absence lose their accrued sick leave?

It depends. If an employee is reemployed during the period of the layoff leave of absence, the sick leave will be reinstated; otherwise, the sick leave is lost after expiration of the layoff leave of absence.

If eligible for retirement under the DB Plan or the DB Component of the Hybrid Plan (<http://umurl.us.retplans>), unused sick leave will be credited toward service credit in the pension calculation per the terms of the plan.

23. What happens to an employee's personal days (if applicable) while on a layoff leave of absence?

If the employee returns to work before their anniversary date in 2024, the unused balance will be reactivated. The remaining balance thereafter must be used by the anniversary date in 2024 or will be forfeited.

Transition Assistance Pay (TAP)

24. Are partial years of continuous service counted in calculating transition assistance compensation?

No. Partial years of service do not count toward calculating weeks of transition assistance payment.

25. What is the rate of pay for the transition assistance payment?

Transition assistance provides 100% pay based on the employee's regular rate of pay when the layoff leave begins, subject to policy maximums allowed. The Annual Base Benefit Rate (ABBR) is the base rate of employees' earnings (e.g., hourly rate of pay). It includes income before pre-tax contributions are made to flexible spending accounts or deferred compensation plans. ABBR does not include other income received such as overtime pay, shift differentials, incentive payments, or employer contributions to retirement plans.

26. When should an employee anticipate transition assistance payment to begin?

Once a signed University of Missouri Layoff and Transition Assistance Agreement is submitted to Human Resources, initial payment will be paid on the employee's next regular pay cycle after the layoff effective. The initial payment may be delayed pending the return of the signed *University of Missouri Layoff and Transition Assistance Agreement*, and payroll deadlines.

27. What is the impact on the payout of transition assistance if the employee accepts another job with the University before their transition assistance is fully paid?

If the new position is benefit-eligible, transition assistance pay will be suspended during the time the employee is receiving pay in the new position. If the new job ends before the layoff leave of absence expires, transition assistance will be resumed and paid through the end date of the leave of absence or until the employee is paid the number of weeks originally owed, whichever occurs first. The end date of the layoff leave of absence will not be extended by the time worked in the new position.

If the new position is non-benefit eligible, transition assistance pay will continue concurrently with the non-benefit eligible paycheck.

28. How do employees pay for benefits during a layoff leave of absence?

Premiums will be automatically deducted while employees are receiving transition assistance pay.

29. Will COBRA benefits be available to allow for continued medical, dental, and vision coverage?

Yes. The qualifying event date for COBRA eligibility is the end of the layoff leave of absence. Dependents are eligible for continued medical, dental, and vision coverage as long as they were covered under the plan on the day before the layoff leave of absence ended. The COBRA administrator will mail information on COBRA benefits. Packets will be mailed to the home address listed in the HR records. If an employee decides to enroll in COBRA, the employee will have 60 days from the date of notification on the COBRA notice letter to return the continuation election form. Once enrolled, the employee will make payments directly to the COBRA administrator.

30. Will life insurance benefit coverage continue during the layoff leave of absence?

Yes. Basic life, additional life, dependent life, and accidental death and dismemberment insurance plans can continue for the length of the layoff period. While TAP is active, those premiums will be automatically deducted.

Employees may elect to convert or port policies without providing proof of insurability at the end of a layoff leave of absence. The life insurance administrator will mail information on conversion and portability opportunities. To convert or port coverage, the employee will need to complete and submit the required form(s) within 31 calendar days of the end of the layoff leave of absence. If an employee does not receive their notice before the layoff leave of absence ends, they should contact the HR Service Center (<http://umurl.us/hrsc>).

31. Will short-term disability (STD) coverage continue during the layoff leave of absence?

No, your short-term disability (STD) coverage will not continue during your layoff leave of absence. Coverage will end the day your layoff leave of absence begins.

32. If I receive payment for short-term disability (STD) when I am placed on a layoff leave of absence, will I continue to receive the STD payment?

No, your STD payments will end the day your layoff leave of absence begins. Income will be replaced with transition assistance pay (TAP).

33. Will long-term disability (LTD) coverage continue during the layoff leave of absence?

Your long-term disability (LTD) coverage will continue during your layoff leave of absence. Coverage will end the day your layoff leave of absence ends.

Tuition benefits for employees, spouses, and dependents

34. Will employees who are laid off be eligible to participate in Educational Assistance benefits during the leave of absence?

