



Careers@Harvard Offer Letter Resource Guide

Purpose: Our new Careers@Harvard applicant tracking system (ATS), powered by SmartRecruiters, includes dynamic offer letter generation using templates that automatically populate key information from our job details, candidate/user profiles, and user inputs. These pre-configured offer letter templates, clauses, and fields will account for most scenarios.

This guide is intended to assist users in understanding the structure and configuration of these letters, including what to do in less-common cases when customizations may be needed.

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Offer Letter Templates and Relevant System Components - How do they work, and what templates are available in the new system?

To streamline and simplify the offer generation process, we have configured the system to automatically display only the relevant offer letter template(s) for each job. Each offer template is linked to a specific union code – For example, if a job has union code 55, then only the applicable HUCTW offer template will appear in the dropdown list at Step 1 – “Select Offer Template” – of offer generation.

Each of our offer templates include a combination of the following system components...

- **“Static text”**, which is pre-written language built into the template document that does not change based on any user selections or system inputs.
- **Clause tags**, which are code snippets that pull text into the offer based on drop-down options selected by the user at Step 2 – “Make clause selections” – of offer generation. (**Note:** Only one clause option may be selected per clause question.)
- **Job/Org-tied merge fields**, which are code tags that automatically pull in information/values from the specific job details (carried over from PeopleSoft or otherwise determined at job posting generation).
- **Application merge fields**, which appear in the template as code tags similar to the job/org tied merge fields, that also pull in information from the job details as well as values selected or entered by the user at Step 3 – “Offer details” – of offer generation.

We have developed multiple versions of “Master” templates detailing all language that is or could potentially be present within each template configured in the system (including all of the text that could be pulled in by user-selected clause options) – the Union Master Template covers all union templates (codes 01-55), and the Non-Union Master Template covers each of the non-union templates (codes 00 & 96-99). If you need an expansive view of all text that could appear in an offer letter, please make sure to cross-reference the applicable master template for your job. See the [Related Resources section of the Appendix](#) for links to the Master templates.

For reference, the following is a list of all offer templates currently available in the system:

- 01 Serv Emp Int Loc 615-Custodial
- 04 Serv Emp Int Loc 615-Arnld Arb
- 12 Harvard Univ Police Assoc
- 21 Hotel, Rest Emp Int Loc 26
- 41 Int Br Electrical Wkrs Loc 103
- 42 Int Un Oper Engineers Loc 877
- 44 Plumbers & Gasfitters Loc 12
- 55 HUCTW (Hvd Union Cler & Tech Workers)
- Non-Union – Non-Exempt (Union codes 00, 96-99)

- Non-Union – Exempt (Union Codes 00, 96-99)

Understanding Template Structure - Offer Sections and Logical Flow

The offer templates and clause options we've configured include static language vetted by OLER/OGC/HHR and follow a standardized structure or "logical flow" to maintain consistency, compliance, and brand-alignment/institutional voice in each offer extended across all schools/units.

The core sections of all offer templates available in the system, the types of information found within, and what they look like are as follows:

- **Header:** Contains a clause tag which inserts the relevant school/unit logo according to the user's response to the first clause question "Which school/unit logo should populate into the offer letter template?".

What this section looks like within the templates:

```
<<cs_{Clause_Logo!=null}>> <<refLookup:Clause_Logo>> <<es_>>
```

- **Letterhead:** Contains application/merge field tags to populate the offer date, candidate name, and candidate's address.

What this section looks like within the templates:

```
<<OfferLetterDate>>

<<ApplicantFirstName>> <<ApplicantLastName>>
<<StreetAddress>>
<<ApplicantCity>>, <<ApplicantState>> <<ApplicantZipCode>>
```

- **Intro:** The beginning of the offer letter body text, containing information on the role and high-level offer details.

This section includes (in order of appearance) ...

- Candidate salutation (e.g. "Dear Ryan,") and congratulations
- The job title, department, and school/unit
- Position start date
- Pay rate and frequency

- Regular work schedule (e.g. “Monday to Friday, 9:00AM – 5:00PM”) including paid/unpaid lunch specifics
- Time off (sick, vacation, PTO) accrual rates and amounts
- Term appointment information, including end date (if applicable)

Note: As this section includes a combination of all types of offer letter components and provides an anchor point for clauses that appear within the following sections, it is more complicated/difficult to customize than others. If modifying the intro, make sure not to remove or change the placement of the clause tags for bonus, relocation, and work format (each of which appear after the term clause tag); selections for these clauses populate information in the next sections post-offer-generation).

