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

FINANCE
UNIVERSITY OF MICHIGAN

SECTION: Human Resources

SUBJECT: Employment Hiring Process - - Offer Letter Process Documentation

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

NOTE: This document has been revised as part of the Annual Internal Controls Update

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.	EBS Client/ EBS Director	For information on Unions and Contracts: Union Contracts and Wage Schedules Academic Contracts
If the position is a Regent approved position, refer to the Board of Regents Bylaws and Academic Personnel Regents Communication Manual for process activities.	EBS Client/ EBS Director	
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.	EBS Client	For guidance on wage setting, see Wage Schedules. Review department's Compensation Philosophy policy, 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 the Shared Services Center on behalf of University HR.	EBS Client	For more information, login to My LINC, 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	EBS Client	For information on how to assign status (disposition) to job bidders: Logon to My LINC, type "eRecruit" into the search box,

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.		and start the item called *eRecruit: User Resources*
University of Michigan Contingent Offer Letter is emailed to candidate (by the Shared Service Center (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	SPG 201.95, Background Screenings ***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.	EBS Client	SPG 201.53, Security Clearance
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.	SSC	
Contact the International Center for assistance in applying for proper employment related visa status for staff, if required.	EBS Client/EBS	SPG 201.18, Employment of Non-U.S. Citizens
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.	EBS Client	For additional info on completing an I-9 form, see: 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: I-9 Processing.	EBS Client	For additional info on completing an I-9 form, see: 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. See Unit I-9 Compliance Officer: Role, Responsibilities, and Resources document.*
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.	EBS Client	SPG 201.20, Employment of Minors
Discuss all actual and potential conflicts of interest or commitment with candidate and any disclosures as necessary.	EBS Client	SPG 201.65-1, Conflicts of Interest and Conflicts of Commitment Consult department's policy if available.
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.	EBS Client/EBS	SPG 201.68, Moving and Relocation Expenses For more information, see 201.68 Moving and Relocation Expenses on the HR website.
If providing new hire payment (recruitment initiative / hiring bonus), use PeoplePay to determine appropriate forms to complete.	EBS	For more information, see 201.68 Moving and Relocation Expenses on the HR website. Definition is available on Earnings Code Definitions on the Payroll website (Earn Code: BMC-New Hire Payment).

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	EBS 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) SPG 201.97, Supervisor-Employee Relationships SPG 601.22, Prohibitions Regarding Sexual, Romantic, Amorous, and/or Dating Relationships Between Teachers and Learners SPG 601.22-1 Employee-Student Relationships
Ensure external candidates are aware of 6-month probationary period, where applicable.	EBS Client	SPG 201.43, Probationary Period
Ensure reduction in force candidates are aware of the 90-day assessment period.	EBS 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.	EBS Client/ EBS Director	SPG 201.27, Emergency Reduction in Operations Both the COOP Template and the Critical Employee Designation Letter are available under Faculty & Staff Resources on the Division of Public Safety & Security website. 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 and My LINC *eRecruit: User Resources*.
- Contact your HR Unit Liaison for eRecruit access questions.
- Contact HR Officer 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, 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, Departmental 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 518.01, 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	Eric Sortor
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	
11/2025	Updated links per Accessibility Quick Tips, added clarifying language	1, 3-5	

Document Owner: Executive Business Services (EBS) supported departments and EBS
Administrative Owner: EBS