Employee Resource Guide for SPA Layoffs

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Equal Opportunity Employer/Females/Minorities/Veterans/Individuals with Disabilities

Revised October 22, 2015
Employee Resource Guide Overview

This guide is intended for employees who have received official written notification of imminent separation due to layoff under the University’s SPA Layoff policy. The following employees are covered by the layoff policy and are eligible for certain benefits in the event that they are separated due to layoff:

- permanent employees who have completed their probationary period

Employees who may be separated outside of the layoff policy and who are not eligible for layoff benefits include:

- permanent employees regularly scheduled less than 20 hours per week
- permanent employees with time-limited appointments
- probationary employees
- temporary employees

The information contained in this guide is intended to summarize State and University policy. It should be understood that explanations in this summary cannot alter, modify or otherwise change the controlling policies or General Statutes in any way, nor can any right accrue by reason of any inclusion or omission of any statement in this guide. The most current information will always be found at the Office of State Human Resources website at [www.oshr.nc.gov](http://www.oshr.nc.gov) and the Office of Human Resources website at [www.hr.unc.edu](http://www.hr.unc.edu).
**Employee Layoff Checklist**

As you go through the layoff process, you will have many options to consider. To help keep track of questions to ask and deadlines to meet, please refer to the following checklist:

<table>
<thead>
<tr>
<th>If Task Completed</th>
<th>Employee Task</th>
<th>Employee’s Notes and Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>☑</td>
<td>1. Receive and sign written layoff notification letter from your department manager.</td>
<td></td>
</tr>
</tbody>
</table>
| ☐                  | 2. The Layoff Coordinator in the Office of Human Resources will contact you upon receiving a signed copy of the layoff notification, and schedule a one-hour layoff information session with you prior to your layoff effective date. | The Layoff Coordinator will review:  
  - Employee Layoff Resource Guide  
  - Severance Eligibility and Calculations  
  - Layoff Priority Consideration (eligible employees)  
  - Payroll Schedules  
  - Filing for Unemployment Insurance Benefits  
  - Career Transition Counseling Services and Eligibility  
  - PeopleAdmin Applicant System  
  - Tools for Your Job Search  

  The session will also include a review with a Benefits Consultant of your:  
  - Specific Benefits  
  - Benefits Continuation Options |
| ☐                  | Make note that your final pay check and all severance pay checks will be direct-deposited. |                               |
| ☐                  | 3. Verify items to be paid out or deducted from final pay check:  
  - Vacation Leave    12345   
  - Bonus Leave       67890   
  - Overdrawn Leave   11111   
  - Comp Time          22222   
  - Emergency Loan balance 33333   
  - Other Paid Time-Off 44444   
  - Longevity          55555   
  - Other: ___________________ |                               |
<table>
<thead>
<tr>
<th>☐ If Task Completed</th>
<th>Employee Task</th>
<th>Employee’s Notes and Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>☐</td>
<td>4. Return the following to your Department HR Representative no later than your last day of work:</td>
<td></td>
</tr>
<tr>
<td></td>
<td>□ Parking Permit □ Diners’ Club Card □ UNC OneCard □ P-Card □ Department Badge</td>
<td></td>
</tr>
<tr>
<td></td>
<td>□ Uniform □ UNC Cell Phone/PDA □ Computer Equipment/Laptops □ Keys □ Other:</td>
<td></td>
</tr>
<tr>
<td>☐</td>
<td>5. Verify your home address and phone number on record. For updates before your last day of work, use your Onyen and update your address on the UNC Directory at <a href="http://directory.unc.edu">http://directory.unc.edu</a> (select Update Entry on the left side).</td>
<td></td>
</tr>
<tr>
<td></td>
<td>If your address changes after your last day of work, send an update of address form to Payroll Services. Be sure the Layoff Coordinator in OHR has your updated contact information.</td>
<td></td>
</tr>
<tr>
<td>☐</td>
<td>6. Make note that your Onyen and University email will be deactivated upon termination.</td>
<td></td>
</tr>
<tr>
<td>☐</td>
<td>7. If you are interested in applying for employment at UNC-CH, you will first need to update your applicant profile in the University’s applicant system, PeopleAdmin. Be sure to indicate on your application that you are a layoff candidate (if re-employment priority is requested), and update your personal information, education and work history. As a reminder, your layoff priority status begins on the date of your official layoff notification and ends up to 12 months later. Login at <a href="http://hr.unc.edu/careers-at-carolina/open-positions/">http://hr.unc.edu/careers-at-carolina/open-positions/</a>.</td>
<td></td>
</tr>
<tr>
<td>☐</td>
<td>8. Meet with a Lee Hecht Harrison (LHH) Career Coach for career transition services (if eligible). Lee Hecht Harrison is UNC-CH’s outplacement service provider. LHH provides layoff candidates with job search, resume writing, interviewing techniques and guidance. The Layoff Coordinator in OHR will provide details and schedule you for a session with Lee Hecht Harrison.</td>
<td></td>
</tr>
<tr>
<td>☐</td>
<td>10. Determine last day of eligibility for child in:</td>
<td></td>
</tr>
<tr>
<td></td>
<td>□ Child Care Subsidy □ University Child Care Center</td>
<td></td>
</tr>
<tr>
<td>☐</td>
<td>11. W-2 for Tax Year ______ received by February 15 of following year. If you haven’t received your W-2 form by February 15, contact Payroll Services at (919) 962-0046.</td>
<td></td>
</tr>
</tbody>
</table>
Resources for Layoff-Related Issues

The University recognizes that a layoff presents a significant and often difficult life change for employees. Several State and University resources exist to assist you with this transition.


Office of Human Resources: Below are important contacts in the Office of Human Resources (OHR).

Layoff Coordinator in the Employment and Staffing Department can assist you with issues related to your severance pay, priority reemployment status, and initial coordination with Lee Hecht Harrison’s career transition counseling services. Contact the Layoff Coordinator at (919) 843-2300.

Employee & Management Relations (EMR) Consultant assigned to work with your department can assist you with understanding the layoff policy. To contact your EMR Consultant, call (919) 843-3444.

Benefits Consultant assigned to work with your department can assist you with issues related to your benefits. To contact your Benefits Consultant, call Benefits Administration at (919) 962-3071.

