

HR.02.06	Offer Letter and Change Notification Memo Process
Owner/Contact Information:	College of Sciences, Human Resources, 919-515-3487
Effective Date:	May 1, 2017
Last Revised/Reviewed:	August 31, 2022
Related Policies/Links:	Delegation of Authority for Actions EHRA, Postdoc Appointment Letter Templates NCSU Brand NCSU POL 05.20.01 Appointment, Reappointment, Promotion and Permanent Tenure NCSU REG 05.20.34 – Non-Tenure Track Faculty Ranks and Appointments NCSU POL 05.15.01 – Employees Exempt from the State Human Resources Act (EHRA) Policy NCSU POL 05.15.03 Non-Salary and Deferred Compensation NCSU REG 10.10.08 – Postdoctoral Scholars SHRA Recruitment Process SHRA Offer Letter Templates

1. PURPOSE/INTRODUCTION

This Standard Operating Procedure (SOP) is intended to guide department representatives through the offer letter process for the following employment types: EHRA Faculty, EHRA Non-Faculty, Adjunct Faculty, Visiting Faculty, Visiting Scholar, Visiting Professional, Post Doc, and SHRA. After recruitment and pre-appointment approvals are completed, letters of appointment for employees define the terms and conditions of their employment.

In addition, this Standard Operating Procedure (SOP) is intended to guide department representatives through the change notification memo process including, but not limited to, the following changes: change in FTE, change in salary, change in contract, change of duties, title change, appointment removal, appointment addition, discontinuation, or SHRA time-limited status removal.

2. DEFINITIONS

Change Notification Memo – Notification of a change to an employee’s current appointment.

COS HR – abbreviation for College of Sciences, Human Resources Office

Department Representative – the person submitting any action or preparing letters on behalf of their department or center.

EHRA - abbreviation for employees Exempt from the State Human Resources Act.

Financial Obligations – Financial Obligations (can include start-up packages, retention packages, facilities, lab space, summer salary, etc) require pre-approval from FHA.

FHA - Finance, Human Resources, and Administration under the Dean’s leadership. The members include the Assistant Dean of Finance, Assistant Dean of HR, Senior Associate Dean, and the Dean.

Offer/Appointment Letter – Confirms new or transferred appointments through a template generated and approved by University HR and Office of General Counsel.

PeopleAdmin (PA7) – The position management and applicant tracking system used by NC State University.

SHRA – abbreviation for employees Subject to the State Human Resources Act.

Waiver of Recruitment – The request for Waiver of Recruitment is to be used only in *exceptional* circumstances.

3. Offer Letter Creation Process

The Department Representative should follow the appropriate recruitment process in PA7 for EHRA Tenure and Tenure Track (POL 05.20.01), EHRA Non Tenure Track (REG 05.20.34), EHRA Professional (POL 05.15.01) and SHRA (see “Related Policies”). The College of Sciences HR Specialists are notified once a Hiring Proposal has been approved through an External Search, Internal Search, or Waiver of Recruitment in PA7. COS HR notifies the Department Representative of the University HR approval to hire via email and includes the appropriate Appointment Letter Template link.

The Department Representative prepares the offer letter based upon the terms approved in the PA7 request, including additional Financial Obligations per the Department Head, and using the pre-approved template posted on the University HR website (see “Related Policies” above). After review from appropriate Department contacts, the Department Representative sends the draft offer letter in Microsoft Word to COS_HumanResources@ncsu.edu prior to receiving any signatures.

After receiving the offer letter draft, COS HR evaluates the letter for accuracy and determines if additional review may be required based on Financial Obligations listed in the offer. It is the responsibility of COS HR to verify that any Financial Obligations outlined in the letter match the approved financial obligations by the Assistant Dean for Finance and Business Management and/or Associate Dean for Research.

If the Offer Letter is part of the [Chancellor’s Faculty Excellence Program](#) (“Cluster”) hire, a signature line for the Provost will need to be added to the letter. Additionally, the letter will need to be reviewed by the Provost’s Office prior to the ability for COS HR to approve the letter.

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Before COS HR submits any department head or associate dean letters to University HR to be reviewed, please email the Senior Associate Dean to ensure COS HR has the finalized start-up information included. If University HR, the Provost Office, and Office of General Counsel approves the draft and we end up having edits to the letters such as research dollars, etc., the letter will have to go back through the approval process with University HR. If the letter has to go through a second round of approvals, then this will delay the timeline with issuing the letter to the employee for signatures.

