

Workforce Planning in Response to COVID-19



Resources

(direct links available in chat)

[Working Through COVID-19](#)

- Policies
- FFCRA leave request
- Telework resources

[Change Resources for Leaders](#)

- Planning tools (including this presentation)
- HR-710 policy and Q&A
- Short videos related to change management, difficult conversations, and motivation for managers and their teams
- Resource guides for employees and managers

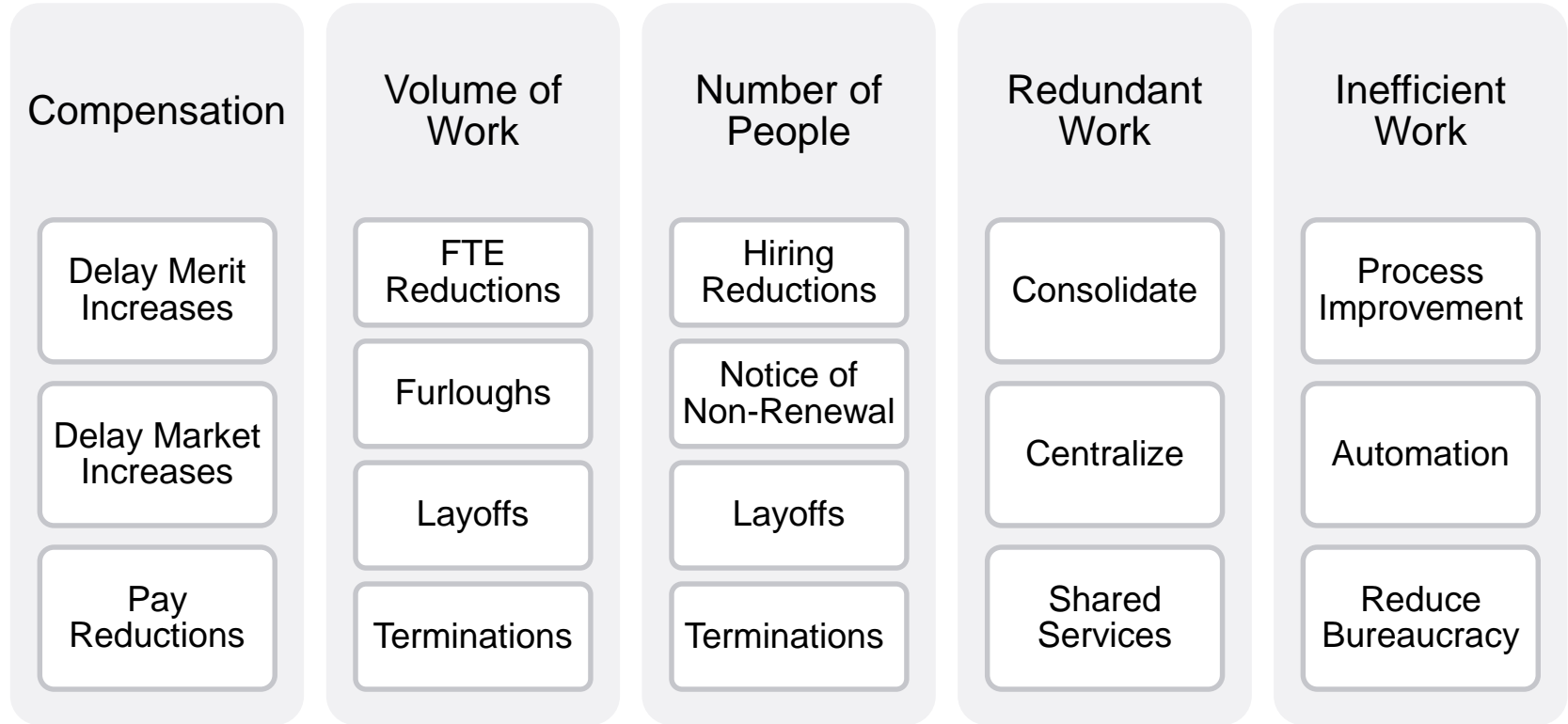
[Personal Resources](#)

- Stress management tools (e.g., guided meditation, Sanvello, EAP)
- Financial support and guidance

The image shows a screenshot of the HR website navigation menu on the left, which includes links for HR Home, About the Office, QUICK LINKS, Careers, Compliance and Regulatory Training, Employee Assistance Program, Executive Searches, Integrity and Accountability Hotline, HR Forms, HR Policy Manual, HR Service Center, myHR, Performance Evaluations, Transformation Management, Staff Advisory Council, and Staff A Council. To the right of the menu are three overlapping webpage screenshots:

- Navigating Employment Change Related to COVID-19 (Personal Resources)**: A page with a dark header and white text.
- Managing Organizational Change Related to COVID-19 (Resources for Leaders)**: A page with a dark header and white text.
- Working Through COVID-19**: A page with a white background and dark text. It includes the text "Access additional COVID-19 resources using the links below:" followed by links for "COVID-19 Updates", "Change Resources for Leaders", and "Personal Resources for Employment Changes". Below this is a section titled "Please choose one of the below options to uncover additional information." with three dropdown menus: "Policies in Response to COVID-19", "FFCRA Leave Request", and "Telework Resources". At the bottom, it states "Campus-specific precautions are also being taken at all UM System universities and MU Health Care. For specific information on how each are addressing COVID-19 concerns, access the webpages below:" followed by logos for MU, UMKC, MISSOURI S&T, UMSL, and MU Health Care.

Labor Cost Tools



Workforce Planning Options for Staff

Discussion of [HR-710](#) COVID-19 Payroll Reduction Measures for
Administrative, Service and Support Employees

Guiding Principles

Mission achievement

- Units will be guided first by the continued achievement of the University's mission
- Take actions that prioritize the ability to continue achieving the University's mission in the short term and best position the University for long-term success
- This may mean that actions under this policy will not be the same for all employees in a unit

Sensitivity to employees

- To the extent that options are likely to be equally effective in achieving the University's mission, units should choose actions that impose the least impact on employees

Equity

- Employees will be chosen for actions under this policy on an equitable basis to similarly situated employees
- Relevant factors in making these choices will be mission-related (e.g., workload and financial needs of the university or unit and employees' abilities, skills, training, and other relevant qualifications)
- Actions under this policy will not be used to single out employees for reasons that are not relevant to mission-related cost reductions

Covered Employees

- Benefit-eligible administrative, service and support employees
- Variable hour employees
- Student employees who are not receiving federal work-study benefits
- Covered employees may volunteer for any of the actions addressed in this policy
 - Units may choose actions and employees based on offers to volunteer but are not required to do so
 - Voluntary actions do not restrict potential future involuntary actions
 - Voluntary pay reduction form
- Decisions may be involuntary based on the needs of the University

HR-710 COVID-19 Payroll Reduction Measures

ACTION	FISCAL IMPACT	DURATION	OPERATIONAL IMPACT
Pay Reduction, Temporary	Salary savings	1 – 3 months	No staffing reduction
FTE Reduction, Temporary	Salary savings	1 pay cycle up to 3 months (or six biweekly pay cycles)	Reduced staffing
Furlough, Short-Term	Salary savings	1 week per month	Reduced staffing
Furlough, Long-Term	Vacation liability and then salary savings	2 weeks up to 3 months	Reduced staffing
Excused Absence w/o Pay	Salary savings or vacation liability	Less than 1 week	Reduced staffing
Seasonal Leave of Absence	Salary savings or vacation liability	30 - 90 days	Fixed term suspended staffing
Layoff & Transition Assistance	Salary and Benefits	Indefinite	Long term reduced staffing
Termination	Salary and Benefits	Indefinite	Long term reduced staffing

Temporary Pay Rate Reduction

Fiscal Impact: short to medium term reduction from salary savings

Operational Effect: no staffing reduction

- Pay reductions can be applied to future pay periods after providing notice to the employee
- Reductions may not exceed 10%
- For exempt employees, the reduction cannot alter exemption status
- For nonexempt employees, policy defined minimum wages must be met
- Not less than one month but not exceed three months
- The reduction is renewable
- Accrued leave cannot be used to make the employee whole

Temporary FTE Reduction

Fiscal Impact: short to medium term reduction from salary savings

Operational Effect: temporary staffing reduction

- FTE reductions can be applied to future pay periods after providing notice to the employee
- Benefit eligible employees must maintain an FTE of at least 75%
- For exempt employees, the reduction cannot alter exemption status and they are not expected to perform work outside of their reduced schedule
- Nonexempt employees are not permitted to work outside of their reduced schedule
- Not less than one pay cycle or longer than three months (six biweekly pay cycles or three monthly)
- The reduction is renewable
- Accrued leave cannot be used to make the employee whole
- When combined with pay rate reduction, cannot reduce total compensation by more than 25%

Short-Term Furlough

Fiscal Impact: short term reduction from salary savings

Operational Effect: temporary staffing reduction

- University-required unpaid leave of absence for one full workweek
- Short-term furloughs can be applied to future pay periods after providing notice to the employee
- No retroactive pay
- No work is expected/permitted during a furlough
- Exempt employees may not be placed on short-term furlough more than once per month
- Nonexempt employees may not be placed on short-term furlough more than once within two consecutive pay periods
- Accrued leave cannot be used
- New leave is not accrued while furloughed
- The University and employee each continue to pay their share of benefits