Yes. Employees on a layoff leave of absence remain eligible for educational assistance through the end of their layoff leave of absence, provided they remain on a layoff leave of absence through the beginning of the course in which they are enrolled. If the layoff leave of absence ends during the semester, the employee may complete the semester in which they are enrolled.

35. Will spouses and dependents of laid-off employees be eligible to participate in the Tuition Reduction benefits during the leave of absence?

Spouses and dependents who are receiving tuition reduction will remain eligible for the reduction through the end of the employee's layoff leave of absence, provided they meet the eligibility requirements of the program

and the employee remains on a layoff leave of absence through the beginning of the course in which they are enrolled. If the layoff leave of absence ends during the semester, spouses and dependents may complete the semester in which they are enrolled.

Retirement

36. Will the layoff leave of absence time count toward vesting or service credit?

The UM System offers three Core Retirement Plans (<http://umurl.us/retplans>) and the plan the employee is eligible for depends on their benefit eligibility and hire status. If the employee's plan is:

- DB Plan or DB Component of the Hybrid Plan: A layoff leave of absence is not considered creditable for vesting or service credit.
- DC Plan or DC Component of the Hybrid Plan: Service credit is earned to achieve vesting while on a leave of absence.

Specific situations should be evaluated with the UM System Office of Human Resources, Retirement department.

37. For DB Plan and Hybrid Plan participants, will the transition assistance payment be credible towards my pension benefit calculation?

No. Transition assistance payment is not granted salary credit in the pension calculation for retirement.

38. Will employees be able to access their vested or non-vested benefit during the leave of absence?

No. Employees are ineligible to access a vested or non-vested benefit during the layoff leave of absence but may do so after the termination date, which is the last day the employee is on layoff leave of absence.

If the employee's Core Retirement Plan (<http://umurl.us/retplans>) is:

- DB Plan or DB Component of the Hybrid Plan: and they are not eligible for retirement under the plan rules, employees can expect to receive vested or non-vested election forms within six months following the date of termination.
- DC Plan or DC Component of the Hybrid Plan: employees can contact Fidelity (800-343-0860) to discuss disbursement options after their termination date.

If the employee wishes to terminate the layoff leave of absence and forfeit transition pay earlier, that request must be made in writing to their campus Office of Human Resources. The employee may contact the HR Service Center (<http://umurl.us/HRSC>) to discuss the cost of benefit coverage as an employee on leave versus the cost of benefit coverage under COBRA.

39. May an employee in the DB Plan or DB Component of the Hybrid Plan elect to retire and begin pension payments rather than take a layoff leave of absence or retire and begin pension payments during a layoff leave of absence?

If you are eligible to retire with a pension benefit under the *Defined Benefit (DB) Plan* or *Hybrid Plan*, at the time your layoff leave of absence begins, you have three options for when your retirement benefits will commence:

1. Take your layoff leave of absence first and retire at the end of the layoff leave of absence.
2. End your layoff leave of absence early, forfeiting any remaining transition assistance pay, and commence retirement.
3. Forfeit the layoff leave and transition assistance pay to move directly into retirement.

If eligible for early retirement, you may defer commencement of retirement payments up until normal or unreduced retirement.

If you wish to retire prior to the end of your layoff leave of absence, please contact your Campus Benefits and Retirement Specialist (<http://umurl.us/cbr>) and provide your request in writing.

40. If an employee returns to a benefit-eligible position after the layoff period ends, are their years of service bridged for vesting purposes?

The UM System offers three Core Retirement Plans and the plan the employee is eligible for depends on their benefit eligibility and hire status. If the employee experiences a break in service, review of retirement plan eligibility and vesting status upon rehire are reviewed on a case-by-case basis. Employees may consult with your Campus Benefits and Retirement Specialist (<http://umurl.us/cbr>) to discuss their specific situation.

41. Are employees in the DB Plan or the DB Component of the Hybrid Plan required to pay the retirement employee contribution during transition assistance?

No. The contribution is not charged on transition assistance payments.

42. Do employees in the DB Plan or the DB Component of the Hybrid Plan receive the employer match during transition assistance?

No. Transition assistance pay is not eligible for employee deferrals or employer match.

43. Is it possible to reach retirement requirements during the layoff period, and then retire?

Typically, no. Employees should contact your Campus Benefits and Retirement Specialist (<http://umurl.us/cbr>) for additional information specific to their situation.



Appendix C - Unemployment

Contact the Missouri Department of Labor, [Division of Employment Security](#), for assistance in filing for unemployment benefits. The department advises that you file an unemployment claim as soon as you become unemployed to avoid a loss of benefits.