Employee Assistance Program: The University provides a confidential service called the Employee Assistance Program (EAP). The EAP can provide assistance for a wide variety of work-related and personal concerns. The EAP consultant provides a first contact for you in discussing these issues and may provide resource and referral information if you would like assistance on an ongoing basis. Eligibility to participate in this program ends 12 months after the date that you were notified in writing of your layoff.

Working together, you and the EAP consultant can explore ways to address your needs (long-term or short-term). It may be necessary for you to seek additional assistance from other resources. The EAP consultant is knowledgeable about resources in the community and is committed to putting you in touch with the professionals that can provide services to meet your specific needs. For some situations, it may be important for employees to understand related policies, procedures, and benefits. The EAP consultant can help you by providing clarity on such issues and contacts for further information.

There is no cost for services provided by the Employee Assistance Program. However, you would be responsible to pay any costs related to on-going resources or referrals discussed with the EAP consultant. The University respects the privacy of those who are trying to cope with work-related or personal concerns. The Office of Human Resources assures strict confidentiality for those who contact or meet with the EAP consultant.

For more information, or to schedule an appointment with a counseling professional, contact: ComPsych Guidance Resources (24 hours a day, 7 days a week) at (800) 272-7255. Online resources are available at www.guidanceresources.com, Organization Web ID: TARHEELS.
**Ombuds Office:** The University Ombuds Office is a confidential, neutral, informal and independent resource. It is a safe place where all Carolina staff, faculty, and administrators are welcome to come and talk in confidence about any workplace issue, problem, or dispute. There is no cost for services provided by the University Ombuds. If you have ongoing questions related to your layoff or employment status with UNC-Chapel Hill, you may continue to contact the Ombuds office for up to 12 months after the date that you were notified in writing of your layoff. To learn more about the office go to [www.ombuds.unc.edu](http://www.ombuds.unc.edu). Contact the Ombuds Office at (919) 843-8204.
Severance Pay

Eligibility: Severance pay is available to laid-off employees including full-time permanent and trainee employees who have completed 12 months of State service, and employees in "exempt policymaking" or "exempt managerial" positions as defined in G.S. 126-5(b) who have received official written notification of layoff under the University’s SPA Layoff policy.

Important Note: Severance pay is contingent on approval from the Office of State Human Resources and the Office of State Budget Management. This is not an automatic benefit.

Payment Calculation: Severance pay is based on total State service supplemented by an age adjustment factor as follows:

The salary continuation portion of severance pay is based on your Total State Service and base salary as defined in the table below. The base salary is defined as the last annual salary unless you were promoted within the previous 12 months. If you were promoted within the last 12 months, the salary used to calculate severance pay is the annual salary prior to the promotion plus any across-the-board legislative salary increases. Note: Annual base salary is adjusted according to actual FTE. If FTE is less than 1.0 or 100%, severance is pro-rated accordingly.

<table>
<thead>
<tr>
<th>Total State Service</th>
<th>Payment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 1 year</td>
<td>Not eligible*</td>
</tr>
<tr>
<td>1 but less than 2 years</td>
<td>1 month base salary</td>
</tr>
<tr>
<td>2 but less than 5 years</td>
<td>1 month base salary</td>
</tr>
<tr>
<td>5 but less than 10 years</td>
<td>2 months base salary</td>
</tr>
<tr>
<td>10 but less than 20 years</td>
<td>3 months base salary</td>
</tr>
<tr>
<td>20 or more years</td>
<td>4 months base salary</td>
</tr>
</tbody>
</table>

*As of June 1, 2015, individuals with less than 1 year of State service are no longer eligible for severance.

In addition to the salary continuation portion, severance pay includes an age-adjustment portion of 2.5% of your annual base salary for each full year of age over 39 years that you have at the time of your separation. The age adjustment recognizes that older employees, although protected by Federal law from discrimination on the basis of age, may have a more difficult time finding new employment.

Example: An employee who is age 51 with $36,000 annual salary and 10 years of state service

Salary continuation = 3 months base salary (3 months x $36,000 / 12) = $9,000

Age Adjustment = 51-39 = 12 years x 0.025 x $36,000 = $10,800 (note: the age adjustment can be no more than the amount of salary continuation above; in this case, the age adjustment will be capped at $9,000)

Total Severance = $9,000 service + $9,000 age adjustment = $18,000

Total Payments = The total severance will be paid over 3 months (or 6 biweekly pay periods)

NOTES:

1. The amount to be paid to part-time employees will be calculated using total State service times the prorated monthly pay.
2. The total age-adjustment portion of the severance pay cannot exceed the dollar value of the salary continuation portion.
The age factor is 2.5% or .025 for everyone, regardless of years of service. Only the salary contribution changes based on service.

The Layoff Coordinator in OHR will provide an estimate of your total severance payment and payment schedule at your information session.

The Layoff Coordinator will submit a written request for severance pay to the Office of State Budget Management (OSBM) through the Office of State Human Resources. OSBM will rule on the request for severance pay and notify the Layoff Coordinator of its decision. The Layoff Coordinator then will inform you of the OSBM ruling and take any actions necessary to implement the decision.

Some employees may be eligible for Discontinued Service Retirement as an alternative to severance pay. See the Benefits section for more information.

**Severance Pay Estimator:** A “Severance Pay Estimator” spreadsheet is available to download from the Office of Human Resources Web site. You can access the form directly at: [http://hr.unc.edu/files/2012/11/Severance-Calculator_07012011.xls](http://hr.unc.edu/files/2012/11/Severance-Calculator_07012011.xls). With this Excel spreadsheet, you can enter your information to calculate the total estimated severance payment. The official severance pay calculation and the determination of whether a laid-off employee will receive severance pay are contingent on approval from the Office of State Human Resources and the Office of State Budget Management. This is not an automatic benefit.

**Important Note:** Severance payments are made on a biweekly pay period basis. Severance payments are direct-deposited. Federal and state taxes and FICA will be withheld from severance payments, but deductions for retirement or other benefit programs will not be withheld. Severance payments are not included in computing compensation for retirement purposes. The time period during which you receive severance pay does not contribute to your total state service calculation.

