FIRST NOTE TO MANAGER(S) SIGNING 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 ASSOIATE ON ASSIGNMENT, REVIEW, FEEDBACK AND ASSESSMENT OF THE ASSOCIATE’S DAILY WORK ACTIVITIES, PLEASE CO-SIGN THE LETTER WITH THE U.S. BASED INDIRECT COGNIZANT MANAGER OR SUBJECT MANAGER EXPERT. **IF THE TEMPLATED LANGUAGE IS NOT ACCURATE, PLEASE ESCALATE TO THE ONSITE TEAM LEAD**.

SECOND NOTE TO COGNIZANT MANAGER(S) - 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 who then updates the HCM manager on the H-1B associate’s progress; and (2) Use **Cognizant** tools, methods, platforms, frameworks or Cognizant body of knowledge/ best practice to do his/ her work. Thank you for your commitment to maintaining our culture of integrity, please let me know of any questions and/ or whether you would like to schedule a learning and development session with our in-house immigration counsel.

THIRD NOTE TO COGNIZANT MANAGER(S) – Associates being sponsored for H-1B status, as a key immigration integrity measure, associates should never receive in any manner contracts (MSA, SOW, etc.) or client letters that are to be used for the petition filing on their behalf.

FOURTH NOTE TO COGNIZANT MANAGER(S) – You take ownership and responsibility for the fact that by providing Global Mobility with either an MSA, SOW, client letter or any other similar client document that you have obtained the approval and authorization from the U.S. based account manager for purposes of confirming that there is an in-fact, prospective/ forecasted U.S. assignment for the associate.

# [Date]

United States Citizenship and Immigration Services

USCIS Service Center

**Re:** [AssociateNameAsPerPassport]

Dear Officer:

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

[IF THE ASSOCIATE IS OFFSHORE, WE DO NOT WANT THE CURRENT OFFSHORE DETAILS.]

[WE NEED ONLY U.S. ONSITE POSITION DETAILS.]

*Work Activities*

|  |  |
| --- | --- |
| DELETE THIS TABLE AND THESE INSTRUCTIONS, IT IS HERE TO ENABLE THE COGNIZANT MANAGER TO UNDERSTAND COGNIZANT’S H-1B PROGRAM SPONSORSHIP AND THE ROLES AND RESPONSIBILITIES FOR THE SPECIFIC BAND/ GRADE OF THE ASSOCIATE. THE H-1B PROGRAM IS PREMISED ON THE JOB ITSELF (BAND/ GRADE) RATHER THAN THE ASSOCIATE’S YEARS OF EXPERIENCE. | |
| **Associate less than 2yr in the U.S.** | **Entry level position:** requires a basic understanding of the job duties/ job requirements under direct/ close supervision of onsite Cognizant manager. Performance of the job duties associated with this position likely require less than 2 years of work experience. This requirement should be evaluated based on the amount of work experience required to complete the job duties, rather than the actual work experience of the associate. |
| **Associate 2yr or more in the U.S.** | **Elevated entry level position**: requires a good understanding of the job duties/ job requirement. under direct/ close supervision of onsite Cognizant manager. Performance of the job duties associated with this position likely require at least2 years of work experience. This requirement should be evaluated based on the amount of work experience required to complete the job duties, rather than the actual work experience of the associate. |
| **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; and may mentor and train Cognizant associates. |
| **Manager** | **Experienced level position**: requires a sound understanding of the job duties/ job requirements. Managers use independent judgment and coordinate and/ or supervise other Cognizant associates. |
| **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. |

Mr./ Ms. [AssociateNameAsPerPassport]’s work activities will include:

[COGNIZANT MANAGER PLEASE INSERT 3-5 ACTUAL **EXTREMELY DETAILED JOB DUTIES** IN TABLE FORMAT SHOWN BELOW THAT WILL COMPRISE THE MAJORITY OF THE ASSOCIATE’S TIME. PLEASE NOTE, 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 TEAM LEAD. THE BELOW TABLE IS ONLY AN EXAMPLE- NOT TO BE COPIED AND PASTED, IT IS A REFERENCE POINT ON THE DETAILS NEEDED FOR THE ACTUAL JOB DUTIES]

|  |  |  |
| --- | --- | --- |
| Row | Job Duty | Percent |
| 1 | Perform testing based on established best practice methods of Cognizant’s project test strategy documents. The testing will be conducted using Cognizant accelerators which streamline the testing process and optimizes testing. Create test artifacts, testing of Facets application including extensions, procedures, and interfaces. Conduct quality review of process for data loaded onto Facets.  Analyzing and achieving quality engineering and assurance of Cognizant’s proprietary Facets™ healthcare products solution. As the healthcare landscape continues to change, Cognizant has designed unique Facets™ and QNXT™ solutions that deliver an award-winning core administrative system that provides a competitive edge. It’s an end-to-end solution with measurable results that enables transformation of businesses in the healthcare industry by quickly taking advantage of market changes and successfully navigating healthcare reform. Our Facets™ and QNXT™ systems include tools to adapt rapidly and compete aggressively. Under the Affordable Healthcare Act, medical loss ratio (MLR) limits the portion of premium dollars health insurers may spend on administration, marketing, and profits. Healthcare insurers must publicly report the portion of premium dollars spent on health care and quality improvement and other activities in each state they operate.  Healthcare insurers failing to meet the MLR standard must pay rebates to consumers.    With Cognizant’s Facets™ and QNXT™ systems, businesses seamlessly meet MLR requirements.  Cognizant’s Facets™ and QNXT™ systems also manage standards covering all HIPAA-related transactions between physicians, hospitals, payers, clearinghouses, pharmacies and dentists (ASC-X12 5010) and the International Classification of Diseases, 10th Revision (ICD-10) compliance. With advanced service-oriented technology and patented architecture and logic, and enables transformation through strategic replacement of legacy systems. | 40 |
| 2 | Follow processes created by Cognizant’s project manager to validate end-to-end high level scenarios and business requirements. Coordinate and request data for quality assurance.  Creating high level scenarios and business requirements specific to Cognizant’s healthcare software platforms, and coordinating and requesting data related to these hgh level scenarios and business requirements. Cognizant Logo. (PRNewsFoto/Cognizant)  The combined capabilities of Cognizant’s healthcare administration software platforms established Cognizant as the top provider of enhanced business process platforms, digital solutions and services for government and public managed healthcare programs in the U.S., and extends Cognizant's leadership as a fully integrated healthcare technology and operations provider.  Thus, such proprietary and innovative healthcare software solutions are continuously being enhanced and upgraded requiring the services of professional specialty occupation Computer Systems Analyst, such as [AssociateNameAsPerPassport]  Another key distinguishing factor of [AssociateNameAsPerPassport]’s duties as compared to routine computer systems analyst duties is that he supports Cognizant’s healthcare products, and as the entire healthcare system is weaved with each other by a hospital or provider with other entities, such as insurance companies (i.e., Medicare, Medicaid, BlueCross Blue Shield), patients, regulatory authorities (i.e., HIPAA, OASIS, HCFA, UB92), and healthcare and life science solutions. Hence, the interconnecting of the entire system into a single platform is a huge task that requires rigorous quality engineering and assurance. A whole-hose of quality assurance and business requirements must be devised specific to Cognizant’s Facet™ healthcare products solution along with the interconnecting entities. The scenarios and business requirements include analyzing access to provider systems, positive and negative flow system functionality, Negative and positive flow providers, and brokers portal assessment, all of which encompass complex and different elements. For example, one scenario may involve access to provider system and sample cases require that the provider system permit entering, editing and saving provider’s data along with positive flow system assessment involving entering different types of providers, changing provider details, saving and inquiring of them. While other analysis in the same scenario may involve negative flow that enables saving provider information with incomplete data, contract dates and entering existing providers in the system as well as validating the feeds to member, finance, claim and provider applications. The intricacies of the role are complex and, thus, distinguish the proffered position as that of a specialty occupation. | 30 |
| 3 | Participate in business requirements and functional requirements gathering, which involves a review of existing systems configurations and operating methods as well as understanding evolving business needs. Provide support for business and functional acceptance testing which involves ensuring technical specifications meet business requirements.  Analyzing business requirements and functional requirements gathering, and providing support for business and functional acceptance testing. Gathering and analyzing business and functional requirements establishes the framework for each phase of the software development lifecycle and a miss could impact the entire customized software solution by failing to ensure compliance with priorities or sequencing of tasks or use the proper coding and configuration standards for the requirements. One failure in this process or a wrong or missing link means that the customized software will not work as required, and will not meet business user requirements. Thus, Cognizant’s wealth of business segment expertise distinguishes this task from traditional computer systems analyst business and functional requirements gathering and analysis. As well, Cognizant’s 2-in-the-box methodology is used to coordinate with Cognizant teams across geographies related to both technical and functional specifications. Technical specifications are an important part of the software solution design documentation that identifies all of the details that are part of the software application solution, such as requirement lists, functional designs, user stories, design prototypes, usability studies, business process diagrams, data models, interfaces, system dependencies, component interactions, data types/ structures, code standards, among other elements. The functional design defines the software solutions objective/ goal without providing implementation methods and standards. Hence, the complexity and interdependency of technical and functional specifications set the stage for the entire software lifecycle, which establishes the importance and complexity of this duty because failure to capture and correctly analyze and assess the technical and functional specifications may result in faulty software deliverables. | 30 |
|  | TOTAL | 100 |

