

# Employee Resource Guide: Information for those affected by a layoff



University of Missouri System  
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## Preface

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This guide, titled *Employee Resource Guide: Information for those affected by a layoff*, presents a summary of information drawn from University policies and procedures as approved by the Curators of the University of Missouri. The guide gives an overview of the resources available to employees affected by a reduction in force. 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 of the source policies, rules or plans, the language in the source policies, rules or plans apply. This guide does not create or alter any contractual rights or at-will employment status if applicable.

### **Effective date**

- A. The provisions of Collected Rules and Regulations, Section 350.051: Layoff and Transition Assistance are effective on August 30, 2018 for eligible academic employees.
- B. The provisions of Collected Rules and Regulations, Section 350.051: Layoff and Transition Assistance are effective January 1, 2019 for eligible administrative, service and support staff.

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

## Introduction

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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 you may have about pay, benefits, retirement, career services and other offerings.

Read this guide carefully. If you have a printed version, as opposed to electronic, please refer to the footnotes at the bottom of each page, which lists the full URL for each hyperlink in the text. If you have questions, reach out to your campus Office of Human Resources or to the [HR Service Center](#)<sup>1</sup>.

## Final Regular Paycheck

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

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

## Accrued Leave Time (if applicable)

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### Vacation Accruals

If you have unused vacation hours available, they will be paid as a lump sum payment on the paycheck following your final regular paycheck based on your normal pay schedule.

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

### Personal Days

Unused personal days are not paid out to you. While you retain your personal days during a layoff leave of absence, you may not use them during that time period. Any unused personal days will be lost if you are not re-employed before your layoff leave of absence ends. However, if you return to active benefit-eligible status with the University before your layoff leave of absence ends, your personal days will be available for use.

### Sick Accruals

Unused sick leave is not paid out to you. If you return to active benefit-eligible status with the University before the end of your layoff leave of absence, you will not lose your current balance and will resume accruing sick leave. 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.

### 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. For additional assistance, reach out to your campus human resources office or the HR Service Center.

#### HR Service Center

Phone: 573-882-2146

Toll-free: 800-488-5288

Email: [hrservicecenter@umsystem.edu](mailto:hrservicecenter@umsystem.edu)

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<sup>1</sup> <https://umurl.us/hrsc>

## Layoff Leave of Absence Benefits and Transition Assistance Pay (TAP)

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The University of Missouri grants short term, temporary income (transition assistance pay) and transition benefit coverage (layoff leave of absence benefits) to eligible employees who are laid off. These are provided to eligible employees who sign and return the *University of Missouri Layoff and Transition Assistance Agreement* by the established thirty calendar day deadline.

### Eligibility

To be eligible for a layoff leave of absence and transition assistance, you must submit a completed *University of Missouri Layoff and Transition Assistance Agreement* to your campus Office of Human Resources by the deadline stated on your layoff notification letter. The following categories of employees may be eligible for layoff leave of absence benefits and transition assistance pay 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.

### 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 leave of absence benefits and transition assistance pay:

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.
6. Death.

### Layoff leave of absence period

The length of the layoff leave of absence is determined as follows:

- If you have less than five years of continuous benefit-eligible employment immediately prior to layoff, your layoff leave of absence will last three months.
- If you have five or more years of continuous benefit-eligible employment immediately prior to layoff, your layoff leave of absence will last six months.

### Transition Assistance Pay

Eligible employees will receive one week of TAP for each year of continuous benefit-eligible employment immediately prior to layoff as follows:

- Minimum of four weeks
- Maximum of 20 weeks, or when payments reach \$50,000, 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 University, MU Health Care, or UM System Human Resources.

## Health and Welfare Benefits

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You may continue your current health and welfare benefits during a layoff leave of absence. If you are receiving TAP, your monthly premiums will continue to be deducted from your TAP. The University will continue to pay the employer portion of your benefit premiums throughout the layoff leave of absence. Once your TAP ends, you will be billed for premiums through the remainder of your layoff leave of absence. If you have questions about submitting your premiums, or you do not wish to continue your enrollment in any of the University benefit programs, please contact the [HR Service Center](#)<sup>2</sup>.

If you are eligible and elect to retire following your layoff notice, you are responsible for the full cost of your retiree 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. [Eligibility for retiree insurance varies](#) depending on age, years of service, and access category at [retirement](#).<sup>3</sup>

## Continuation of Coverage Following Layoff Leave of Absence

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### 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 you pay the full COBRA premiums.