**Actions That May Affect Continued Severance Payment:**

Severance payments will be discontinued if:

- you decline to accept an offer of any employment with the State either prior to or following separation (severance will cease effective the date the offer is declined); or,
- you resume permanent, time-limited or temporary State employment; or,
- you apply for or begin receiving retirement benefits based on early retirement, service retirement, long-term disability or a discontinued service retirement as provided by G.S. 126-805 (Note: An employee may elect to delay retirement and receive severance salary continuation)

**Key Effective Dates**

If an employee accepts or declines any job offer or job placement with the State of North Carolina prior to or after layoff separation, then eligibility for severance pay is terminated regardless of the salary grade, competency level market rate or salary rate offered.

If the employee accepts or declines a job offer or job placement, then the eligibility for severance is terminated on the effective date of the transfer or reinstatement action. If the employee declines a job offer or job placement, then the eligibility for severance is terminated on the date the offer or placement is declined.

**Special note:** If an employee dies while receiving severance salary continuation, the balance of severance payment shall be made to the deceased employee’s death benefit beneficiary as designated with the Teachers’ and State Employees’ Retirement System in a lump sum payment.

Revised: 10/22/2015
Benefits Information Applicable to Layoff Employees

You will receive a packet that explains how your separation affects your eligibility for and participation in various benefits programs. Please note that the following benefits programs have additional provisions for laid-off employees:

Leave Payout and Reinstatement of Forfeited Leave:

**Vacation Leave:** Your remaining vacation leave will be paid out in a lump sum in your final paycheck, not to exceed 240 hours (pro-rated for part-time employees). Any vacation leave you have in excess of 240 hours is forfeited and will not be paid out. However, if, within one year of your layoff separation date, you return to state employment in an SPA permanent appointment (regularly scheduled for 20 or more hours per week), the vacation hours in excess of the 240 hours will be reinstated to you.

**Bonus Leave:** Employees are paid in a lump sum for unused accumulated bonus leave. Bonus leave pay is included in your final University paycheck.

**Sick Leave:** Unused accumulated sick leave is not paid upon departure. Unused accumulated sick leave is reinstated if you return to state employment as a permanent employee regularly scheduled to work 20 hours or more per week within five years of your layoff separation date; if you retire, unused accumulated sick leave is converted to creditable service.

**Health Insurance:** Coverage under the State Health Plan may be continued for up to one year following the date of separation, provided you had 12 or more months of consecutive State service and were covered under the plan at the time of the job’s elimination. The University will continue to pay the employer contribution towards the cost of healthcare during this one year period. Any required employee premiums, including dependent coverage, would continue to be paid by you. Payment arrangements are coordinated with the Benefits Consultant during the layoff information session.

Continuation of coverage will terminate if you or your dependents obtain coverage under another group health plan during this one year period. If the other group health plan has a pre-existing condition limitation and you have 12 or fewer months of coverage before enrolling in the other plan, you may continue coverage under the State Health Plan until this pre-existing condition limitation is met.

At the expiration of this one year, you will receive notification from the State Health Plan on how to continue your coverage, and that of any dependents. If you elect to continue coverage, you will be required to pay the full cost. There is no time limit as to how long this coverage may be purchased.

**Discontinued Service Retirement:** Rather than receive severance pay, SPA permanent employees could request discontinued service retirement and begin to receive State retirement benefits. To be eligible, you must have:

- 20 or more years of creditable retirement service and be age 55 or older to receive an unreduced benefit
- 20 or more years of creditable retirement service and be age 50 or older to receive a reduced benefit (reduced by 1/4 of 1 percent for each month under age 55)

This benefit is subject to the availability of departmental funds and approval by the State Budget Director on the recommendation of the Office of State Human Resources Director.

**NOTE:** Severance wages shall not be paid to an employee who chooses and is approved for discontinued service retirement.

For additional information, contact Benefits Services at 919-962-3071.
Layoff Priority Consideration

Layoff priority consideration is intended to enable a State employee to return to state service.

Eligibility

Employees with career status who have received official written notification of imminent separation due to reduction-in-force under the University’s SPA Layoff Policy, on July 1, 2011 and after, are eligible for priority consideration under the provisions outlined below. You have “Career Status” if you have been in a permanent position appointment at a State agency, University and/or local government entity for the immediate 12 preceding months.

An employee who is separated from a time-limited appointment is not eligible for priority consideration unless the appointment extends beyond three years. An employee who, after receiving official written notice of impending layoff, retires or applies for retirement prior to the separation date waives the right to priority consideration.

Eligible employees receive 12 months of priority consideration from the date of the layoff notification letter.

Layoff Priority Consideration

An eligible employee shall receive priority consideration for a period of twelve months from the date of official written notification of separation by reduction-in-force. Employees who have priority status at the time of application for a vacant position and who apply during the designated agency recruitment period will be considered as priority applicants until the selection process is complete.

If you are eligible for layoff priority consideration, priority consideration is provided to layoff candidates applying for positions as follows:

Position level:

Grade to Band
- RIF applicants shall have priority for positions at the same or lower salary grade (or salary grade equivalency) than that of the position held at the time of official written notification of layoff

Band to Band
- RIF applicants have priority for another banded position with the same or lower competency market rate than that of the position held at the time of official written notification of layoff

Position appointment type:
- At the same or lower appointment type (i.e. employees in a permanent full-time position that are notified of layoff have priority for permanent full-time and permanent part-time positions; employees in permanent part-time positions that are notified of layoff have priority for permanent part-time positions)

Employees who are eligible for layoff priority consideration shall be interviewed and receive the job offer for any available vacant position for which he/she has priority consideration when the following conditions are met:

- The candidate has applied for the position and has indicated on his/her application that s/he has priority re-employment status and the candidate meets the minimum qualifications for the position
- The candidate could perform the job in a reasonable length of time, including normal orientation and training given any new employee
If it is determined that an employee with layoff priority status and any other applicant have “substantially equal qualifications,” then the eligible employee must receive the job offer.

“Substantially equal qualifications” occur when the employer cannot make a reasonable and justifiable determination that the job-related qualifications held by one applicant are significantly better suited for the position than the job-related qualifications held by another applicant. “Substantially equal qualifications” includes training or education; years of experience; and other skills, knowledge and abilities required in the job vacancy applied for to any other candidate (internal or external to state government).