*Cognizant Software,Tools, Methods, Frameworks, Platforms and/ or Cognizant Body of Knowledge/ Best Practice/Expertise*

Mr./ Ms. Associate will use Cognizant’s Best Practice to perform his/ her job duties in the United States, specifically INSERT TYPE OF BEST PRACTICE AND PURPOSE OF IT (Example **Cognizant’s Best Practice for Java programming, or Cognizant’s Best Practice for achieving regulatory compliance)** as acquired through Cognizant’s Learning and Development programs (e.g., Cognizant Academy) and/ or on-the-job experience within the Cognizant family of companies.

[AS WELL, IF ASSOCIATE USES OTHER COGNIZANT TOOLS, INSERT PARAGRAPH DESCRIBING COGNIZANT AS THE SOURCE OF “INSTRUMENTALITIES AND TOOLS” THAT THE ASSOCIATE USES OR WILL USE TO DO HIS OR HER JOB IN THE UNITED STATES. EXAMPLE: MR./ MS. ASSOCIATE NAME WILL USE COGNIZANT’S ADPART TOOL TO PERFORM FUNCTIONAL TESTING WHICH IS DIRECTLY RELATED TO COGNIZANT’S QUALITY ENGINEERING AND ASSURANCE BUSINESS UNIT.]

As detailed above, [AssociateNameAsPerPassport] will use advanced and complex IT theories and methods [NOTE TO MANAGER – PLEASE MAKE SURE THE TYPE OF THEORIES AND METHODS RELATES TO THE WORK, MEANING BY WAY OF EXAMPLE – IF IT IS A MANAGEMENT ANALYST OR STATISTICIAN ROLE, CHANGE “IT” TO “Statistical” or “Analytical” theories and methods] related to Cognizant’s [Insert BU Name] s business segment.

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

*Selection of Employees and Control of Work*

MANAGER DELETE THE ABOVE HEADING AND THESE INSTRUCTIONS: OMIT THE BELOW ENTIRE PARAGRAPH FOR CORPORATE AND INTERNAL ROLES (i.e., THE FOLLOWING PARAGRAPH SHOULD BE REMOVED FOR ALL **NON**-CLIENT WORKSITE LOCATIONS. THAT MEANS, MOVE TO AND INSERT HERE THE PERFORMANCE REVIEW PARAGRAPH)

Cognizant designs, implements, and maintains large technology systems for its clients, many of which are Fortune 100 companies. To accomplish what are frequently multi-million dollar projects, we perform a significant amount of work in-house at Cognizant offices but it is often necessary to also have a number of Cognizant employees perform activities on-site at Client locations. When Cognizant employees are placed at a Cognizant client’s worksite, the Client is not in any way their employer.  At all times, Cognizant remains the sole and direct employer, and has control over the work of its employees.  It is Cognizant that selects which of its employees will conduct work activities at a Client’s worksite, 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. The Client does not employ those individuals nor does the Client in any way function as their employer.