The University's COBRA administrator will send you a COBRA enrollment packet after your layoff leave of absence ends. The enrollment forms and payment must be returned to the COBRA administrator by the deadline specified in the packet.

### Health Savings Account (HSAs)

Your HSA contribution, if elected, will continue through payroll deductions as long as you are receiving TAP. 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 HSA. The funds in an HSA are available for tax-free use on any eligible expenses, indefinitely.

### Flexible Spending Accounts (FSAs) – updated 4/2020

*Health Care Flexible Spending Accounts (FSAs)* – your contributions will continue through payroll deduction during your layoff leave of absence as long as you are receiving TAP. Once your TAP ends, you will be billed for the Health Care FSA contributions through the remainder of your layoff period, or 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).

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<sup>2</sup> <https://umurl.us/hrsc>

<sup>3</sup> <http://umurl.us/retireeben>

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, any funds remaining in your FSA at the time your participation ends would only be available for reimbursement as long as the expenses were incurred prior to the end of the month in which your layoff ended, or the day prior to the day your layoff ended if the effective date is the first day of the month. You may continue to submit eligible reimbursements to the University's FSA administrator through April 15 of the following year.

*Dependent Care FSAs* – your contributions will continue through payroll deduction during your layoff leave of absence as long as you are receiving TAP. If you do not wish to continue contributing to your Dependent Care FSA, please contact the [HR Service Center](#)<sup>4</sup>. Participation in the Dependent Care FSA cannot be continued during an unpaid layoff leave of absence, and is not eligible to continue through COBRA. Therefore, Dependent Care FSA coverage will end on the last day of the month in which your TAP ends, or when you last make a payroll contribution. 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 your TAP ended, or you last made a payroll contribution. You may continue to submit eligible reimbursements to the University's FSA administrator through April 15 of the following year.

### **Life Insurance** - updated 4/2020

Basic life, additional life, dependent life and/or accidental death and dismemberment insurance plans can continue for the length of the layoff leave of absence. Your coverage under each of 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 insurances 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](#)<sup>5</sup>.

### **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.

## **Tuition benefits for employees, spouses and dependents** - updated 4/2020

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### **Educational Assistance for Employees**

Effective March 1, 2020, pursuant to CRR 230.070 (HR-303), employees who are 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 in which they are enrolled. 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.

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<sup>4</sup> <https://umurl.us/hrsc>

<sup>5</sup> <https://umurl.us/hrsc>

## Retirement Plans

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### Core Retirement Plans

#### Defined Benefits (DB Plan or DB portion of Hybrid Plan):

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

As you enter a layoff leave of absence, no immediate action is required to manage your defined benefits. University of Missouri System Office of Human Resources retirement specialists will review your file once your layoff leave of absence ends to determine your options.

- If you are retirement eligible, you will receive a letter mailed to your home address during your layoff leave of absence outlining your defined benefit 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 defined benefit options.

You cannot request defined benefit distributions until your layoff leave of absence has ended. If you wish, you have the option to terminate your layoff leave of absence before the planned end date and may request to do so by notifying the [HR Service Center](#)<sup>6</sup> or your campus Benefit/Retirement Specialist (HR Generalist) in writing.

If you would like to estimate the amount of your defined benefits under the DB Plan or Hybrid Plan, you can do so using the University's Pension Benefits Portal. For help, visit [the tutorial on estimating your retirement benefits](#).<sup>7</sup>

#### Defined Contribution Benefits (Hybrid Plan or DC Plan):

Employee contributions to defined contribution plans work much the same way as contributions to Voluntary Retirement Plans. 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.

### CORE RETIREMENT PLANS

you were:

- An active benefit-eligible employee first hired prior to 10/1/2012;
- A returning benefit-eligible employee who was rehired on or after 10/1/2012 but before 10/1/2019 who was vested in the DB plan upon termination and did not take a retirement plan distribution.

**Hybrid Plan:** Your core retirement plan is the Hybrid Plan: a mix of a defined benefit plan and defined contribution plan, if you were:

- An active, benefit-eligible employee first hired on or after 10/1/2012, but before 10/1/2019;
- A returning, benefit-eligible employee rehired on or after 10/1/2012 but before 10/1/2019, who was not vested upon termination;
- A returning, benefit-eligible employee rehired on or after 10/1/2012 but before 10/1/2019, who was vested upon termination and took a full retirement plan distribution.