**Claiming Layoff Priority Consideration**

If eligible, you automatically receive layoff priority status at the time you receive official written notification of separation by reduction-in-force under the University’s SPA Layoff Policy.

In order to receive re-employment priority consideration, an individual with layoff priority consideration must indicate on their application for employment with the University or other state agency, that s/he has layoff priority consideration at the time of application. For UNC-Chapel Hill applications, you indicate layoff priority consideration when you complete an Application for Employment.

**Priority for Retiring Employees**

An employee who, after receiving official written notice of impending reduction-in-force, retires or applies for retirement prior to the separation date waives the right to priority consideration.

**Salary Requirements**

The salary paid to a layoff candidate shall be calculated according to the salary administration policies. A layoff candidate shall not be paid a salary higher than the maximum of the salary grade (or banded salary range) of the position accepted.
**Ending Layoff Priority Consideration**

Layoff priority consideration is terminated when you:

- Have received twelve months of priority consideration; or,
- Apply for retirement or retires from State employment; or,
- Decline an interview for any permanent State position equal to or higher than the position held at the time of separation or notification of reduction-in-force; or,
- Decline to accept/decline an offer of State employment or job placement before or after RIF separation as follows:

If an employee accepts/declines an offer or placement that meets the following grade, salary rate and competency level market rate (career banded position) criteria:

<table>
<thead>
<tr>
<th>Grade/Competency Level Market Rate</th>
<th>Salary Rate</th>
<th>Employee Applies for a Job Before or After RIF Separation</th>
<th>University Places an Employee in a Job Prior to RIF Separation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Same</td>
<td>Same</td>
<td>Terminated</td>
<td>Terminated</td>
</tr>
<tr>
<td>Same</td>
<td>Lower</td>
<td>Terminated</td>
<td>Continued</td>
</tr>
<tr>
<td>Same</td>
<td>Higher</td>
<td>Terminated</td>
<td>Terminated</td>
</tr>
<tr>
<td>Lower</td>
<td>Same</td>
<td>Terminated</td>
<td>Continued</td>
</tr>
<tr>
<td>Lower</td>
<td>Lower</td>
<td>Continued</td>
<td>Continued</td>
</tr>
<tr>
<td>Lower</td>
<td>Higher</td>
<td>Terminated</td>
<td>Continued</td>
</tr>
<tr>
<td>Higher</td>
<td>Same</td>
<td>Terminated</td>
<td>Terminated</td>
</tr>
<tr>
<td>Higher</td>
<td>Lower</td>
<td>Terminated</td>
<td>Continued</td>
</tr>
<tr>
<td>Higher</td>
<td>Higher</td>
<td>Terminated</td>
<td>Terminated</td>
</tr>
</tbody>
</table>
**Other Employment Not Affecting Priority Status**

You may accept the following types of employment and retain your priority consideration throughout the 12 month layoff priority consideration period:

- Employment outside State government;
- A State position not subject to the State Human Resources Act;
- A temporary position; or
- A contractual arrangement

**Probationary Period**

An employee with layoff priority status, who has a break in service of more than 31 calendar days must serve another 12 month probationary period before career status is attained.

**After Priority Expires**

If a permanent position has not been obtained within the priority period, a person previously eligible for layoff priority will be considered under regular applicant procedures.

**Appeal Rights**

A career state employee with priority status who has reason to believe priority consideration was denied in a selection decision may appeal directly to the State Human Resources Commission through the established contested hearing process of the Office of Administrative Hearings.


**LAYOFF PRIORITY CONSIDERATION STATUS**

<table>
<thead>
<tr>
<th>Employee’s Name:</th>
<th>Home Street Address:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Empl ID:</td>
<td>Home City-State-Zip:</td>
</tr>
<tr>
<td>SSN:</td>
<td>Home Phone:</td>
</tr>
<tr>
<td>Dept Name:</td>
<td>Home Email Address:</td>
</tr>
<tr>
<td>Dept Number:</td>
<td></td>
</tr>
</tbody>
</table>

**Date of Written Notification of Layoff:**

The purpose of layoff priority consideration status is to enable a State employee to return to state service. Employees with career status who have received official written notification of separation due to reduction-in-force under the University’s SPA Layoff Policy, on July 1, 2011 or after, are eligible for twelve (12) months of priority consideration from the date of the official written notification of layoff (not from the date of separation from employment) under the provisions outlined below. You have “Career Status” if you have been in a permanent position appointment at a State agency/University and/or local government entity for the immediate 12 preceding months.

If you are eligible for layoff priority consideration, priority consideration is provided as follows to layoff candidates applying for positions as follows:

**Position level:**
- **Grade to Band** - RIF applicants shall have priority for positions at the same or lower salary grade (or salary grade equivalency) than that of the position held at the time of official written notification of layoff
- **Band to Band** - RIF applicants shall have priority for another banded position with the same or lower competency market rate than that of the position held at the time of official written notification of layoff

**Position appointment type:**
- At the same or lower appointment type (i.e. employees in a permanent full-time position that are notified of layoff have priority for permanent full-time and permanent part-time positions; employees in permanent part-time positions that are notified of layoff have priority for permanent part-time positions)

**Interviews/Job Offers** - Employees who are eligible for layoff priority consideration shall be interviewed and receive the job offer for any available vacant position for which he/she has priority consideration, has applied for the position, has indicated on his/her application that s/he has priority re-employment status, meets the minimum qualifications for the position, could perform the job in a reasonable length of time, including normal orientation and training given any new employee and the employee has “substantially equal qualifications” to any other applicant.

**Promotional Priority** - Layoff priority consideration status does not extend to permanent SPA positions that would be considered a promotion for you (a position at a higher level than the position you held at the time of your written notification of layoff). Layoff candidates competing for a promotional opportunity will be considered under regular applicant procedures.

**External and Temporary Work** - An employee may accept the following types of employment and retain priority consideration throughout the priority period: temporary employment within or outside State government, permanent work outside of State government, a State position not subject to the State Human Resources Act or a contractual arrangement.