Regional Claims Centers (RCCs) are available:

Address and Fax Number for All Regional Claims Centers (RCC)

PO Box 3915, Jefferson City, MO 65102-3915
Fax 573-751-9730

Jefferson City RCC

Local Calling Area 573-751-9040
Outside Local Calling Area 800-320-2519

Kansas City RCC

Local Calling Area 816-889-3101
Outside Local Calling Area 800-320-2519

Springfield RCC

Local Calling Area 417-895-6851
Outside Local Calling Area 800-320-2519

St. Louis RCC

Local Calling Area 314-340-4950
Outside Local Calling Area 800-320-2519



Appendix D - Job Search Guidance

Improving Your Job Search

- Update your resume and/or curriculum vitae to reflect all jobs worked, including pertinent details like titles, projects completed, accomplishments in the roles, service on committees, licenses/certifications, etc. There are many free online and local resources that can help you update or develop these materials.
- Manage your digital footprint to ensure there are positive impressions of you and your capabilities on the web. With a few mouse clicks, potential employers can dig up information about you on blogs, personal websites and social-networking site profiles and you want to leave good impressions in all manners possible.
- Enhance your marketability. Find out what skills are most in demand, particularly for the roles and positions you desire and take steps to give yourself an edge in these areas. Focus on sharpening your functional as well as interpersonal skills. Licenses, certifications, degrees, and/or training programs are all worthy considerations.
- Explore your career options. Sites like LinkedIn, Indeed.com, ZipRecruiter.com, and many, many others are useful for exploring many types of jobs.
- Once you have an idea of the type of job you're looking for, network – online and off. Tell everyone you know that you are looking for a job, whether in-person or using professional networking websites.
- Step outside your comfort zone. Avoid limiting your search too narrowly if possible. Yes, you have relevant experience in your current industry or field, but this may be a good time to reflect on what you want to accomplish with your career and take proactive steps. If the position you were in was eliminated, it could (but not always) indicate that the field or role you occupied is no longer in as much demand as when you entered the position. Identify your transferable skills and experiences and communicate them to prospective employers.
- Find jobs before they are advertised if possible. This is an extension of the comments about networking proactively. Read your local business journals and newspapers to identify companies that are hiring or expanding and send them your resume.
- Track breaking business news on the internet. Has a company just received a new round of venture capital or are they headed for bankruptcy? Knowing this information can help you separate hot prospects from sinking ships. Google has a wonderful news alert feature that can automate this process for you.
- Use job boards (e.g., LinkedIn, Indeed, etc.) to scope out companies in active hiring mode. Do you repeatedly see ads for multiple positions within the same company? Apply directly to those firms even if you do not see a specific posting within your field of expertise. Reach out to human resource and/or talent acquisition professionals at the organization/company. See if you can learn who the positions report to and try to network directly with those decision-makers.
- Do your research on companies and industries of interest and use that information to gain a competitive edge in your correspondence and interviews.

- Sign up for online newsletters and/or list-servs that are relevant to your desired roles/industries. Companies, industries, special interest groups and associations all publish online newsletters that contain up-to-date tidbits on emerging trends, challenges, and recent news. Use this information to distinguish yourself from the competition in your cover letters and interviews.
- Sign up for job alerts. Many sites, such as LinkedIn or Indeed.com, allow you to define the specific type of job for which you are looking and receive alerts when a posted job meets that criterion. You can then apply for any position directly with the employer.
- Consider creating a unique job-searching email address rather than your standard personal email account so you can manage the entirety of your search activity while you remain active in the employment hunt. There are often tens, hundreds and sometimes thousands of messages sent and/or received through the alerts, application responses, interview requests, application questionnaires, etc. It can be a lot to manage, so isolating the activity from your other correspondence can aid your precision.
- Cast a wide net. General job boards can be useful, but do not forget industry and trade association websites, which may have more targeted career opportunities.
- Customize and tailor your résumé and cover letter for each opportunity. Employers want to see why you are the right person for their job and what motivates you in applying for consideration.
- Follow up on your relevant correspondence. Do not wait passively for the phone to ring after you respond to a job posting. Take the initiative and follow up by phone. This one action can distinguish you from the competition and get you an interview. You can consider sending handwritten notes, electronic communications and/or other means of getting in contact with those involved in the hiring decisions.
- Be flexible. Remain open to all possibilities, even if the job title, salary, and benefits are not exactly what you hoped for. Once you get your foot in the door, you will often have a chance to prove yourself.