#### Defined Contribution (DC) Plan:

Your core retirement plan is the DC Plan if you were:

- An active, benefit-eligible employee who was first hired or rehired on or after 10/1/2019.

For more information about the University of Missouri's core retirement plans, visit:

[https://www.umsystem.edu/totalrewards/retirement/core\\_and\\_voluntary\\_plans](https://www.umsystem.edu/totalrewards/retirement/core_and_voluntary_plans)

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<sup>6</sup> <https://umurl.us/hrsc>

<sup>7</sup> <https://umurl.us/retcalc>



## Earning Service Credit

It is important to know that service credit is not earned during a layoff leave of absence.

If you return as an active employee before the end of your layoff leave of absence, please know that 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 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 Documents \(SPDs\)](#)<sup>8</sup> 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)

VRPs include the 403(b) pretax, 403(b) irrevocable, 403(b) Roth after-tax, 457(b) pre-tax and 401(a) Supplemental Retirement Plan. During your layoff leave of absence, your VRPs 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.

Once your layoff leave of absence ends, you have three options for managing your voluntary retirement plans:

1. Leave your money in the account.
2. Take a cash distribution.
  - For the 403(b), 401(a) and 457(b) accounts, you will pay taxes and possible penalties.
3. Roll the account into a different Individual Retirement Account (IRA) or another qualified plan.

For a cash distribution or rollover, contact the [VRP administrator](#)<sup>9</sup> to obtain the appropriate forms.

## Retirement in Lieu of or During Layoff

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### Defined Benefit Retirement (DB Plan or Hybrid Plan)

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.

**Options** - If you are eligible to retire at the time your layoff leave of absence starts, you have three options regarding when to commence your retirement benefits:

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<sup>8</sup> [https://www.umsystem.edu/totalrewards/retirement/core\\_and\\_voluntary\\_plans](https://www.umsystem.edu/totalrewards/retirement/core_and_voluntary_plans)

<sup>9</sup> <https://umurl.us/benadmin>

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 and commence retirement.
3. Forfeit TAP and move directly into retirement instead of entering a layoff leave of absence.

Note: Eligibility to continue retiree insurance differs from being eligible to retire. Please review the eligibility information to continue retiree insurance on the [retiree benefits overview](#)<sup>10</sup> webpage for more information.

If you have questions, contact the [HR Service Center](#)<sup>11</sup> to discuss these options and how the choice you make impacts your monthly insurance premiums and eligibility to continue coverage as a retiree. In addition to the service center, you may estimate your retiree insurance premiums with the [Retiree Insurance Premium Estimator](#).<sup>12</sup> Compare these costs to the premiums you are paying as an active employee, noted on your paycheck as well as listed on the [benefits](#) homepage.<sup>13</sup>

For additional assistance in understanding your options, estimate your defined benefit retirement benefits through the [UM Pension Benefits Portal](#)<sup>14</sup>. A number of [online seminars](#)<sup>15</sup> are also available to support you and help you understand the University's retirement benefits.

**Steps** - If you are eligible to retire under the defined benefit portion of your core retirement plan, follow these steps to begin the retirement process:

1. Complete a "Notice of Intent to Retire" form as soon as possible. At least 60 days before you wish to retire is preferable but not required. The form is available on the [Retirement Planning Checklist](#) webpage.<sup>16</sup>
2. If applicable, attach the required proof of marriage documents, as requested on the Notice of Intent to Retire form.
3. Submit the forms and any documentation to [retirement@umsystem.edu](mailto:retirement@umsystem.edu) or 1105 Carrie Francke Dr., Ste. 108, Columbia, MO 65211.
4. If you are eligible for insurance from the University in retirement, it is very important to maintain insurance coverage during your layoff leave of absence.

### **Defined Contribution Retirement (Hybrid Plan or DC Plan)**

To commence your benefits under the defined contribution portion of your eligible core retirement plan, contact Fidelity at 800-343-0860 for detailed information about your distribution options. The defined contribution plans allow you to receive your benefits in a single lump sum payment, or in installments over a fixed number of years.