Long-Term Furlough

Fiscal Impact: medium to long term reduction from vacation liability and then salary savings

Operational Effect: temporary staffing reduction

- University-required unpaid leave of absence in increments of full workweeks, not less than two consecutive workweeks, not to exceed 12 workweeks
- Long-term furloughs can be applied to future pay periods after providing notice to the employee
- No retroactive pay
- No work is expected/permitted during a furlough
- Available accrued vacation must be used, after which the leave is unpaid
- New leave is not accrued while furloughed
- The University and employee each continue to pay their share of benefits

Seasonal Leave of Absence

Fiscal Impact: short to medium term reduction from salary savings and/or vacation liability

Operational Effect: fixed term suspended staffing

- Seasonal Leave of Absence may be used for up to three months
- Employees return to work at the earliest date their services are required
- Employees may elect to cover all, part, or none of the leave with accrued vacation
- Refer to [CRR 340.100](#) for more information

Excused Absence without Pay

Fiscal Impact: limited short term reduction from salary savings and/or vacation liability

Operational Effect: minimal reduced staffing

- University-required absence less than one full workweek
- Nonexempt employees may use vacation and/or personal days to cover the time off or elect to take the time unpaid
- This option does not apply to exempt employees

Layoff and Transition Assistance (Staff Focus)

Fiscal Impact: long term reduction from salary and benefits

Operational Effect: long term reduced staffing

- RIFs can be implemented consistent with the University's rules and policies
 - Reasons for layoff include, but are not limited to, lack of funds, lack of work, and reorganization
- Eligible employees include benefit eligible staff and full-time academic staff as defined by [CRR 310.020.A](#)
- All things being equal, job security is commensurate with an employee's seniority
- Layoff leaves of absence vary in length, either three or six months, based on length of service
- If employees complete the Layoff and Transition Assistance Agreement, they will receive Transition Assistance Pay (TAP) based on length of service with a minimum of four weeks and maximum of 20 (not to exceed \$50,000)
- A minimum of two weeks of notice to the employee is required
- If an employee is placed on layoff, any of the actions addressed in HR-710 will be disregarded in determining the employee's transition assistance payment
- Eliminated positions cannot be filled for a minimum of one year; laid off employees can be recalled
- Refer to [Layoff and Transition Assistance Resources](#) for more information

Termination

Fiscal Impact: short and long term reduction from salary and benefits

Operational Effect: long term reduced staffing

- Employees not eligible for layoff and transition assistance may be terminated (e.g., nonbenefit eligible employees)
- Employees otherwise eligible for layoff and transition assistance may be terminated for reasons other than reduction in force
- Two weeks of notice should be provided to the employee by the University if they are being terminated because of circumstances for which they are not responsible (e.g., discontinuation of the position, reorganization, etc.)
 - The University may provide two weeks of pay in lieu of notice
- Refer to [HR-118](#) for additional information

Communication of Payroll Reduction Measures

- Have a personal meeting with each impacted employee
- Maintain professionalism and limit distractions when communicating the action by phone or Zoom (e.g., dress appropriately, pick a quiet location, use an appropriate background, etc.)
- Provide as much advanced notice as possible
- Be sensitive to scheduling needs when possible (e.g., within normal hours, not on a holiday, etc.)
- Offer information on support and resources
- Clarify the reasons for necessary Payroll Reduction Measures to all employees
- Provide a consistent and positive message to all employees to keep morale and productivity high

Considerations and Resources

- Keep documentation of your decision making process
- Multiple actions can be taken simultaneously or at different times based upon your department needs
- If union eligible employees are impacted, please consult with your campus HR department
- Team members not currently experiencing a Payroll Reduction Measure will also need communication and support
- These are difficult decisions and conversations; utilize your University support system
- [HR-710 Payroll Reduction Measures for Administrative, Service and Support Employees Q&As](#)

Workforce Planning Options for Faculty

Discussion of Notice of Non-Renewal and [HR-720](#) Policy on Salary Reductions for Faculty and Other Academic Appointees

Notice of Non-Renewal for Employees on Term Academic Appointments

Category	Non-Renewal Notice
Ranked Teaching, Research, Extension, Librarian* NTT with <2 consecutive years positive evals	As much as feasible (can be <3 mos. under COVID-19 extenuating circumstances)
Ranked Clinical, Clinical Department NTTs, regardless of service time or positive evals	As much as feasible (can be <3 mos. under COVID-19 extenuating circumstances)
Ranked NTT funded in whole or part by grants, regardless of service time or positive evals	As much as feasible (can be <3 mos. under COVID-19 extenuating circumstances)
Ranked Teaching, Research, Extension, Librarian NTT with 2-5 consecutive years with positive evals, but not grant funded	As much as feasible (can be <6 mos. under COVID-19 extenuating circumstances)
Ranked Teaching, Research, Extension, Librarian NTT with >5 consecutive years with positive evals, but not grant funded	As much as feasible (can be <1 year under COVID-19 extenuating circumstances)**
Unranked faculty and other non-regular academic appointments	No particular notice period required, suggest as much notice as feasible
Tenure-track faculty	<ul style="list-style-type: none"> • By March 1 of 1st year of service, for non-renewal at end of 1st year • By December 20 of 2nd year of service, for non-renewal at end of 2nd year • 30 days prior to first day of terminal year, for non-renewal at end of 3rd or subsequent year