Be Prepared

Your application materials are your first chance to make an impression on your potential employer. Always submit your materials as requested (cover letter, salary requirements, references, writing samples, etc.).

Cover Letter Tips

- Highlight important aspects of your experience and education that pertain to the open position.
- Convey your interest in and enthusiasm for working for the organization.
- Customize the letter to the employer and the job (do not send a form cover letter).
- Describe how you can add value to the organization.
- Attach to your resume each time you contact a potential employer.
- Address the cover letter to a specific individual within the organization (example: Mr. John Brown, Manager).
- Check for spelling and grammar and have someone else proofread it for you.

Resume Tips

- Your resume will be a distinct presentation of your accomplishments, experience, and personality. The information you choose to include and the arrangement of the material on the page is critical in providing a good first impression to a potential employer. Remember, your resume itself is a sample of your work, especially of written communication!
- Start by listing one or more accomplishments for each position held (use the "[Resume Power Verbs](#)" tip sheet for ideas on how to describe your accomplishments).
- Consider the question "So what?"—i.e., the reason the achievement was valuable. Ensure your language answers this question for the audience.
- Include specific numbers as much as possible (e.g., managed five executive calendars; oversaw a \$500,000 budget; recruited 50 new clients).
- Remember that hiring managers/recruiters are reading dozens of resumes at a time; information on your resume should be uncluttered and easy to read.
- Avoid using "fluff" or filler words to take up space.
- Check for spelling and grammar and have someone else proofread it for you.

Application Don'ts

- Skip completing the application fields and replace with "See Resume."
- Leave out information (e.g., previous titles, contact information for past employers).
- Record information inconsistencies between the resume and application (e.g., dates of employment).
- Spell words incorrectly.

Interview Tips

- Know where you are going and who you are meeting with. Have directions and a contact phone number with you in case you need it.
- Dress appropriately and professionally.
- Arrive 10-15 minutes early.
- Bring an additional copy of your application materials.
- Practice answering interview questions out loud and do what you can to anticipate what questions you might be expected to answer. Often rereading the job descriptions of the posting you applied for, reading the organization's mission, vision, values materials and/or other pertinent identity materials are great ways to better educate your anticipated areas of discussion in the interview.
- Consider doing a mock interview, if possible, to help sharpen your skills in a low-pressure environment. Career centers, industry contacts, personal individuals in your network (particularly if they work in same, adjacent, or relevant areas) are all good possible considerations.
- Prepare questions you have for the employer. What do you need to know to feel confident you are qualified and interested in the position? What do you need to consider feeling confident you can accept the position?
- Turn off the cellphone ringer for the duration of the interview.
- Be courteous—make eye contact, do not interrupt others, and avoid checking your cellphone.
- Always demonstrate a positive outlook.

Explore Career Options

Use these online resources to explore career options and plan your job search. Many of the websites listed help in career planning, assessing your skills, revising or developing your resume and cover letter and organizing your job search.

- The University of Missouri System offers a variety of resources for managing your career, including informational interviewing, job shadowing and networking tips. See [Career Planning Resources](#).
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- Campus career centers offer online resources and referral information for employees.
 - MU – <http://career.missouri.edu/career-resources-for-you>
 - S&T – <https://career.mst.edu/resources/facultystaff/>
 - UMKC – <https://career.umkc.edu/>
 - UMSL – <http://www.umsl.edu/depts/career/>
- The [Missouri Division of Workforce Development's](#) website includes job openings, career information, labor market information and a listing of Missouri Career Centers throughout the state.
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- [Monster's resources](#) include cover letter and resume writing services, a Career Mapping tool, interviewing and negotiating advice, as well as a comprehensive jobs database.
-
- [LinkedIn's resources](#) include networking, as well as a comprehensive jobs database.
-
- Department of labor offers a [Career One Stop](#) resources including employment information, tools to plan and manage your career, job search and resume. <https://www.onetonline.org/>
-
- The [O*NET](#) system features a set of valuable assessment instruments for individuals looking to find or change careers. You can find occupations that are similar to yours, find occupations that use similar tools, skills or knowledge that match your own or take assessments to help you figure out your next move.
- <http://online.onetcenter.org/>
- Upon completing the [Jung Typology Test](#), you will obtain your type formula, strengths of the preferences and type description. You will then obtain a list of the most suitable career choices based on your personality, along with some educational institutions where you can receive a relevant degree or training.