What this section looks like within the templates:

(Any tags which populate subsequent sections have a red line strikethrough)

```

Dear <<ApplicantFirstName>>,

Congratulations! I am pleased to extend you an offer of employment for the position of
<<JobTitle>> with <<DepartmentName>> at <<Job_Brands>>, beginning <<StartDate>>.
<<cs_{Clause_...TypeOfEmploymentTimeOffAccrualRates!=null}>>
<<refLookup:Clause_...TypeOfEmploymentTimeOffAccrualRates>><<es_>>
<<cs_{Clause_Term!=null}>><<refLookup:Clause_Term>><<es_>>
<<cs_{Clause_Bonus!=null}>><<refLookup:Clause_Bonus>><<es_>>
<<cs_{Clause_Relocation!=null}>><<refLookup:Clause_Relocation>><<es_>>
<<cs_{Clause_WorkFormat!=null}>><<refLookup:Clause_WorkFormat>><<es_>>

```

- **Bonus & Relocation (if applicable):** Pulls in details on any applicable sign-on or relocation reimbursement bonuses (including the amounts, payout timing, and any stipulations regarding repayment) according to bonus & relocation clause responses.

What this section looks like within the templates:

```

<<cs_{Clause_Bonus!=null}>><<refLookup:Clause_Bonus>><<es_>>
<<cs_{Clause_Relocation!=null}>><<refLookup:Clause_Relocation>><<es_>>

```

- **Work Format:** Provides description of work format (remote, hybrid, on-site) expectations and requirements to reside in, or relocate to, a payroll-eligible state.

What this section looks like within the templates:

```
<<cs_{Clause_WorkFormat!=null}>><<refLookup:Clause_WorkFormat>><<es_>>
```

- **Union Statement (Union-eligible offers only):** Shares statement on eligibility to join a specific bargaining unit (e.g. HUCTW), describing membership and dues requirements as well as linking to the union contract/personnel manual.

Note: See the Union Offer Template Master file (linked in the [Related Resources section of the Appendix](#)) for a list of all statement language per union template currently configured within the system.

- **Orientation & Review Period (if applicable):** Describes the orientation and review period duration and an expectation around vacation/sick time usage during O&R.

Note: This section's appearance within a generated offer is tied to the user's clause responses – this section will only populate if the user selects “yes” options for orientation & review period. Non-Union Exempt templates include at-will employment language at the beginning of the O&R section.

What this section looks like within the templates (besides Non-Union Exempt):

```
<<cs_{Clause_...OrientationAndReview!=null}>><<refLookup:Clause_...OrientationAndReview>><<es_>>
```

What this section looks like in the Non-Union Exempt template:

Please be aware that all administrative and professional staff are employed on an at-will basis. This means that either the employee or Harvard may terminate the employment relationship at any time, for any reason.

```
<<cs_{Clause_...OrientationAndReview!=null}>><<refLookup:Clause_...OrientationAndReview>><<es_>>
```

- **I-9 Statement:** States I-9 documentation requirements and timing, responsibilities related to visa/work authorization maintenance, and notice of possible termination for non-compliance.

What this section looks like within the templates:

In accordance with the Immigration Reform and Control Act, all employees must verify their identity and employment eligibility via an I-9 form within three days of the position start date (if not already on file). If your authorization to work in the United States is subject to change or renewal during your employment, you are expected to notify your HR Partner 30 days prior to any expiration of employment eligibility. If you are unable to provide appropriate work authorization documentation to support continued employment, your employment may be terminated.

- **Offer Contingencies (if applicable):** Details any applicable pre-employment screenings or additional offer conditions/contingencies, including (but not limited to) references & background checks.

Note: This section's appearance within a generated offer is tied to the user's clause responses – this section will only populate if the user selects “yes” options for offer contingencies and/or role-based custom contingencies.

What this section looks like within the templates:

```

terminated.
<<cs_{Clause_OfferContingencies!=null}>><<refLookup:Clause_OfferContingencies>>
<<es_>> <<cs_{Clause_RoleBasedCustomContingencies!=null}>>
<<refLookup:Clause_RoleBasedCustomContingencies>> <<es_>>

```

- **Workplace Policies:** Refers and links to relevant University-wide policies, affirming the candidate's timely review and obligation to comply.

What this section looks like within the templates:

Lastly, in accordance with Massachusetts law and University practice, we encourage you to review the [Sexual and Gender-Based Harassment Policy](#), [Pregnancy in the Workplace Policy](#), and [Non-Discrimination and Anti-Bullying Policy](#). You will be expected to comply with these and other workplace policies as an employee of Harvard University.

- **Closing Salutations:** Wishes the candidate success in their new role, includes recruiter contact information and CTA to reach out with any questions/concerns regarding the offer.

What this section looks like within the templates:

Formalities aside, <<ApplicantFirstName>>, I am very pleased to offer you this position and I wish you success in your new role. Please feel free to contact me at <<RecruiterContactInfoEmailAndOrPhoneNumber>> to discuss any questions or concerns you may have relative to this offer of employment.

Sincerely,
 <<RecruiterName>>
 <<Job_Brands>>

➤ **Signature / DocuSign Tags:** Provides statement of acknowledgement regarding electronic signature, followed by DocuSign tags to collect the signature input and the candidate’s legal name.

