

SECTION: Human Resources
SUBJECT: Employment Hiring Process – Offer Letter Process Documentation
APPLIES TO: All Regular Staff Members (Excludes Temporary Employees)

Offer Letter Process Overview

The objective of the offer letter process is to ensure salary, conditions of employment and other commitments are clear, documented and appropriate.

Offer Letter Process

Activity	Responsibility	Reference/Comments
If the position is a bargained-for position, refer to the appropriate contract for process activities.	FBS Client	For information on Unions and Contracts: http://www.hr.umich.edu/staffhr/unions.html .
If the position is a Regent-approved position, refer to the Regents Bylaws and Regents Communication Manual for process activities.	FBS Client	Regents Bylaws can be found at http://www.regents.umich.edu/bylaws/ . Regents Communication Manual can be found at http://www.hr.umich.edu/acadhr/manual/index.html .
Determine appropriate compensation package, based on the local compensation philosophy, to be presented to preferred candidate in the extension of an offer. This may include a range for the hiring manager to be able to negotiate with the candidate if appropriate.	FBS Client	For guidance on wage setting: http://hr.umich.edu/compclass/schedules/index.html . Review department's Compensation Philosophy, if available. Approval should be done by someone with higher level authority. SPG 201.22, Recruitment and Employment
Extend verbal contingent offer to candidate. This offer is contingent on the successful completion of a background screening, which is performed by University HR.	FBS Client	MY LINC - In the Catalog Search box, type "eRecruit" and start eRecruit: User Resources .
After acceptance of the verbal contingent offer by the selected candidate, notify SSC of selected candidate as well as candidates interviewed but not selected. NOTE: If there were RIF candidates in the applicant pool who were not selected for the position, document in the offer comments	FBS Client	For information on how to assign status (disposition) to job bidders: MY LINC . In the Catalog Search box, type "eRecruit" and start eRecruit: User Resources .

section as to why they were not considered.		
SSC will update the disposition of all seriously considered candidates to “Interview” if not previously updated. SSC will complete the “Offer” page in eRecruit with appropriate unit required approvals via the eForm.	SSC	
University of Michigan Contingent Offer is emailed to candidate outlining next steps of the employment process including successful completion of the background check(s). After completion of the background check(s), SSC notifies FBS client of completion of background check and verifies New Employee Orientation (NEO) and start date.	SSC	Reminder: eRecruit does not presently send a Contingent Offer to internal candidates, therefore if additional contact is needed, unit should communicate with internal candidate. SPG 201.95, Background Screenings
System-generated email sent to all non-selected candidates the Monday after the start date of the selected candidate.	SSC	
Contact the International Center for assistance in applying for proper employment-related visa status for staff, if required.	FBS Client/FBS	SPG 201.18, Employment of Non-U.S. Citizens
Once a job offer is accepted, ensure federal I-9 form Section 1 is completed by the employee on or before the first day of employment. Section 2 must be completed at a Regional I-9 Center within three days of the employee’s start date. NOTE: If the employee attends New Employee Orientation on day one, the I-9 form will be completed during that event. Otherwise, make arrangements for new employees to visit one of the University’s Regional I-9 Centers to complete the form in the timeframe established by federal law: within 3 days of hire. Expiring I-9’s must be completed prior to expiration.	FBS Client	Ensure new hires complete I-9 process by reporting to one of the Regional I-Centers, located in Wolverine Tower, the Student Activities Building, Pierpont Commons, and North Campus Administrative Complex (NACA). For additional information regarding I-9s, see: http://www.uscis.gov/i-9-central .
Ensure a valid working permit is secured on or before the first day of work for every minor. Minors are individuals under the age of 18, whether in employee or volunteer status, who have not graduated from high school. The minimum age for legal employment is fourteen (14).	FBS Client	SPG 201.20, Employment of Minors
Discuss all actual and potential conflicts of interest or commitment with candidate and any	FBS Client	SPG 201.65-1, Conflicts of Interest and Conflicts of

disclosures as necessary. Have employee complete your unit disclosure statement.		Commitment
If staff members are furnished maintenance of significant value, such as room and board, then wages paid will be reduced from the regular rate by the fair market value of the maintenance.	FBS Client to notify employee and FBS	SPG 201.42, Perquisites
If providing moving and/or relocation expenses, notify FBS, which will determine appropriate forms to complete (PeoplePay). Payment of moving and relocation expenses may be provided for staff members who are employed in difficult to recruit occupations and those who are transferred from one University geographic location to another.	FBS Client/FBS	SPG 201.68, Moving and Relocation Expenses For more information, see: Q#15 in the PeoplePay https://peoplepay.umich.edu/faq.php?q=15#15
Confirm with the Office of General Counsel that job offers comply with applicable employment laws for any employee working outside of Michigan or outside of the United States.	FBS Client	For more information, see http://hr.umich.edu/remote .
Ensure an agreement is in place for remote, telecommuting, and alternate work schedule employees.	FBS Client	For more information, see http://hr.umich.edu/worklife/workflex .
Notify FBS if providing new hire payment (recruitment initiative/hiring bonus) prior to new candidate starting work.	FBS Client	For more information, see Q15 in PeoplePay: https://peoplepay.umich.edu/faq.php?q=15#15 . Definition is available on summary of earnings code (row 37): http://www.finance.umich.edu/finops/payroll/forms/earningscodedefinitions .
If providing new hire payment, complete PeoplePay form only if payment is to be made prior to candidate starting work.	FBS	MPathways: PeoplePay
If providing new hire payment <i>after</i> the employee begins working, complete the online Personnel Action Request (PAR) e-form.	FBS	For more information on PAR, see: http://ssc.umich.edu/services/human-resources/par-transactions/
If the candidate has a relationship to another individual employed by the University, ensure this relationship constitutes neither an advantage nor a deterrent to appointment by the University, provided the individual meets and fulfills the appropriate University appointment standards.	FBS Client	SPG 201.23, Appointment of Relatives or Others with Close Personal or External Business Relationships; Procedures to Assure Equal Opportunity and to Avoid the Possibility Of Favoritism (Nepotism)
Ensure external candidates are aware of 6	FBS Client	SPG 201.43, Probationary Period

