**GUIDANCE/ INSTRUCTIONS FOR U.S. BASED MANAGER/ HCM MANAGER – ONCE REVIEWED - PLEASE DELETE THIS GUIDANCE UPON COMPLETION OF YOUR REVIEW AND UNDERSTANDING OF THE REQUIREMENTS FOR THE MANAGER LETTER**

* You must provide true, accurate and correct information. If you are the HCM Manager but do not interact or will not be interacting with the Associate on his/ her U.S. assignment, or are located outside of the U.S.; please **co-sign the letter with the U.S. based Cognizant in-direct or Business Manager**. If the letter is to be co-signed, please include the following at the end of the *Performance Reviews* paragraph: “I, INSERT NAME OF HCM MANAGER, hold authority to administer INSERT Mr./ Ms. Last Name of Associate’s, year-end performance appraisal. As well, I, INSERT NAME OF U.S. BASED SUPERVISORY MANAGER, hold responsibility for overseeing, reviewing assignments, assessing work, and providing feedback to INSERT Mr./ Ms. Last Name of Associate.”
* Whether working at a Cognizant office/ RDC, Home office, or onsite in the U.S. at a client location, every H-1B associate **must always**: (1) receive assignments and be supervised directly by a Cognizant US based manager regardless of whether it is HCM manager or other Cognizant more senior subject matter expert (M band/ grade or above) who then updates the HCM manager on the H-1B associate’s duties/progress; and (2) use **Cognizant** tools, methods, platforms, frameworks or Cognizant body of knowledge/ best practice to do his/ her work.
* Associates sponsored for visa status should **never** receive or otherwise procure contracts (MSA, SOW, etc.) or client letters for the petition filing on their behalf. The procurement of such documentation must be through the HCM or U.S. based Cognizant Business Manager for the associate, and processed through Global Mobility’s secure apps.
* The HCM Manager takes ownership of obtaining approval and authorization from the U.S. based account manager that there is an in-fact U.S. assignment for the associate.
* The description of the associate’s work activities should be a combination of layman and technical language, including the specific purpose of the Associate’s role. For example: Mr/Ms “X” is performing technical and business requirements gathering, and analyzing the data and existing systems for customization and enhancement of software to facilitate manufacturing processes for medical supplies. He/ She uses a wide range of tools to perform such tasks, including SAP manufacturing model, Cloud platform, etc. In the job duties table, the job duties must be directly related to the Associate’s college/ university field of study. If the job duties are not related to the Associate’s education, please escalate to the U.S. based Global Mobility H-1B team lead. The examples in the job duties table are examples/ reference points on the type of detail required, which must be deleted and replaced with the job duties relevant to the Associate’s U.S. position.
* The following table provides the framework of Cognizant’s Band/ Grade mapping and H-1B program sponsorship. **MOST IMPORTANTLY, if the Associate’s role and responsibilities exceed or are less than what is specified for the Associate’s band/ grade, please escalate to the onsite Global Mobility team**:

|  |  |  |
| --- | --- | --- |
| **Education & Experience Cognizant Job Requirement** | **Band/ Grade** | **Level of Responsibility:** if the associate **has more than the required experience** that is **not relevant** to the role since the job itself requires the education and experience specified in the first column. |
| Bachelor’s in field related to the job, 2 years experience | **Senior Associate** | **Qualified level position**: requires a good understanding of the job duties/ job requirement. Senior Associates perform moderately complex tasks that require limited judgment. **Managerial responsibilities/ tasks, team lead responsibilities are NOT permitted**. |
| Bachelor’s or Master’s in field related to the work, 3 years experience | **Manager** | **Experienced level position**: requires a sound understanding of the job duties/ job requirements. Uses independent judgment and coordinate and/ or supervise other Cognizant associates. |
| Bachelor’s or Master’s in field related to the work, 4+ | **Senior Manager and Above** | **Competent level position**: requires sufficient understanding of the job duties/ job requirements to plan and conduct work using independent judgment. Senior Managers and above use advanced skills to solve unusual and complex problems. They may manage and/ or supervise Cognizant associates. |

* **IF THE TEMPLATED LANGUAGE DOES NOT MATCH YOUR ROLE AS IT RELATES TO THE ASSOCIATE, PLEASE ESCALATE TO THE ONSITE GLOBAL MOBILITY TEAM LEAD**.

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Description automatically generated with low confidence[[Date]]

United States Citizenship and Immigration Services

USCIS Service Center

**Re: [**[Associate Name as per passport]**]**

Dear Officer:

I offer this letter to detail the conditions of the direct, full-time, 40 hour per week employment of [[Associate Name as per passport]] in conjunction with Cognizant’s H-1B petition filing.

*Work Activities*

Mr./ Ms. Associate Name’s work activities will include:

|  |  |  |
| --- | --- | --- |
|  | Job Duties | Percentage of Time |
| 1 | Perform analysis and recommend customized software solutions related to SAP Platform Modernization using SAP cloud platform, DevOps, and similar innovative technologies. Liaise with functional, technical system and security systems personnel to assess the configurations, coding, programs, and identify potential deficiencies for the purpose of determining challenges in implementing customized SAP solutions. The business intelligence will then be used to perform complex business functional requirements analysis, system and process design for purposes of the business operational decisions and connecting business functionalities within a platform.  Apply a quantitative approach to analyze the complex infrastructure, including modeling, iterative prototyping, and analysis tools) to define architecture and develop secure high performance cloud based solutions to enable users to access and complete business actions online on a secure consolidated platform.  Use cloud native development, micro-services architecture, operations and governance framework expertise to gather required technical data for purposes of formulating recommended customization of SAP applications for manufacturing operations. | 20 |
| 2 |  |  |
| 3 |  |  |
| 4 |  |  |
| 5 |  |  |

As detailed above,[Associate Name] will use advanced methods related to the Cognizant position, and the Cognizant position requires at minimum a Bachelor’s degree in a field of study that is directly related to position to successfully perform the job duties.

*Selection of Employees and Control of Work*

At all times, Cognizant remains the sole and direct employer of our talent, and has control over the work of its employees.  It is Cognizant that selects which of its employees will conduct work activities, determines what activities those employees will perform, and supervises and controls the work of those employees. Cognizant is responsible for paying salaries, benefits, and expenses for its employees. In the course of controlling the work activities of employees, Cognizant managers use a multitude of communication media and tools to supervise and control the work of our employees, including in-person or via video conferencing, desktop video, VoIP, mobile phones, instant messaging tools as well as through Cognizant’s systems and tools.

*Performance Reviews*

The Performance Management Process at Cognizant is a structured, formal interaction between an employee and his or her manager. This process includes evaluating performance against set objectives and competencies applicable for that role, providing performance feedback, identifying development needs, and setting goals for the future.  This on-going performance communication takes place between the employee and that employee’s manager, which results in a performance rating for the employee. The objective of the Performance Management Process is to fuel the success of Cognizant and its employees.

Please feel free to contact me for additional information. Thank you.

Sincerely,

|  |  |
| --- | --- |
| THIS COMMENT IS TO BE DELETED: PLEASE PROVIDE U.S. BASED MANAGER  SIGNATURE |  |
| FIRST NAME LAST NAME  COGNIZANT JOB TITLE  PHONE NUMBER  EMAIL ADDRESS |  |