Faculty Administrators — Submit to COS HR and COS HR will submit to classandcomp@ncsu.edu for pre-approval prior to signatures

- [Department Head](#) (updated 3/31/2022)
- [Interim Department Head](#) (updated 3/31/2022)
- [Director Center/Institute](#) (updated 3/31/2022)

Senior Academic and Administrative Officers (SAAO) — Submit to COS HR and COS HR Will submit to classandcomp@ncsu.edu for pre-approval prior to signatures

- [SAAO Tier 2 with Academic Rank](#) (updated 3/31/2022)
- [SAAO Tier 2 without Academic Rank](#) (updated 3/31/2022)

After COS HR final approves the letter draft, COS HR will initial next to “College HR CC section” and will email a PDF copy back to the Department Representative with a CC to the Department Business Officer to recognize the letter has been reviewed and approved. A standardized email has been prepared below in 6.1 which COS HR will use to notify the Department Representative of the approved offer letter. The Department Representative can move forward in obtaining the necessary signatures on the offer letter.

The fully signed letter must be returned to COS HR to be filed in the employee’s personnel file. This should be accomplished through normal procedures with the hiring process, and can be a scanned copy to COS_HumanResources@ncsu.edu so that the employee can keep the original copy. COS HR is also responsible for sending a copy of the fully signed and finalized letter to FHA.

4. Change Notification Memo Creation Process

The Department Representative should follow the appropriate position management process in PA7 for EHRA Tenure and Tenure Track (POL 05.20.01), EHRA Non Tenure Track (REG 05.20.34), EHRA Professional (POL 05.15.01) and SHRA (see “Related Policies”). COS HR is notified once a Position update has been approved in PA7.

COS HR notifies the Department Representative of the University HR approval and provides the Department Representative with a College-approved Change Notification Memo template. Notification of a change to an employee’s current appointment and can include, but is not limited to, salary, title, Full Time Equivalent (FTE), temporary duties, etc.

The Department Representative prepares the Change Notification Memo based upon the terms approved in the PA7 request, including additional Financial Obligations per the Department Head. After review from appropriate Department contacts, the Department Representative sends the draft Change Notification Memo in Microsoft Word to COS_HumanResources@ncsu.edu prior to receiving any signatures.

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After receiving the Change Notification Memo draft, COS HR evaluates the letter for accuracy and determines if additional review may be required based on Financial Obligations listed in the Memo.

After COS HR approves the letter, COS HR initials next to “College HR CC” and emails a PDF copy back to the Department Representative with a CC to the Department Business Officer. A standardized email has been prepared below in 6.2 for which COS HR will use to notify the Department Representative of the approved Change Notification Memo. The Department Representative can now move forward in obtaining the necessary signatures on the Memo.

The fully signed letter must be returned to COS HR to be filed in the employee’s personnel file. This can be accomplished as a scanned copy to COS_HumanResources@ncsu.edu so that the employee can keep the original copy. COS HR is also responsible for sending a copy of the fully signed and finalized letter to FHA.

5. CHARTS/GRAPHS/FORMS**5.1 Offer Letter Process Map:** [Click HERE](#)**5.2 Change Notification Memo Process Map:** [Click HERE](#)**6. STANDARDIZED EMAILS****6.1 Email Notification of Offer Letter Approval**

FROM: COS_HumanResources@ncsu.edu
TO: [Department Representative/s]
CC: [Department Business Officer]
SUBJECT: Approved Offer for [Candidate Name], [Department]

As a result of the approved Hiring Proposal/Waiver, [insert PA7 Hiring Proposal code], the following letter for [Candidate Name] has been approved to move forward in printing on letterhead, obtaining signatures and to make the formal offer. This letter has been reviewed and approved by appropriate Dean's Office representatives. If there are any modifications to the letter, please resubmit a new offer letter draft to COS_HumanResources@ncsu.edu for approval.

6.2 Email Notification of Change Notification Approval

FROM: COS_HumanResources@ncsu.edu
TO: [Department Representative/s]
CC: [Department Business Officer]
SUBJECT: Approved Change for [Candidate Name], [Department]. Effective Date: [Date]

As a result of the approved [Type of Change, i.e. Salary Increase, FTE adjustment, Retention, etc], [insert PA7 Action code], the following memo for [Candidate Name] has been approved to move forward in printing on letterhead, obtaining signatures and to make the formal notification of change. This letter has been reviewed and approved by appropriate Dean's Office representatives. If there are any modifications to the letter, please resubmit a new notification memo draft to COS_HumanResources@ncsu.edu for approval.