General Temporary Salary Reductions

- Each chancellor may implement temporary salary reductions that will apply to general categories of faculty and other employees on academic appointments
 - Student academic appointments are excluded (e.g., GRAs, GTAs, etc.)
- Can be applied to future pay periods after providing notice to the employee
- Will be for the shortest period of time and in the smallest increments necessary
 - Reductions may not exceed one year and 25%, unless this policy is otherwise revised in the future
- May be limited or applied in different percentages based on one or more of the following:
 - Types of academic appointment
 - College, school, department, or other similar unit
 - Salary level
- Calculated based on the individuals' annualized base benefit rate (ABBR) to apply the monthly salary reduction
 - May also apply to incentives, stipends and other forms of compensation as appropriate

Criteria-Based Salary Reductions for Tenured Faculty*

- Chancellors may approve and implement criteria for reducing salaries of faculty members on continuous appointments; criteria:
 - May be established by the chancellor on a university-wide basis, or they may be developed by a college, school, department, or other similar unit for use within that unit and submitted to the chancellor for approval
 - Must rely on published departmental standards for satisfactory performance or objective and documented indicators of productivity, budget, enrollment or workload needs
 - Must be developed and applied so that salary reductions will apply on an equitable basis to similarly situated faculty members and will not be used to single out individuals
- A faculty member will be notified by the department chair or dean of the amount, effective date, and the reason based on the established criteria
 - A salary reduction based in whole or in part on performance or productivity criteria will go into effect no earlier than the beginning of the next academic year
 - A salary reduction based only on criteria concerning budget, enrollment or workload needs can go into effect in the pay period following notice to the faculty member
- The salary reduction may not be more than 25 percent
 - If it is 10 percent or more, a commensurate reduction in FTE can be requested by the faculty member
- The faculty member may seek review of the reduction by submitting a written request to the provost within 5 days of being notified; the provost will approve, deny, or modify the salary reduction

Salary and FTE Reductions for Employees on Term Academic Appointments

- NTT faculty, unranked faculty, and other employees on non-regular academic term appointments may be reduced at the time of renewal for mission-related reasons, including, but not limited to:
 - Budget matters
 - Performance
 - Curricular needs
 - Availability of extramural funding
 - Contribution to strategic areas of focus
- Reductions will be communicated in the appointment renewal
- For benefit eligible employees, the following limits apply unless the employee is first offered the option of layoff:
 - Salary reduction may not be more than 25 percent;
 - FTE reduction may not reduce the employee's FTE level below .75; and
 - Any combination of salary and FTE reduction should not reduce the employee's compensation by more than 25%

Considerations and Resources

- Actions under this policy will be administered in a manner consistent with the requirements of the Fair Labor Standards Act, immigration laws, and other applicable laws and regulations
- Units must maintain documentation of actions and decisions taken under this policy
- Multiple actions can be taken simultaneously or at different times based upon your department needs
- [HR-720 Policy on Salary Reductions for Faculty and Other Academic Appointees Q&A](#)

Layoff and Transition Assistance (Academic Focus)

- RIFs can be implemented consistent with the University's rules and policies
 - Reasons for layoff include, but are not limited to, lack of funds, lack of work, and reorganization
- Eligible employees include benefit eligible staff and full-time academic staff as defined by [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)
- Ineligible employees include:
 - Regular academic staff appointments (i.e., tenured and tenure-track appointments)
 - Adjunct appointments
 - Employees on full-time academic staff appointments given one year or more notice of non-renewal
 - 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;
- Layoff leaves of absence vary in length, either three or six months, based on length of service
- If employees complete the Layoff and Transition Assistance Agreement, they will receive Transition Assistance Pay (TAP) based on length of service with a minimum of four weeks and maximum of 20 (not to exceed \$50,000)
 - Consecutive nine-month academic appointments are considered continuous service
- Eliminated positions cannot be filled for a minimum of one year; laid off employees can be recalled
- If an employee is placed on layoff, any of the actions addressed in HR-720 will be disregarded in determining the employee's transition assistance payment
- Refer to [Layoff and Transition Assistance Resources](#) for more information



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