Layoff priority consideration is terminated when you:
- Decline an interview for any permanent State position equal to or higher than the position held at the time of separation or notification of reduction-in-force; or,
- Accept or decline an offer of employment with the State before or after layoff separation unless the position is at a:
  - salary grade (or salary grade equivalency) lower than that held at the time of notification; and,
  - salary rate lower than that held at the time of notification; and,
  - competency level market rate lower than that held at the time of notification
- **Accept or decline a job placement with the State prior to layoff separation unless the position is at a:**
  - salary grade (or salary grade equivalency) lower than that held at the time of notification; and/or,
  - salary rate lower than that held at the time of notification; and/or,
  - competency level market rate lower than that held at the time of notification
- Accept a position at a lower salary rate or lower salary grade (or salary grade equivalency) and are subsequently terminated by disciplinary action
- Have received twelve months of priority consideration
- Apply for retirement or retire from State employment

**Employee’s Initials:** ____________________________  **OHR Representative’s Initials:** ____________________________

Revised 10/22/2015  14
**Career Transition Counseling Services**

The University’s Office of Human Resources (OHR) offers career transition counseling services to eligible employees through Lee Hecht Harrison. Lee Hecht Harrison (LHH) has been providing outplacement services and is the global leader in creating and delivering career transition services. LHH has over 5,500 offices in 60 countries and territories. LHH is focused on developing and delivering the highest quality career transition and career development services to eligible employees that will assist them in connecting to their next position quickly and well. The employee will be notified of eligibility at the time of the layoff information session by the OHR Layoff Coordinator. These career transition counseling services include:

**Milestones Seminar:**
A workshop delivered by LHH at UNC-Chapel Hill over two full days to best meet the needs of the University and eligible employees. This workshop is designed to prepare the individual to conduct an effective search for new employment. The workshop includes:

1. **Milestone 1: Survey Your Professional Environment:** Surveying the current state of your profession and industry, including the key trends shaping the future, and how these trends will affect your career goals.

2. **Milestone 2: Determine Your Professional Objective:** A professional objective gives direction to your search, sets the tone for your resume and other communications, and helps you select and prioritize your contact and target lists.

3. **Milestone 3: Constructing Your Resume:** A good communications strategy ensures that the key qualifications and assets supporting your professional objective are part of all written and verbal communications and directed to your target market audience.

4. **Milestone 4: Define Your Market:** In order to conduct an effective job search, you must know precisely whom you are trying to reach.

5. **Milestone 5: Gather Marketplace Information:** With your target market defined, you need to begin gathering information about your marketplace in order to identify organizations that are most likely to meet your personal criteria.

6. **Milestone 6: Get Your Message Out:** Getting the message out about who you are and what you have to offer people who are likely to hire you is at the heart of the job search process.

7. **Milestone 7: Talk With Hiring Managers:** Although it takes one person to make the decision to hire you, it generally takes many conversations with hiring managers to uncover the right opportunity.

8. **Milestone 8: Consider Other Methods of Search:** Getting the word out by talking to people remains the most effective job search method, but there are other methods you will want to consider.

9. **Milestone 9: Interview, Cultivate Offers and Negotiate:** Every discussion with hiring managers should be considered an interview.

10. **Milestone 10: Transition into a New Position:** A successful transition is complete once you are established in your new role.
**Personalized Coaching:** Two one-on-one coaching sessions are offered to address and customize a plan to meet the individual’s specific needs and concerns.

**Online Career Resources:** Six months of access to Career Resources Network (CRN) to research companies, post a resume, view job postings from employers, participate in teleconference courses, and engage in services through your particular and preferred style of learning. Take advantage of an e-learning Career Center with 12 self-paced programs (over 100 courses).

**LHH Lifetime Career Connections and Resources:** Access to a continuously updated online site with career management learning resources, a job bank, a resume posting site, the LHH alumni database, and an annual career physical and review with a LHH Career Coach -- all at no charge for life. Access to LHH’s alumni version of the CRN.
Applications for Staff Employment at UNC-Chapel Hill are processed through PeopleAdmin, UNC-CH’s applicant system, located at http://www.jobs.unc.edu/. At this website, you can search for open positions at the University, complete an online Application Profile, apply to individual positions, and monitor the status of your applications.

**Step 1: Search Staff (SPA) Job Postings by selected criteria or keywords**

The search process allows you to identify SPA positions of interest and view the job posting and position requirements to determine if you are qualified for the position. To apply for a listed position, click the “Apply Now” button. This will take you to PeopleAdmin, where you can create or update an applicant profile.

**Step 2: Complete Applicant Profile**

The PeopleAdmin system will lead you through the process of completing the online Application for Staff Employment. You will complete the online application once and use it to apply for all future positions of interest. You must complete items noted with a red asterisk in order to complete the process. (You will receive an error message if you do not complete those items.)

A valid email address must be provided with your online application. This will allow you to receive confirmation that your application has been received each time you apply for a position.

**Free Email Account Providers**

- Yahoo! Mail - www.yahoo.com
- AOL / Netscape – mail.aol.com/
- Google / Gmail - www.google.com/accounts/SmsMailSignup1
- MSN / Hotmail - www.hotmail.com

You are responsible for ensuring that the information you enter is accurate and complete in order to receive full consideration for your education and experience. All of your relevant education and work experience is considered when referring your application to a hiring department and when salary is determined at the time of hiring. Therefore, it is essential that you account for all work and education you have had since high school. If you have had more than one position with any employer, list separately each position held. Include any unpaid experience, military experience or temporary employment. Do not include work for which you received course credit.
Step 3: Submit Application

To be considered for a position, your application must be submitted electronically through PeopleAdmin to the Office of Human Resources before 11:59PM EST/EDT on the closing date. Open positions will no longer be available to view or apply for after 11:59PM EST/EDT on the closing date. Note that departments may extend the closing date of a position as needed. If you included an email address in your online application, you will receive confirmation that your application was received. Successfully submitted applications will appear on the "My Job Applications" section of PeopleAdmin immediately for your review. This screen also shows the current status of each position for which you have applied (open, closed, canceled or filled).

Tips for Applying for Positions at UNC-Chapel Hill

1. In order to receive layoff priority consideration, please indicate layoff status when completing your Application for Employment.

2. Provide complete and accurate information about your employment history and education. Be sure your dates of employment for each position are included and that principal duties and responsibilities are accurate and not misleading. Do not solely include positions held at the University—include all positions in your employment history, particularly those that relate to the job for which you are applying.

