**SECTION**: Human Resources

**NOTE:** Any changes to process due to remote work should be documented in procedures.

**SUBJECT**: Employment Hiring Process - - Offer Letter Process Documentation

**APPLIES** **TO**: All Regular Staff Members (Excludes Temporary Employees)

**NOTE: Changes for FY2025 are identified in red text**

**Offer Letter Process Overview**

The objective of the contingent offer 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. |  | For information on Unions and Contracts:  Union Contracts and Wage Schedules: <https://hr.umich.edu/working-u-m/my-employment/union-contracts-wage-schedules>  Academic Contracts: <https://hr.umich.edu/working-u-m/my-employment/academic-human-resources/contracts> |
| If the position is a Regent approved position, refer to the Regents Bylaws and Regents Communication Manual for process activities. |  | Board of Regents Bylaws can be found at: <http://www.regents.umich.edu/bylaws/>  Academic Personnel 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 salary range for the hiring manager to be able to negotiate with the candidate if appropriate. | [insert appropriate person/position] HR Officer, Department Manager | For guidance on wage setting: <http://hr.umich.edu/compclass/schedules/index.html>  Insert local Compensation Philosophy here  Approval should be done by someone with higher level authority.  [SPG 201.22, Recruitment and Employment](http://www.spg.umich.edu/policy/201.22) |
| Extend verbal contingent offer to candidate. This offer is contingent on the successful completion of a background screening which is performed by the Shared Services Center on behalf of University HR. | [insert appropriate person/position] (HR Officer, Administrative Assistant, Hiring Manager) | For more information, login to [My LINC](https://its.umich.edu/enterprise/administrative-systems/training/my-linc-overview), type “eRecruit” into the search box, and start the item called *eRecruit: User Resources* |
| After acceptance of the verbal contingent offer by the selected candidate, update in eRecruit the disposition of all seriously considered candidates to “Interview” if not previously updated. Complete the Offer page in eRecruit with appropriate unit required approvals. If there were RIF candidates in the applicant pool that were not selected for the position, document in the offer comments section as to why they were not considered. | [insert appropriate person/position] (HR Officer, Administrative Assistant, Hiring Manager) | For information on how to assign status (disposition) to job bidders:  Logon to [My LINC](https://its.umich.edu/enterprise/administrative-systems/training/my-linc-overview), type “eRecruit” into the search box, and start the item called [*eRecruit: User Resources*](http://maislinc.umich.edu/maislinc/lang-en/management/LMS_ActDetails.asp?UserMode=0&ActivityId=30706&CallerURL=/maislinc/lang-en/taxonomy/TAX_Search.asp?UserMode=0&NodeID=0&SelectedNodeID=0&VSC=ItemName&VSO=A&SourceRef=-1&DispMode=normal&AdvType=0&SearchSt) |
| University of Michigan Contingent Offer Letter is emailed to candidate (by the SSC) outlining next steps of the employment process including successful completion of the background check(s). After successful completion of the background check(s), Shared Services Center Employment Process Coordinator notifies hiring manager and approves offer. | Central Office/SSC HR Employment Process Coordinator [insert SSC HR Employment Process Coordinator] | [SPG 201.95, Background Screenings](http://spg.umich.edu/policy/201.95)  ***NOTE:*** *Selected candidate must complete onboarding tasks before new appointment will load in M-Pathways.* |
| 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 (i.e., University Human Resources, Division of Public Safety & Security, and Environment, Health & Safety) and the responsible Government Agency. | [insert appropriate person/position] (HR Officer, Administrative Assistant, Hiring Manager) | [SPG 201.53, Security Clearance](http://www.spg.umich.edu/policy/201.53) |
| System generated email sent to all non-selected candidates the Monday after the start date of the selected candidate, informing that the position has been Closed/Filled. |  |  |
| Contact the International Center for assistance in applying for proper employment related visa status for staff, if required. | Hiring Dept Manager | [SPG 201.18, Employment of Non-U.S. Citizens](http://spg.umich.edu/policy/201.18) |
| Ensure I-9 is completed within the timeframes established by federal law (after formal offer is accepted to within 3 days of hire) and that a new/updated I-9 is completed prior to expiration in situations where an I-9 will expire. Once job offer is accepted, ensure Section 1 is completed by the employee on or before the first day of employment and Section 2 is completed by a University representative by no later than 3 days of employee start date. | [insert appropriate person/position] (HR Officer, Administrative Assistant, Hiring Manager) | For additional info on completing an I-9 form, see:  <http://www.uscis.gov/i-9-central>  Person completing the I-9 should be knowledgeable and trained in the process. |
| **Flint, Dearborn, Medical School Faculty, Athletics, Survey Research Operations:** Ensure I-9 form is completed accurately and timely by a knowledgeable and trained person.  **Ann Arbor Units including Michigan Medicine (non-faculty):** Ensure new hires complete I-9 process by reporting to an I-9 processing office.  For a complete listing of processing locations and hours of operation, please visit: [https://ssc.umich.edu/human-resources/i-9-processing/.](https://ssc.umich.edu/human-resources/i-9-processing/) | Unit I-9 Compliance Officer [insert Unit I-9 Compliance Officer] | For additional info on completing an I-9 form, see:  <http://www.uscis.gov/i-9-central>  ***NOTE:*** *Each unit should have an identified unit compliance officer (UCO) for I-9 and E-Verify compliance. If UCO changes, update UCO Roles and Responsibilities document:* [*https://docs.google.com/presentation/d/1UfHkvnQ6-ty1Cw3ym9V6Vl1qLk78D3DhKCLh45SezIA/edit?usp=drive\_link*](https://docs.google.com/presentation/d/1UfHkvnQ6-ty1Cw3ym9V6Vl1qLk78D3DhKCLh45SezIA/edit?usp=drive_link) |
| 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. | Hiring Dept Manager | [SPG 201.20, Employment of Minors](http://spg.umich.edu/policy/201.20) |
| Discuss all actual and potential conflicts of interest or commitment with candidate and any disclosures as necessary. | [insert appropriate person/position] (HR Officer, Administrative Assistant, Hiring Manager) | [SPG 201.65-1, Conflicts of Interest and Conflicts of Commitment](http://spg.umich.edu/policy/201.65-1)  Consult department’s policy [insert Local Policy]. |
| If providing moving and/or relocation expenses, use PeoplePay to determine appropriate form(s) to complete. 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. | [insert appropriate person/position] (HR Officer, Administrative Assistant, Hiring Manager) | [SPG 201.68, Moving and Relocation Expenses](http://www.spg.umich.edu/policy/201.68)  For more information, see:  <https://hr.umich.edu/working-u-m/management-administration/uhr-procedures/20168-moving-relocation-expenses> |
| ~~Ensure an online Remote Worker agreement is in place for remote or flexible work, and alternate work schedule employees.~~ | ~~[insert appropriate person/position] (HR Officer, Administrative Assistant, Hiring Manager)~~ | ~~For more information, see:~~  [~~https://hr.umich.edu/working-u-m/management-administration/remote-employment-policies-agreements~~](https://hr.umich.edu/working-u-m/management-administration/remote-employment-policies-agreements) |
| If providing new hire payment (recruitment initiative / hiring bonus), use PeoplePay to determine appropriate forms to complete. |  | For more information, see:  <https://hr.umich.edu/working-u-m/management-administration/uhr-procedures/20168-moving-relocation-expenses>  Definition is available on summary of earnings code (Earn Code: BMC-New Hire Payment).  <http://www.finance.umich.edu/finops/payroll/forms/earningscodedefinitions> |
| 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.  Unit should have a formal process in place to track the following:   * Conflict of Interest/Commitment * Appointment of Relatives * Supervisor-Employee Relationships * Teachers and Learners * Employee-Student Relationships | [insert appropriate person/position] (HR Officer, Administrative Assistant, Hiring Manager) | [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)](http://www.spg.umich.edu/policy/201.23)  [SPG 201.97, Supervisor-Employee Relationships](http://www.spg.umich.edu/policy/201.97)  [SPG 601.22, Prohibitions Regarding Sexual, Romantic, Amorous, and/or Dating Relationships Between Teachers and Learners](https://spg.umich.edu/policy/601.22)  [SPG 601.22-1 Employee-Student Relationships](http://www.spg.umich.edu/policy/601.22-1) |
| Ensure external candidates are aware of 6-month probationary period, where applicable. | [insert appropriate person/position] (HR Officer, Administrative Assistant, Hiring Manager) | [SPG 201.43, Probationary Period](http://www.spg.umich.edu/policy/201.43) |
| Ensure reduction in force candidates are aware of the 90-day assessment period. | [insert appropriate person/position] (HR Officer, Administrative Assistant, Hiring Manager) | [SPG 201.72, Reduction in Force](http://www.spg.umich.edu/policy/201.72) |
| 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](http://spg.umich.edu/policy/201.27)  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](https://dpss.umich.edu/content/emergency-preparedness/resources-for-u-m-staff/).  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 Talent Acquisition website at <https://hr.umich.edu/working-u-m/management-administration/talent-acquisition> and [My LINC](https://its.umich.edu/enterprise/administrative-systems/training/my-linc-overview) *eRecruit: User Resources*.
* Contact your HR Unit Liaison [insert name] for eRecruit access question.
* Contact HR Officer [insert HR Office or equivalent name] for any concerns.
* For University HR assistance contact University HR Rep.