Appendix E – Coping with Job Loss

Job loss can have a profound effect on your emotional wellbeing. Please consider the following resources.

University Resources

Employee Assistance Program (EAP)

The University's Employee Assistance Program (<http://umurl.us/EAP>) is a free, confidential, professional service for employees, their dependents, and organizational work units. The EAP provides a variety of services to help employees influenced by a range of personal or professional stressors.

Work-Life Resources

https://www.umsystem.edu/totalrewards/benefits/eap/eap_training_programs

State of Missouri Resources

Missouri Department of Labor Public Programs and Services:

https://labor.mo.gov/DES/Claims/public_programs#dress

Missouri Job Centers

Not sure how to get started with your job search? Whether you've lost your job, looking for a new job, or ready to start your first job, we're here to help. No matter where you are in your job search, we can provide online and in-person resources, products and services to you at no cost:

- **Create a Resume**
- **Educational Services**
- **Career Information**
- **Featured Jobs**
- **Return Strong Program**

<https://jobs.mo.gov/jobseeker/missouri-job-centers>

Missouri Job Centers – Map and Locations

https://jobs.mo.gov/sites/jobs/files/owd-jc-map_08312020.pdf

Online Articles

How to Deal with Job Loss Without Damage to Your Self-Esteem (Wall Street Journal)

<https://www.wsj.com/articles/how-to-deal-with-job-loss-without-damage-to-your-self-esteem-11607118880>

How to Cope with the Emotional Toll of Losing your Job (CNBC.com)

<https://www.cnbc.com/2020/05/13/how-to-cope-with-the-emotional-toll-of-losing-your-job.html>

Where to Start After a Job Loss (Higher Ed Jobs)

<https://www.higheredjobs.com/Articles/articleDisplay.cfm?ID=2621>



Appendix F – Websites

LAYOFF POLICY AND RESOURCES WEBSITES

Benefits home page	http://umurl.us/benefits
COBRA	http://umurl.us/cobra
Core retirement plans	http://umurl.us/retplans
CRR 350.051 Layoff	http://www.umsystem.edu/ums/rules/collected_rules
Defined Benefit (DB) Core Plan	http://umurl.us/retplans
Defined Contribution (DC) Core Plan	http://umurl.us/retplans
Dept of Information Technology (DoIT)	www.umsystem.edu/ums.is/helpdesks
Division of Employment Security	https://labor.mo.gov/des
Estimating your UM Pension Benefits	https://umurl.us/retcalc
Fidelity Investments (457b, 403b, 401a)	https://nb.fidelity.com/public/nb/umretirement/home
Fidelity Workplace Financial Consultant	https://umurl.us/retconsult
HR-303 Educ Asst	https://www.umsystem.edu/ums/rules/hrm/hr300/hr303
HR-421 Paid-Time-Off (PTO)	https://www.umsystem.edu/ums/rules/hrm/hr400/hr421
HR Service Center	http://umurl.us/hrsc
Campus Benefits & Retirement Specialist	http://umurl.us/cbr
Retiree benefits eligibility/overview	http://umurl.us/retireeben
Retiree Insurance Premium Estimator	http://umurl.us/retpremium
Retirement planning checklist	http://umurl.us/retcheck
Retirement seminars	http://umurl.us/retsem
Summary Plan Descriptions (SPDs)	http://umurl.us/spd
Understanding of Policies (UoP)	https://www.umsystem.edu/ums/rules/hrm/hr_service/union1

OTHER RESOURCES

Campus career services (MU)	https://career.missouri.edu/career-resources-for-you
Campus career services (S&T)	https://career.mst.edu/resources/facultystaff/
Campus career services (UMKC)	https://career.umkc.edu/
Campus career services (UMSL)	http://www.umsl.edu/depts/career/
Career Planning Resources	www.umsystem.edu/ums/hr/tmr/my_career_plan
Career One Stop resources	http://careeronestop.org
Employee Assistance Program (EAP)	http://umurl.us/eap
Jung Typology Test	www.humanmetrics.com/cgi-win/JTypes1.htm
LinkedIn job resources	www.linkedin.com
Missouri Workforce Development	https://jobs.mo.gov/jobseeker/about-us
Monsters job resources	www.monster.com
O*NET Department of Labor	https://www.onetonline.org/
Resume Power Verbs	https://careerservices.uni.edu/sites/default/files/docs/resume_verbs.pdf



University of Missouri System
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