3. Seek positions that appear to match your qualifications and career path. You will need to meet the state’s minimum requirements for the position in order to be referred to the department and considered for the position.

4. Provide as much information as possible about your job duties in your work history. This is your opportunity to show the hiring supervisors your background, experience and skills, and it is always better to put more than less.

5. Include your resume, a list of courses or training attended and certificates related to employment with your Applicant Profile on PeopleAdmin. This information will all be reviewed and forwarded to the hiring departments if you qualify for that position. These are not required but it is to your benefit to give as much relevant information as possible. Note: Resume information may supplement but is not a substitute for completing the application in detail.

6. Indicate on your application the percentages of time devoted to a particular duty. This can help to recognize partial credit for work that might otherwise not be considered relevant to the position you are seeking. For example, an Administrative Support Associate position wouldn’t necessarily include accounting experience, so make that clear (“30% of my time involves accounts payable/receivable”).

7. Continue to develop your skills through coursework or other training programs. The more you develop new skills, the more competitive you will be. Recent training and education experience may also indicate that you are a job candidate willing to “keep up” in the profession.
**Need Additional Assistance?**

If you have questions which were not answered in the Getting Started user guide, consult the Frequently Asked Questions at [http://hr.unc.edu/careers-at-carolina/open-positions/peopleadmin-frequently-asked-questions/](http://hr.unc.edu/careers-at-carolina/open-positions/peopleadmin-frequently-asked-questions/).

If you need further assistance with registering, creating an applicant profile and/or applying for University positions, contact the HR Service Center at (919) 843-2300.
Resources for Job Seeking

Professional, Clerical & Light Industrial Employment Agencies

University Temporary Services (UNC-CH & NC State)
http://jobs.ncsu.edu
(919) 843-9454
104 Airport Drive,
Chapel Hill, NC  27599

Monarch Services (Durham)
www.monarchsvc.com
(919) 490-0000
112 West Main Street
Durham, NC 27701
Includes temp to perm & professional placements

Adecco Employment Services (Durham)
www.adeccousa.com
(919) 484-8008
2500 Meridian Pkwy Suite #135
Durham, NC 27713
Includes technical placements

Modis Consulting (Durham)
www.modis.com
(919) 467-9088
333 Regency Pkwy #150
Cary, NC 27511
Includes information technology staffing

Manpower (Durham)
www.manpower.com
(919) 544-1234
5842 Fayetteville Road, Ste. 114
Durham, NC 27713
Includes administrative and industrial placements

Manpower Professional (Raleigh)
www.manpower.com
(919) 851-1828
1122 Oberlin Road
Raleigh, NC 27605
Includes technical and scientific placements

Headway Workforce Solutions (Raleigh)
https://www.myheadway.com/
(919) 376-4929
421 Fayetteville St., Suite 1020
Raleigh, NC 27601
Includes free software training & career development seminars

Smither & Associates (Chapel Hill)
www.smithernc.com
(919) 929-0127
100 Europa Drive, Suite 460
Chapel Hill, NC 27517
Includes direct hire placements & private/public sector

AppleOne (Raleigh)
www.appleone.com
836-1340, 5511 Capital Center Dr. Ste.
104, Raleigh, NC 27606
Includes AppleOne networking and bookstore
North Carolina Job Web Sites

North Carolina Department of Commerce- Division of Employment Security
http://www.nccommerce.com/workforce/job-seekers/

Office of State Human Resources Job Vacancies:
http://oshr.nc.gov/jobs/

NC Careers:
http://www.nccareers.com/

North Carolina Government Jobs:
http://www.nc.gov/jobs

Triangle Help Wanted:
http://regionalhelpwanted.com/triangle-nc-jobs/

Federal Job Search in North Carolina:
http://www.americaajobs.com/federal/i-north-carolina

Other Job Web Sites

Monster.Com:
http://www.monster.com

Indeed:
http://www.indeed.com/jobs

American Job Center:
http://www.careeronestop.org

Best Jobs in the USA:
http://www.bestjobsusa.com/

Career.com:
http://www.career.com

Career Options Magazine:
http://www.careeroptionsmagazine.com

Career Builder:
http://www.careerbuilder.com

Job Village:
http://www.jobvillage.com

The Office of Human Resources provides this job-seeking information solely as a convenience. The Office of Human Resources does not endorse or recommend any agency or service listed.

Additional Resources

- **Orange County Skills Development Center**
  503 W. Franklin Street, Chapel Hill, (919) 969-3032
    - Free resume development, Wednesdays, 9 a.m.-noon
    - Free job search assistance, (919) 969-3032

- **Free Human Resource Development Workplace Preparation Courses**
  - Offered through Durham Technical Community College -- call (919) 536-7222 for the most convenient location near you.
  - If you live closer to another community college, please call and ask for their Human Resource Development Workplace Preparation course schedule

- **Division of Employment Security (DES) Offices/NCWorks Career Centers**
  - Durham County NCWorks Center
    1105 S. Briggs Ave., Durham
    (919) 560-6880
  - Orange County NCWorks Center
    503 W. Franklin Street, Chapel Hill
    (919) 969-3032
  - Use the “Find Local Offices” link on the website to find other DES locations.
Public Computer Access Locations

- Division of Employment Security (DES)/NCWorks - Durham
  1105 South Briggs Avenue, Durham, NC 27703
  Phone: (919) 560-6880

- Division of Employment Security (DES)/NCWorks – Chapel Hill
  503 W. Franklin Street, Chapel Hill, NC 27703
  Phone: (919) 968-2031

- Division of Employment Security (DES)/NCWorks - Cary
  742-F East Chatham Street, Cary, NC 27511
  Phone: (919) 469-1406

- Local Libraries:
  - Chapel Hill Public Library
    100 Library Drive, Chapel Hill, NC 27514
    Phone: (919) 968-2777
  - Carrboro Cybrary
    Carrboro Century Center
    100 North Greensboro Street, Carrboro, NC 27510
    Phone: (919) 918-7387
  - Orange County Public Library
    137 W Margaret Ln.
    Hillsborough, NC 27278
    Phone: (919) 245-2525
**Tips for Resume Writing**

**Purpose**

Resumes don't get you a job, they get you an interview. Your resume must pass the 5 to 15 second glance test because employers receive hundreds of resumes and only glance over them to find those that catch their eye. You need to ensure your success by paying attention to your resume's appearance, format and content.