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<sup>10</sup> <http://umurl.us/retireeben>

<sup>11</sup> <https://umurl.us/hrsc>

<sup>12</sup> <https://umurl.us/retpremium>

<sup>13</sup> <https://umurl.us/benefits>

<sup>14</sup> <https://umurl.us/retcalc>

<sup>15</sup> <https://umurl.us/retsem>

<sup>16</sup> <https://umurl.us/retcheck>

## Layoff Checklist

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

- Confirm your final day at work.**
  - Your final day is included in your notification letter.
- Know your effective date of layoff.**
  - The effective date of your layoff is included in your notification letter.
- 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.
  - If you have:
    - Less than 5 years, you have a three-month leave of absence.
    - Five or more years, you have a six-month leave of absence.
- Assess your paycheck deductions.**
  - Contact Parking and Transportation regarding your parking deductions.
  - Union dues will automatically stop effective the beginning of your layoff leave of absence.
  - 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 the layoff leave of absence begins as long as you are in a paid status when the course began and remain on a layoff leave of absence through the end of the course.
  - 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 or During Layoff” section of this guide.
    - Contact the HR Service Center 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.**
  1. The life insurance administrator will mail information on conversion and portability opportunities approximately two weeks after your layoff leave of absence ends.
  2. 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.

# Appendix A: Collected Rules and Regulations, Section 350.051: Layoff and Transition Assistance

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The text in this appendix is a verbatim copy of [Collected Rules and Regulations, Section 350.051: Layoff and Transition Assistance](#).<sup>17</sup>

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

## **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**

A 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, including completion of the required agreement.

### **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;

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<sup>17</sup> [https://www.umssystem.edu/ums/rules/collected\\_rules/personnel/ch350](https://www.umssystem.edu/ums/rules/collected_rules/personnel/ch350)

- c. Employees on full-time academic staff appointments who have been given one year or more notice of non-renewal;
- 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.

### **D. Layoff Leave of Absence and Benefit Coverage**

- 1. Upon layoff, an eligible employee will be placed on a layoff leave of absence. The length of layoff leave of absence is determined as follows:
  - a. Eligible employees with less than five (5) years of continuous regular employment with the University immediately prior to layoff, will be placed on a layoff leave of absence for three (3) months from the effective date of layoff.
  - b. Eligible employees with a minimum of five (5) years of continuous regular employment with the University immediately prior to layoff will be placed on a layoff leave of absence for six (6) months from the effective date of layoff.

2. During the layoff leave of absence, the eligible employee will be eligible to participate in the University's benefit programs (e.g., medical, dental, life, accidental death, and long-term disability). The University will continue to pay its portion of the benefit premiums during the layoff leave of absence.

#### **E. Transition assistance payment**

Eligible employees who are laid off will receive transition assistance pay. Eligible employees with four years of continuous benefit-eligible employment or less immediately prior to layoff will receive four (4) weeks of pay. Eligible employees with five or more years of continuous benefit-eligible employment immediately prior to layoff will receive one (1) week of pay for each year of continuous benefit-eligible employment immediately prior to layoff up to a maximum of twenty (20) weeks of pay. In no case will the transition assistance pay exceed \$50,000. Transition payments may be paid in accordance with an employee's regular pay schedule or in a lump sum payment at the discretion of the University.

#### **F. 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 the calculation of continuous employment under this rule.

#### **G. 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 the 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, Article VIII, 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.

**H. 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.

**I. 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.

**J. Service credit**

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.

**K. 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.

**L. Effective date**

1. The provisions of this rule will apply with respect to layoffs of eligible employees on full-time academic staff appointments with an effective layoff date of August 30, 2018 or later.
2. The provisions of this rule will apply with respect to layoffs of regular Administrative, Service and Support employees with an effective date of layoff of January 1, 2019 or later.



# Appendix B: Frequently Asked Questions



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## HR-117 Layoff Q&A - Frequently Asked Questions

Last Updated: 04/2020

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 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. *[Administrative, service and support staff only]* Can a supervisor require an employee to use vacation and/or compensatory time for the two (2) weeks' notice pursuant to HR 117 Layoffs?<sup>18</sup>

No. The employee cannot be required to use earned time off during the two (2) week notice period.

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

The relevant dates for calculating seniority are as follows:

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

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

4. Are employees in 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. For Service and Maintenance employees, see the relevant "[Understanding of Policies](#)" document.<sup>19</sup>

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

No. Failure to return to work when offered a comparable position will not result in 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.