Related Standard Practice Guides:

* In accordance with [SPG 201.65-0, Work Outside the University](http://spg.umich.edu/policy/201.65-0), 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](http://spg.umich.edu/policy/201.35), 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](http://www.spg.umich.edu/policy/201.46), 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, Departmental Record Retention for Business and Financial Records](http://spg.umich.edu/policy/604.01), to determine the proper record retention period relating to the job posting process.
* In accordance with [SPG 201.53, Security Clearance](http://spg.umich.edu/policy/201.53), 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](http://spg.umich.edu/policy/201.95), 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 518.01, Payroll Controls](http://spg.umich.edu/policy/518.01).
* In accordance with [SPG 201.43, Probationary Period](http://spg.umich.edu/policy/201.43), 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:

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| --- | --- | --- | --- |
| **Date of Issue** | **Description of Change** | **Page(s) Affected** | **Approved By** |
| 7/11/2007 | Original template created | All | [insert name] |
| 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 |  |  |
| 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 |  |
| 11/2017 | Added “Central Office” to section regarding HR Employment Process Coordinator, for those units not covered by the SSC | 2 |  |
| 10/2018 | Added clarifying language & Updated University HR to SSC where appropriate. | 1 & 2 |  |
| 11/2019 | Clarifying language, corrected links, and added Security Clearance section | 1-3 |  |
| 11/2020 | Added clarifying language to I-9 section, added note regarding telecommuting during pandemic | 3, 4 |  |
| 12/2021 | Added R/FWA language | 4 |  |
| 11/2022 | Updated language, link | 5 |  |
| 12/2023 | Updated links | 3-5 |  |
| 11/2024 | Clarified timing and added note about I-9 UCO, moved remote work to New Appointment WP | 3, 4 |  |

Document Owner: [insert name], [insert title]

Administrative Owner: [insert name], [insert title]