**Organization**

- Expect to write more than one revision. Always revise your resume to fit the specific position for which you are applying.
- Be brief, concise and action-oriented. Use action words to describe skills and accomplishments.
- Quantify with numbers, dollar amounts and percentages whenever possible. For example, “Organized event for 200 people that raised $2,000 for club charity fund raiser.”
- Use bullets to set off each major idea of your background, skills and experience.

**Types of Resumes**

There is no one perfect resume style. Each style has strengths and you will need to find the one that is appropriate for you based on your experience and your personal preference. There are three basic formats: **chronological**, **functional** and **combination**. Choose the format that best highlights your strengths, skills and accomplishments.

The **chronological** resume is, as the name implies, a chronological listing of your job titles, which generally starts with your current or most recent employment and goes backwards. This style may not be suitable for those just out of school or for those changing careers.

- Use chronological format if you are seeking a similar position or a more senior position of the same type and in a closely related industry.
- Chronological format is good for demonstrating growth in a single profession.

The **functional** resume organizes your experience in terms of skills and accomplishments to show career history and to place accomplishments in context, a brief chronology of employers, position and dates.

- Functional format is best when you need to show your ability to perform in a somewhat different job or to handle the requirements of a position in a different industry.
- Functional format is good for career changers, frequent job changers and those with limited experience.

The **combination** resume is a combination of both the chronological and the functional format. It demonstrates your skills and experience as themes and then your employment experience follows chronologically. A combination resume is recommended for mid-career changers and recent graduates.

For sample resumes go to:

http://office.microsoft.com/en-us/templates/ (resumes are under ‘Browse by Topic’ on the left)

http://career-advice.monster.com/
Appearance

- “Error Proof” your resume. Proofread after you spell check and have others proofread too.
- Spelling errors, poor formatting, omitting key information, and font size smaller than 12 point may screen you out from being considered for an interview.
- Use standard letter size bond paper in white, eggshell or cream with black print.
- Be sure to leave plenty of margin space (approximately 3/4 to one inch).
- Better to use two pages than to squeeze everything on one page. Always double space between sections and have no more than 5 bullets per section.
- Use standard print style for easy reading.
- Use letter quality or laser printers. Photocopies should be sharp and clean. Black spots, smudges or shadows are not acceptable.
- Special effects are primarily used for the creative industries of public relations, advertising, marketing and the media. Others should be conservative in nature.

Content

- DO NOT cut and paste from your job description. “Responsible for” or “Responsibilities included” should never appear on your resume. Use accomplishment statements.
- DO NOT use exact dates. Years are sufficient, for instance, 2003-2005. (Note: Although exact dates are not necessary on a resume, some application forms may require more detailed work history dates.)
- DO NOT include religious organizations unless directly related to the position for which you are applying. Same rule applies for listing activities in professional, trade or civic associations, only if they are appropriate.
- DO NOT use a nickname on the resume that may appear unprofessional or offensive.
- Choose the content of your resume based on strengths as they relate to the job opening. Look for matches between the job requirements and your job specific knowledge, skills, abilities, attitudes, and experience.
- References available upon request are assumed. It is also unnecessary to put the word “Resume” at the top of the page.
- Replace job objective statement with a career summary. Your objective is to get an interview for every job you are applying for and the hiring manager knows that.
- Begin phrases with powerful action verbs and phrases (see list on following page).

<table>
<thead>
<tr>
<th>Action Verbs</th>
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<tbody>
<tr>
<td>Administer</td>
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<td>Advocate</td>
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<td>Analyze</td>
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<tr>
<td>Counsel</td>
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<tr>
<td>Create</td>
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</tbody>
</table>
Resume Proofreading Checklist

☐ Is the pertinent personal data correct – email, phone number, address?
☐ Does your resume emphasize the contributions, achievements and problems you have successfully solved during your career with accomplishment statements?
☐ Does your professional summary or objective statement briefly state your employment goals without getting too specific to rule you out of consideration for other jobs?
☐ Does your professional summary or objective statement focus on what you can bring to the employer rather than what you want from the employer?
☐ Have you included professional courses in a Professional Development Section?
☐ Have you removed any content that does not support your candidacy?
☐ Have you avoided listing irrelevant job responsibilities or job titles?
☐ Is your resume easy to read - length of employment, employer, and scope of position?
☐ Is your highest education level attained shown first in the Education Section?
☐ Have you evaluated the organization/layout of the page - too much or not enough underlining, bolding, italicizing, or bullets?
☐ Have you included any volunteer or community service activities that can lend strength to your candidacy?
☐ Is the resume long enough to present yourself in a good fashion but short enough to make the employer bring you in for more information?
☐ Have you put the first draft away for a few hours or a day before proofreading again for spelling and typographical errors?
☐ Have you asked friends and family to proofread the final draft for complete information?

Time Saving Tip:
Create your accomplishment statements from your master list of accomplishments you created earlier.

Important Note: If you do not have a resume and need to start from the beginning, gather all the documentation you have from your work history – past resumes, job applications, performance reviews, letters of accommodation, etc. If you did not keep any of this, start with your employee file in HR Records & Information in the Office of Human Resources (919) 843-2300.
**Behavior-Based Interviewing**

**Introduction**

Unless you are prepared, behavior-based interviews can prove to be quite unsettling. With behavior-based interviewing, the interviewer will expect you to talk about yourself by describing specific examples of how you applied knowledge, skills, and abilities to work situations. With this kind of interviewing, you are afforded the opportunity to highlight your:

- **Skills** - Can you *do* the job?
- **Abilities** - Can you *learn* the job?
- **Personal qualities** - Are you a *good fit* with the team?
- **Enthusiasm** for the position - Do you *want* the job?

As with any interview, it is only natural to experience anxiety. However, if you have practiced your interviewing techniques well in advance, you will be more focused and in a better position to answer questions that you had not anticipated. Here are a few tips to follow.