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

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

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<sup>18</sup> <https://www.umsystem.edu/ums/rules/hrm/hr100/hr117>

<sup>19</sup> [https://www.umsystem.edu/ums/rules/hrm/hr\\_service/union1](https://www.umsystem.edu/ums/rules/hrm/hr_service/union1)

7. 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.

8. Are employees eligible for unemployment benefits during their layoff leave of absence period?

If placed on a 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>.

9. 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?

Voluntary deductions will continue as long as you are in paid status including the weeks you are receiving transition assistance payment. If you would like to stop these deductions prior to the end of receiving your last payment from the University, you will need to contact each agency or department which is deducting these funds (e.g., recreation center).

10. What happens to parking deductions?

Employees should contact their campus Parking and Transportation department.

11. 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 have any effect on insurance benefits while the primary (benefit-eligible) position remains in layoff leave of absence. Employees will remain eligible to continue all insurance plans they had at the time of the layoff. Employee premium payments are made directly to the UM System Office of Human Resources, Benefits Department. These premiums cannot be deducted from the non-benefit eligible paycheck.

Leave – Employees do not accrue vacation, sick, or personal days for a non-benefit eligible position.

Retirement – Neither the layoff leave of absence nor the service in the non-benefit eligible position is considered service credit under the University core retirement plans. 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 Human Resources Retirement department.

12. Will employees continue to have access to myHR during a leave of absence and after the leave expires to change my employee data?

Employees continue to have access to myHR during the layoff leave of absence; however, once the leave of absence expires or the employee is terminated, access to myHR is locked out for 30-45 days. Access is available again after the 30-45 day period.

To make address changes or obtain information in myHR during the lock-out period, you may contact the

[HR Service Center](#).<sup>20</sup> If access has not been resumed after 45-60 days, you may contact the Department of Information Technology.

### *Paid Time Off*

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

13. When should an employee anticipate receiving their unused vacation payment?

If applicable, vacation 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).

14. Can an employee elect to retain accrued vacation once the layoff effective date occurs, rather than being paid out a 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.

15. 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 the expiration of the layoff leave of absence. If retirement eligible for a defined benefit under your core retirement plan, unused sick leave will be credited toward your service credit in your defined benefit calculation.

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

The employee retains unused personal days during the layoff leave of absence; however, these days will be lost on the employee's anniversary date. Employees should be provided an opportunity to use the personal days before commencing a layoff leave of absence unless they are provided pay in lieu of notice or there is not enough time to use the personal days.

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 date or November 30, whichever occurs first. Employees should 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 ("comp") time?

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

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<sup>20</sup> <https://umurl.us/hrsc>

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

Vacation – the employee will begin accruing vacation time in accordance with the new title and continuous years of service.

Sick – employee’s sick leave balance will be activated and accruing will begin again.

Personal – If the employee returns to work before their anniversary date, they will be able to use the previous leave balance. If they return to work after their anniversary date, they will receive new accruals for the year.

### *Transition Assistance Pay (TAP)*

20. 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.

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

Transition assistance is paid at the base rate you were being paid as of your last day worked, including shift differential, if applicable. If you worked different shifts that each has shift differential pay, your transition assistance payment will be based on the average weekly pay during the two preceding pay periods.

22. 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 date. The initial payment may be delayed pending the return of the signed *University of Missouri Layoff and Transition Assistance Agreement*, and payroll deadlines.

23. 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 you are 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.

### *Health and Welfare Benefits*

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

Premiums will be automatically deducted while employees are receiving transition assistance pay. When TAP is complete, the University will bill employees for the premiums for the remainder of the leave of absence.

25. Will [COBRA](#)<sup>21</sup> benefits be available to allow for continued medical, dental and/or 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/or 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 approximately two weeks after your layoff leave of absence ends. 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.

26. Will life insurance benefits continue during the layoff leave of absence?

*Q&A Updated with new Unum Administrator*

Yes. Basic life, additional life, dependent life and/or 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. After TAP ends, employees will be billed for premiums through the remainder of the layoff leave of absence.

At the end of a layoff leave of absence, employees may elect to convert or port 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](#)<sup>1</sup>.

27. Will long term disability (LTD) benefits continue during the layoff leave of absence?

Yes. Long term disability benefits can continue for the length of the layoff period. While TAP is active, premiums for LTD Option B will be automatically deducted. After TAP ends, employees will be billed for premiums through the remainder of their layoff leave of absence.