*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.

*Supervision*

For the entire duration of the employment, Cognizant maintains its employer-employee relationship with all Cognizant employees, including those who may work remotely, through the managerial control that Cognizant exerts over its employees.  Such Cognizant supervisory control over employees encompasses many levels of authority, including hiring/firing employees, assignment deployment/re-deployment, productivity, desired outcomes, and actual processes and tools.  Cognizant also assumes all responsibilities of an employer, including the payment of wages, the withholding of payroll taxes, the payment of federal and state taxes for unemployment, and other similar legal requirements.  In the course of controlling the work activities of employees, Cognizant managers use a multitude of communication media and tools, including reporting and meetings, in person or through technology, such as video conferencing, desktop video, VoIP, mobile phones, and instant messaging, as well as through Cognizant systems and tools.

MANAGER DELETE THE ABOVE HEADING AND THESE INSTRUCTIONS: INCLUDE THE BELOW CONTENT IF THE HCM MANAGER IS DIFFERENT THAN THE U.S. BASED ONSITE MANAGER (THE U.S. BASED ONSITE MANAGER OR MORE SENIOR SUBJECT MATTER EXPERT WHO IS MANAGER OR ABOVE DESIGNATION MUST CO-SIGN THIS LETTER)

**As shown in our organizational table above, as a Cognizant Manager under Cognizant’s Human Capital Management structure, I, INSERT NAME OF HCM MANAGER, INSERT BAND OR DESIGNATION OF HCM MANAGER of Cognizant will hold authority for INSERT Mr. or Ms. LAST NAME’s year-end performance appraisal. As a U.S. based Cognizant Manager in the U.S., I, INSERT NAME OF U.S. BASED ONSITE MANAGER OR MORE SENIOR SUBJECT MANAGER EXPERT, a full-time directly employed INSERT BAND OR DESIGNATION OF U.S. BASED MANAGAER of Cognizant, will hold responsibility for overseeing, reviewing assignments, assessing work product, and providing feedback to** **INSERT Mr. or Ms. LAST NAME on INSERT his or her work.**

DELETE THESE INSTRUCTIONS: OMIT THE BELOW ENTIRE PARAGRAPH FOR CORPORATE AND INTERNAL ROLES AND ALL **NON**-CLIENT WORKSITE LOCATIONS

Cognizant’s practice of entering into MSAs and other contractual agreements that are under the governance of the relevant MSA, with our clients is premised on a host of business reasons. Many of these business and legal considerations serve as the underlying basis for the validity period of the agreement, which may not be representative of the full length or duration of our client relationship and Cognizant’s provision of services. Indeed, most of our short term agreements entered into under the governing MSA are renewed subsequent to negotiations with our clients, either prior to or after the expiration of the existing short term agreement. One consideration for Cognizant limiting the validity of a customer agreement is risk of payment default, specifically bankruptcy where a court could require that Cognizant continue to provide services if our agreement is in effect on the date the of bankruptcy petition filing. Another example involves a warranty that begins only once the specified phase of the work is completed whereas a longer duration agreement would essentially extend the warranty to the interim services which is not commercially reasonable for Cognizant.

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

Sincerely,

DELETE THESE INSTRUCTIONS, SIGN ABOVE AND ENTER ONSITE COGNIZANT MANAGER NAME AND DESIGNATION, AND IN THE NEXT LINE COGNIZANT MANAGER’S DIRECT DIAL

THE LETTER MAY BE CO-SIGNED IF ASSOCIATE HAS MULTIPLE ONSITE US COGNIZANT MANAGERS AND/ OR HCM MANAGER IS DIFFERENT THAN THE ONSITE US COGNIZANT MANAGER

|  |  |
| --- | --- |
| 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 |