1. **Research the job and the type of position for which you are applying.** Learn as much as you can about the position. If possible, obtain a copy of the actual position description and/or most current work plan. Contact other professionals currently working in the field within the University or another State agency. Conduct Internet and newspaper searches to aid in your research.

2. **Analyze the match between your skills and the job.** Determine which of your skills best suits the requirements of the position. Be able to “tell a story” of how you used those skills by identifying examples from past experiences that demonstrate those skills. Think of examples for each major job responsibility of the position for which you are applying.

3. **Be prepared to give an example of a time when a situation did not turn out as you planned.** Highlight what you learned from the situation. Mistakes happen and are expected. Not being able to admit you have made mistakes or not learning from your mistakes is what will make the interviewer less likely to hire you.

4. **Identify a few (2-3) of your best qualities and decide how you will convey these during the interview.** Be sure to have examples (tell a story) that demonstrate these attributes.

5. **Prepare job-related questions for the interviewer.** Research the department and prepare two or three thoughtful questions.
Preparing for a Behavior-based Interview

Before your interview, prepare answers that describe specific situations that required you to perform a job-related action and explain the outcome of your action. You can prepare for a behavior-based interview through the following steps:

1. Think about the job for which you are interviewing and identify what areas you think are important for success.
2. Think about your accomplishments that match the job criteria.
3. Do not be modest in describing your qualifications. The intent is for you (the interviewee) to sell yourself by telling a story (with a beginning, middle and an end) that conveys how you applied a practical skill in a relevant business or comparable setting.
4. Decide how you can briefly give an example of the situation or task without getting too detailed. Then describe the action you took in terms of what you did, how you did it, and the result. A helpful hint would be to remember the initials “STAR” for “Situation or Task, Action, and Results.”
5. Use the behavior-based interview as an opportunity to prove to the interviewer you are the best person for the job.

Five Steps in Responding to Behavior-based Interview Questions

In order to respond to most questions in a behavior-based interview:

1. It is ok to ask for a few minutes to gather your thoughts. Take a few minutes to determine the best example and think about how you are going to tell your story.
2. Describe the specific situation that you faced while working (you can include any volunteering or internships)
3. Establish the who, what, when, where and why of the situation
   • **Who**: Who did you use your spoken communication skills with in this situation.
   • **What** was your job and to whom did you report?
   • **What**: What happened? Give a clear description of the situation in detail.
   • **When**: When did the situation occur? Define the time frame and when it occurred.
   • **Where**: Where did it occur? What were the setting, scene, and place?
   • **Why**: Why was there an issue or event? Explain why this occurred.
4. Describe the specific action you took, mentioning why you made certain choices
5. Describe the outcome (either success or failure) as a result of your actions.
<table>
<thead>
<tr>
<th>Traditional-style questions (closed-ended, yes or no answers)</th>
<th>Behavior-based interview style questions (open-ended, encourages discussion/description)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Did you like your last job?</td>
<td>1. Tell me about your last job.</td>
</tr>
<tr>
<td>2. Was your supervisor helpful to you?</td>
<td>2. Give me an example of a time you disagreed with your supervisor.</td>
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<tr>
<td>3. Did you use problem solving?</td>
<td>3. Describe a time when you were faced with a problem that tested your coping skills? What did you do?</td>
</tr>
<tr>
<td>4. Can you write well?</td>
<td>4. Describe the most significant written document, report, or presentation you have completed.</td>
</tr>
<tr>
<td>5. Do you know how to use a computer?</td>
<td>5. Describe your use of the computer in your work.</td>
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<tr>
<td>6. Are you loyal to the organization?</td>
<td>6. Tell me about a specific occasion when you conformed to a policy even though you disagreed.</td>
</tr>
<tr>
<td>7. Are you goal oriented?</td>
<td>7. Give me an example of an important goal you had to set and how you went about reaching that goal.</td>
</tr>
</tbody>
</table>

**More Examples of Behavior-based Interview Questions**

- Tell me about a time at work when you had to make a quick decision.
- Tell me about a specific situation at work when you had to use your spoken communication skills to get an important point across.
- Tell me exactly how you dealt with an upset customer.
- Explain your work experience in having to go above and beyond the call of duty in order to get a job done.
- Give an example to illustrate how you followed a policy even though you didn’t agree with it.
- Describe how you handled your last job assignment.
- Describe a situation in which you had to use your communication skills in presenting complex information. How did you determine whether your message was received?
- Share with me an example of an important personal goal that you set, and explain how you accomplished it.
- Lead me through a decision-making process on a major project you’ve completed.
- Have you ever had many different tasks given to you at the same time? How did you manage these?
- Give an example of a time you had to make a difficult decision.
- Tell us your experience in working in a stressful environment. How did you handle the stress? How did you know when you reached a point of overload? What did you do at this point?
- Tell us about a time when you had to work a significant amount of overtime. How did you cope with that?
- The office you will be assigned to receives about 50 calls a day. Give examples to show how you get work done with frequent interruptions.
General Interviewing Tips

- To develop your interviewing skills, free assistance is available at your local NCWorks Career Center. Enrolling in a Human Resource Development course at your local community college is also highly recommended.

- Practice using the behavior-based interview method yourself, even if the interviewer is not asking behavior-based interview questions.

- Look professional. Professional appearance is an important part of the interviewing process. Conservative attire creates a positive first impression.

- Think positive. Feeling positive projects confidence and enthusiasm.

- Listen to the interviewer. Active listening helps to establish rapport and provide cues for how you should act in the interview.

- Allow plenty of time for traveling and parking. Arrive no more than 10 minutes early to interviewer’s office.

- Keep in mind that some behavioral questions will take you a few moments to construct your answers. The interviewer will expect you to give adequate thought to your responses.

- Remember that you must project a positive impression and demonstrate that you are the best candidate for the job.

For additional information on go to: http://www.glencoe.com/sec/careers/career_city/
http://career-advice.monster.com/
Payroll
Change of Address Form

SEND THIS FORM TO PAYROLL SERVICES TO CONFIRM THAT PAYROLL HAS THE CORRECT ADDRESS FOR YOUR ANNUAL W-2 TAX DOCUMENTS.

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New Address:

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Signature: Date:

Return Completed Form to:
Payroll Services
CB# 1260, 104 Airport Drive
Chapel Hill, NC 27599-1260