*Tuition benefits for employees, spouses and dependents*

28. Will employees who are laid off be eligible to participate in [HR 303: Educational Assistance and Tuition Reduction](#),<sup>22</sup> during the leave of absence?

Yes. Employees who are on a paid or unpaid leave of absence or eligible to complete the course in which they were enrolled.

29. Will spouses and dependents of employees who are laid off be eligible to participate in the [HR 303: Educational Assistance and Tuition Reduction](#) program during the leave of absence?

Spouses and dependents who are receiving tuition reduction will remain eligible for the reduction through the end of your layoff leave of absence, provided they meet the eligibility requirements of the program and 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, spouses and dependents may complete the semester in which they are enrolled.

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<sup>21</sup> <https://umurl.us/cobra>

<sup>22</sup> <https://www.umsystem.edu/ums/rules/hrm/hr300/hr303>

## *Retirement*

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

No. Layoff leave of absence time does not count towards vesting or service credit.

31. Will the transition assistance payment be credible towards my pension benefit calculation?

No. Transition assistance payment is not granted salary credit for retirement.

32. Will employees be able to access their vested benefit during the leave of absence?

No. Employees can expect to receive election forms within six months following the date of termination. If the employee wishes to terminate the layoff leave of absence earlier, that request must be made in writing to their campus Office of Human Resources. The employee may contact the [HR Service Center](#)<sup>23</sup> to discuss the cost of benefit coverage as an employee on leave versus the cost of benefit coverage under COBRA.

33. Can an employee who is on a layoff leave of absence elect to retire?

Retirement-eligible employees may elect to end their layoff leave of absence early in order to retire or choose to retire instead of being placed on a layoff leave of absence. An election to retire in lieu of leave must be made in writing and submitted to the campus Human Resources office. Employees may contact the [HR Service Center](#)<sup>24</sup> to discuss the cost of benefit coverage as an employee on leave versus, if eligible, the cost of benefit coverage as a retiree.

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

Maybe. Vesting is calculated differently under the defined benefit and defined contribution plans. Refer to your [core retirement plan](#)<sup>25</sup> summary plan document (SPD) for detailed information on how breaks in service are treated to determine vesting. Employees may consult with the [HR Service Center](#)<sup>26</sup>.

35. Are employees required to pay the defined benefit employee contribution during transition assistance?

No. The contribution is not deducted from transition assistance payments.

36. May an employee elect to retire rather than take a layoff leave of absence?

Maybe. If eligible to retire, employees may do so instead of taking a layoff leave of absence.

37. Is it possible to reach retirement requirements (e.g., service credits and/or age) during the layoff period, and then retire?

Typically, no. Employees should contact the UM System Human Resources, Retirement Programs for additional information specific to their situation.

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<sup>23</sup> <https://umurl.us/hrsc>

<sup>24</sup> <https://umurl.us/hrsc>

<sup>25</sup> [https://www.umsystem.edu/totalrewards/retirement/core\\_and\\_voluntary\\_plans](https://www.umsystem.edu/totalrewards/retirement/core_and_voluntary_plans)

<sup>26</sup> <https://umurl.us/hrsc>

# Appendix C: Unemployment Assistance



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# Unemployment Assistance

Contact the Missouri Department of Labor, [Division of Employment Security](#),<sup>27</sup> 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

<http://www.servicelocator.org/OWSLinks.asp>.

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<sup>27</sup> <https://labor.mo.gov/des>

# Appendix D: Job Search Guidance



**University of Missouri System**  
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# Job Search Guidance

## Improving Your Job Search

- Update your resume and/or curriculum vitae. There are many free online and local resources that can help you update or develop these materials.
- Manage your digital footprint. Think your friends are the only people who viewed those less-than-professional vacation photos you posted online? Think again. With a few mouse clicks, potential employers can dig up information about you on blogs, personal websites and social-networking site profiles. Make sure you do a thorough self-search and take any necessary corrective action.
- Enhance your marketability. Find out what skills are most in demand and take steps to give yourself an edge in these areas. Focus on sharpening your functional as well as interpersonal skills.
- Explore your career options. Sites like [O\\*NET](#)<sup>28</sup> 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 to your current industry or field. Identify your transferable skills and experiences, and communicate them to prospective employers.
- Find jobs before they are advertised. 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. Chances are they will need employees in a variety of positions and departments.
- 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. 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.

