**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 US office/ RDC, Home office, or onsite 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 who are being sponsored for visa status should **never** receive or otherwise procure contracts (MSA, SOW, etc.) or client letters that are to be used 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. XXXX 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 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. 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:

|  |  |
| --- | --- |
| **Associate** | Role requires a good understanding of the job duties/ job requirement. The associate completes his/ her tasks under direct/ close supervision of an onsite U.S. based Cognizant manager. Performance of the job duties associated with this position require 2 years of work experience, meaning if the associate has more than the required experience that is not relevant to the role since the job itself requires 2 years of experience. **Managerial responsibilities/ tasks, team lead responsibilities are NOT permitted**. |
| **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. Must be supervised by an onsite U.S. based Cognizant manager. **Managerial responsibilities/ tasks, team lead responsibilities are NOT permitted**. |
| **NOTE:** | **Please note, the following are examples of terms, not all inclusive, that often cause concern and lead USCIS agents to misinterpret the job duty/ies as supervisory or managerial:**   |  |  | | --- | --- | | Administer  Budget  Coach  Counsel  Delegate  Direct  Guide  Instruct  Head  Lead  Mediate | Manage  Mentor  Monitor  Organize  Oversee  Plan  Preside over  Strategize  Supervise  Teach  Train | |
| **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. Must be supervised by an onsite U.S. based Cognizant manager. |
| **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. Must be supervised by an onsite U.S. based Cognizant manager. |

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

[[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 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 as well as create system design specifications for the customization of SAP applications.  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.  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. | 20 |
| 2 |  |  |
| 3 |  |  |
| 4 |  |  |
| 5 |  |  |
|  | TOTAL | 100 |

As detailed above,[Associate Name as per passport] will use advanced and complex theories and 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.

The below organization charts are specific to the assignment which Mr. / Ms. Last Name has been selected for in the U.S.:

**DELETE THIS INSTRUCTION ONCE DETAILS FILLED IN CHART: This chart is applicable for all associates and please update the details on 2nd & 3rd box and avoid making changes in first Box.**

**DELETE THIS INSTRUCTION ONCE DETAILS FILLED IN CHART: This chart is applicable if an associate is supporting for Client assignment from Client/Home/Cognizant worksite locations. Omit this chart if an associate is supporting for Internal or Corporate assignment.**

**Client Name**

**DELETE THIS INSTRUCTION ONCE DETAILS FILLED IN CHART:** **This chart is applicable, ONLY if HCM manager is different from US based Manager. Omit this chart if U.S. Based HCM manager is hold authority of year-end annual performance and supervises/ oversees the associate day to day job activities.**

*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 directly supervises and controls the work of those employees. At all times, Cognizant is responsible for paying salaries, benefits, and expenses for those 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. **[INSERT THE FOLLOWING SENTENCE ONLY IF HCM MANAGER IS DIFFERENT FROM US BASED ONSITE MANAGER.]** 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**.**

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

Sincerely,

**Delete this instruction & US based Manager signature example, if HCM manager is physically present in US and signing the manager letter.**

**If HCM manager is different from US Based onsite manager, both US based onsite manager & HCM manager should co-sign the manager letter.**

|  |  |
| --- | --- |
| EXAMPLE HCM MANAGER SIGNATURE | **EXAMPLE US BASED MANAGER SIGNATURE** |
| FIRST NAME LAST NAME  COGNIZANT JOB TITLE  PHONE NUMBER  EMAIL ADDRESS | **FIRST NAME LAST NAME**  **COGNIZANT JOB TITLE**  **PHONE NUMBER**  **EMAIL ADDRESS** |

**\*\*\*\*\*\*\*Please do not include this page\*\*\*\*\*\*\*\***

**Dear Manager, Kindly ensure following points are taken care prior to finalizing the manager letter.**

1. **Follow the same font throughout the Manager Letter.**
2. **Ensure the document is legible.**
3. **Provide a clear scanned copy of the document.**
4. **Retain Cognizant Logo as header (Top right corner) and Cognizant Headquarters address as footer (Bottom right corner) in the first page of manager letter.**
5. **Ensure Manager letter issuance date is within 2 months.**
6. **Mention Associate name as per recent passport (Given name followed by Sur name) with appropriate Salutation. Avoid writing FNU or LNU.**
7. **Provide detailed Roles & responsibilities in Table format and the percent of time shouldn’t exceed 100. Avoid writing in bulletin points and past tense.**
8. **Do not add past experience, academic credentials & certificate courses details in roles & responsibilities table.**
9. **Do not remove any subheading from manager letter template.**
10. **Ensure Manager’s signature is not in a standalone page.**
11. **Ensure to have the following mandatory details under the supervisor’s signature “supervisor’s designation, contact number & Email address”.**
12. **Upload Manager Letter with physical original signature of Manager, as digital or simple font signature is not accepted.**