month probationary period, where applicable.		
Ensure reduction in force candidates are aware of the 90 day assessment period.	FBS Client	SPG 201.72, Reduction in Force
Annually review unit Continuity of Operations Planning (COOP) and identify critical services and employees. Inform employees of their critical status designations.		SPG 201.27, Emergency Reduction in Operations Both the COOP Template and the Critical Employee Designation Letter are available on the Division of Public Safety & Security website. The link to the DPSS Emergency Management page is DPSS Emergency Management . Once there, the user will need to go to the Resources section on the left-hand side and click either “COOP Template” or “Critical Employee Letter”. Access to these documents will require a valid Kerberos login.

Other related information:

Key Contacts:

- Additional employment resources for departments can be found on the Recruiting and Employment Services website at <http://hr.umich.edu/empserv>.
- Contact FBS for eRecruit access questions.
- For University HR assistance contact FBS.

Related Standard Practice Guides:

- In accordance with [SPG 201.65-0, Employment Outside the University](#), University employees may be employed outside of the University, but the outside employment must not detract from the performance of the duties and responsibilities of the University position, nor may it create a conflict of interest.
- In accordance with [SPG 201.35, Non-Discrimination](#), the University, in its employment and human resource policies and practices, will not discriminate against any individual because of race, color, religion, creed, national origin or ancestry, age, marital status, sexual orientations, gender identity, gender expression, disability, special disabled veteran and Vietnam-era veteran status, and height or weight, except as allowed by the need for bona fide occupational qualifications. Reasonable accommodation will also be provided to persons with disabilities, to disabled veterans, and to accommodate religious practices.

- In accordance with [SPG 201.46, Personnel Records - Collection, Retention and Release](#), the collection, availability and disclosure of the contents of personnel files is governed by regulations established by the University and applicable laws. The Faculty and Staff Records Office, the Medical Center Staff Records Office and the custodian of personnel files or records in various departments, schools, colleges or other University offices are subject to these regulations.
- Refer to [SPG 604.01, Department Record Retention For Business and Financial Records](#), to determine the proper record retention period relating to the job posting process.
- In accordance with [SPG 201.53, Security Clearance](#), The University may require a security clearance of its staff members, as a condition of employment in certain positions. Such clearance may be necessary for incumbents or applicants for employment, if their work requires access to information classified by the Federal Government. The determination of need for security clearance for specific positions or projects will be mutually determined by the University and the responsible Government Agency.
- In accordance with [SPG 201.95, Background Screenings](#), a pre-employment background check must be conducted before a candidate may receive a firm offer of employment to a faculty, postdoctoral research fellow, or staff position at the University of Michigan.
- To ensure the proper internal controls are in place when paying faculty, staff and independent contractors, please refer to [SPG 518.1, Payroll Controls](#).
- In accordance with [SPG 201.43, Probationary Period](#), during the initial six months of regular employment, employees are considered probationary. There is no obligation to continue employment through the probationary period.

Record of Revisions:

Date of Issue	Description of Change	Page(s) Affected	Approved By
7/11/2007	Original template created	All	
11/20/2008	Updated with SPG revisions and corrected links	All	
1/26/2010	Updates made for FY2010 Certification (information on E-Verify)	2,3	
6/18/2010	Updates made for FY2010 Certification (information on eRecruit)	2,4	
11/13/2012	Updates made for FY2013 (additional reference on disposition status; I-9 timeframes and training note)	2	
1/20/2013	Added Background Screening SPG	2,4	
1/15/15	I-9 Compliance Offices for Ann Arbor, Employees outside of MI, Telecommuting agreements, New hire payment		
10/3/2016	Adopted new template for FY17.	All	
11/20/16	I-9 Compliance Offices , added COOP, FLSA and various link updates and wording clarifications	1,2,3,5	
12/2016	Clarifying language, corrected links, and added COOP	2-4	

09/2016	Confirmed references to I-9 info URL and NACA are correct; added final row regarding annual review of Continuity of Operations Planning	2, 4	
08/2018	Updated link to Recruitment and Employment	1	

Document Owner: Fleming Business Services (FBS) supported departments and FBS

Administrative Owner: FBS