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<sup>28</sup> <https://www.onetonline.org/>  
Last update: 09/10/2020

- 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 criteria. You can then apply for any position directly with the employer.
- 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. Tailor your résumé and cover letter for each opportunity. Employers want to see why you are the right person for their job.
- Follow up on your online 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 several days later to check on the status of your application. This one action can distinguish you from the competition and get you an interview.
- 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 have a chance to prove yourself.

### **Preparing Your Application Materials**

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.). In addition to submitting what was requested, it is equally important to submit a neat and complete application.

#### *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.

#### *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).
- Do not list salary requirements in your cover letter unless requested. If requested, "Market pay" or "Open for pay suggestions" can be more effective than a specific salary amount.
- Check for spelling and grammar and have someone else proofread it for you.

#### *Resume Tips*

A resume is a catalog of your skills and abilities and a personal advertisement that outlines your qualifications for a particular job. 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 “[Power Verbs for Your Resume](#)” tip sheet<sup>29</sup> for ideas on how to describe your accomplishments).
- Consider the question “So what?”—i.e., the reason the achievement was valuable.
- 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.

### *Interview Do’s*

- Know where you are going. Have directions and a contact phone number with you.
- Dress appropriately and professionally.
- Arrive 10-15 minutes early.
- Bring an additional copy of your application materials.
- Practice answering interview questions out loud.
- Attend at least one mock interview, if possible, to help sharpen your skills in a low-pressure environment.
- Prepare questions you have for the employer.
- Turn off the cellphone ringer.
- Be courteous—make eye contact, do not interrupt others and avoid checking your cellphone.
- Demonstrate a positive outlook.

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<sup>29</sup> [https://careerservices.uni.edu/sites/default/files/docs/resume\\_verbs.pdf](https://careerservices.uni.edu/sites/default/files/docs/resume_verbs.pdf)

# Appendix E: Online Resources for Exploring Career Options



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## Online Resource for Exploring Career Options

Use these online resources to explore career options and plan your job search. Many of the websites listed offer assistance 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.  
[www.umsystem.edu/ums/hr/tmr/my\\_career\\_plan](http://www.umsystem.edu/ums/hr/tmr/my_career_plan)
- Campus career centers offer online resources and referral information for employees.
  - MU – <http://career.missouri.edu/career-resources-for-you>
  - UMKC – <https://career.umkc.edu/>
  - Missouri S&T – <https://career.mst.edu/resources/facultystaff/>
  - 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.  
<https://jobs.mo.gov/jobseeker/about-us>
- 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.  
[www.monster.com](http://www.monster.com)
- LinkedIn's resources include networking, as well as a comprehensive jobs database.  
[www.linkedin.com](http://www.linkedin.com)
- Your source for employment information and inspiration, including tools to plan and manage your career, job search and resume.  
<http://careeronestop.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. <https://www.onetonline.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.  
[www.humanmetrics.com/cgi-win/JTypes1.htm](http://www.humanmetrics.com/cgi-win/JTypes1.htm)

# Appendix F: Resources for Coping with Job Loss



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# Resources for Coping with Job Loss

Job loss can have a profound effect on your emotional wellbeing. There is a typical cycle that most people experience. Please seek help using the resources available on your campus and/or online articles.

## Employee Assistance Program (EAP)

The EAP is a free, confidential service available to you and your family. Seek help for a variety of personal concerns, including stress management, depression, financial pressure or relationship difficulties. Services include screening, referral, problem-solving, crisis intervention, consultation and training/development.

Find campus locations and hours for [EAP services online](#)<sup>30</sup>. You may also contact your campus Office of Human Resources for a full list of assistance options.

## Articles

When Job Loss Strikes: How to Survive and Thrive

[www.psychologytoday.com/blog/healthy-connections/201008/when-job-loss-strikes-how-survive-and-thrive](http://www.psychologytoday.com/blog/healthy-connections/201008/when-job-loss-strikes-how-survive-and-thrive)

Advice for an Involuntary Job Seeker

<https://studentaffairs.duke.edu/career/alumni/career-services-alumni/advice-involuntary-job-seeker>

You may also find some interesting articles offered on the EAP website:

[www.umsystem.edu/totalrewards/benefits/eap\\_training\\_programs](http://www.umsystem.edu/totalrewards/benefits/eap_training_programs)

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<sup>30</sup> <https://umurl.us/eap>



# Office of Human Resources

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