7. FAQs

Q1. Should I issue an offer letter or notification memo **prior** to University HR approval?

A1. **No.** All written, formal offer letters and change notification memos **must** be pre-approved by University HR and College HR offices prior to obtaining department and employee signatures. COS HR works with University level offices in obtaining template approvals. This is why you should always use the template provided to you by COS HR. Under special circumstances, the Department Head or Supervisor may verbally discuss terms, but always with the caveat that terms are “pending approval.”

Q2. Why do I need to issue a Change Notification Memo to an employee?

A2. The employee must be made aware, in a written notification, of any changes to their personnel information. The signed letters must be saved to the employee personnel record in COS HR and University HR.

Q3. Why does COS HR need to review my letter? Isn't that going to add delays to my ability to make an offer or provide a notification efficiently?

A3. The letter is prepared after approval from University HR. However, there are policies, expectations, and approvals that are required at the College level. COS HR is responsible for ensuring letters are standardized at the College level and have been approved by all appropriate College officials.

COS HR understands the need for a quick turnaround to notify candidates of an offer or employees of a change. COS HR is committed to a 48 hour turnaround for every step in the process that falls under COS HR responsibility (blue steps identified in 5.1 and 5.2).

Q4. I want to add a phrase or sentence to the letter, is that OK?

A4. Yes, however, please remember that adding or modifying a letter will require re-review by COS HR.

Q5. Does the Dean need to sign for all EHRA and SHRA letters? What letters and/or memos require the Dean's signature?

A5. The Dean's signature needs to be on all EHRA Faculty (Tenured, Tenure-Track, Non-Tenure Track, Adjunct, and Visiting), Visiting Scholars, and EHRA Non-Faculty letters indicating an appointment or reappointment, promotion, & salary adjustments. Department Heads or other managers can sign for a Visiting Professional, Post Doc, and SHRA.

Q6. Does the Office of General Counsel need to review my letter draft?

A6. It depends. COS HR is responsible for ensuring templates have already been approved by the Office of General Counsel. These are the templates that COS HR provides to the Department Representative at the time the University HR approval is completed. Having templates pre-approved by General Counsel streamlines the process, ensures standardization within the College and reduces approval time. However, some unique letters may require additional approval by the Office of General Counsel. It is COS HR's responsibility to notify Departments if additional approvals are required.

Q7. My department would like to offer relocation allowance to a new hire. How does this fit into the Offer Letter process?

A7. Effective January 1, 2018 moving expense reimbursements are fully taxable as income. As a result of this change to the tax law, NC State has updated relocation allowance guidelines to provide greater flexibility to the University and its employees. Relocation allowances granted must comply with [POL 05.15.03 \(Non-Salary and Deferred Compensation\)](#), be authorized in advance, and paid from non-state-appropriated funds. When the draft Offer Letter is sent from the department to COS HR, the department-completed [Non-Salary & Deferred Compensation Form](#) should be sent along with the draft offer letter. COS HR is responsible for getting the Dean's signature & University Human Resources for approval prior to receiving an approved offer letter. Once fully approved by the Dean and University Human Resources, COS HR will send the form back to the department HR Partner and Business Officer. At that point, the department knows they can move forward with the offer to the candidate.

8. CHANGES AND REVIEW

Subsection	Summary of Changes	Date
3	Add Provost to CFEP Cluster Hire letter review	March 13, 2018
3, 4, 6.1, 6.2	Remove CC to Department Head and Dean’s EA	March 13, 2018
6.1, 6.2	Add the comment to “print on letterhead”	March 13, 2018
Definitions	Edit system title. Q1 edits.	April 2, 2018
Related Policies	Add NCSU POL 05.15.03 to “Related Policies”	July 23, 2019
5.1, 5.2	Remove pasted Process Maps	July 23, 2019
7	Added FAQ Q7 & A7	July 23, 2019
Definitions	Standardized the definitions	July 26, 2019
3, 4	Replaced "Operations Team" with “FHA”.	May 2, 2022
3, 4	Added emphasis that COS HR is responsible for notifying FHA of approval and copy of completed offer letter / change memo.	May 2, 2022
3	Added info regarding submission of dept. head or associate dean letters to UHR to be reviewed	August 31, 2022