Note: DocuSign tags appear as white text within a light grey background – these must not be removed for the DocuSign integration to function properly.

What this section looks like within the templates:

I accept this offer of employment. My electronic signature below shall have the same force and effect as my written signature.

candidate sig
candidate date

(<<LegalFirstName>> <<LegalLastName>>)

The table below details the logical flow of these sections within each type of template:

Union Offer Letter Templates	Non-Union Offer Letter Templates
<ol style="list-style-type: none"> 1. Header 2. Letterhead 3. Intro 4. Bonus & Relocation 5. Work Format 6. Union Statement 7. Orientation & Review Period 8. I-9 Statement 9. Offer Contingencies 10. Workplace Policies 11. Closing Salutations 12. Signature DocuSign Tags 	<ol style="list-style-type: none"> 1. Header 2. Letterhead 3. Intro 4. Bonus & Relocation 5. Work Format 6. Orientation & Review Period 7. I-9 Statement 8. Offer Contingencies 9. Workplace Policies 10. Closing Salutations 11. Signature DocuSign Tags

See the Appendix for graphics visualizing the sections and logical flow on both Union and Non-Union system generated offer letter examples

Steps and Best Practices for Customizing Offer Templates

Offer letter template customization is not recommended as the current configuration should account for most scenarios – however, it can be done either prior to or post-completion of the offer generation steps. Both methods require the user to take actions outside of the system and understanding of offer template structure. While the system allows flexibility to upload custom templates, we strongly encourage users to rely on the templates and offer generation process configured within the system whenever possible. Improperly customizing a template or generated offer can disrupt the offer letter’s logical flow in addition to creating legal, compliance, and/or formatting issues - customization should only be done when necessary to avoid negative impact to the clarity, compliance, and consistency of our offer letters.

Examples of circumstances meriting customization could include:

- Adding any position-specific stipulations, e.g. review of a specific internal policy

Note: If the text exceeds a paragraph or is not necessarily relevant to the offer itself/would disrupt the offer’s formatting/logical flow, it is best practice to attach as a separate file rather than directly incorporating within the offer letter. In these instances, make sure to include a sentence mentioning the additional attached files for review (e.g. “As a condition of employment, you will be required to have a New Employee Health Clearance. Information will be forwarded to you under separate cover.”).

- Needing to insert additional links to school/unit/department specific pages or resources
- Fixing a system bug or formatting error found in a generated offer letter

Examples of circumstances that would not merit customization:

- Adding additional pre-employment requirements/contingencies (without any special characters + less than 10,000 characters total, including spaces) – These can be inserted by manually entering the contingency text into the application/merge field named “Role-Specific Contingency Details”. This field only appears at step 3 of offer generation if the clause question “Does this offer have any role-specific contingencies?” option “Yes - There are role-specific contingencies” is selected.

Note: The following special characters cannot be entered into the Role-Specific Contingency Details field: ; ^ { } < > \ | ~ `

Including any of these characters will trigger an error message that cannot be bypassed and must be corrected before proceeding.

- Preferring a different offer flow or formatting (section order, font type/sizing, etc.)
- Deferring to use of another out-of-system template (i.e. the templates you've historically used)

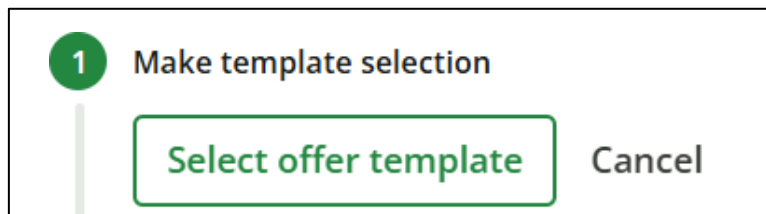
Following are the two approaches a user could take to customize an offer template...

Option 1: Editing a Template Before Offer Letter Generation

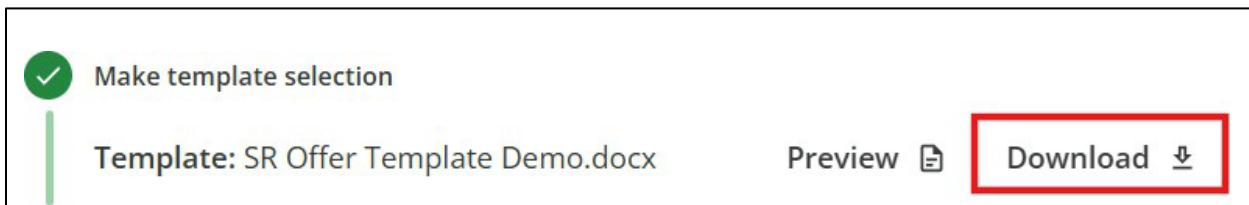
Customizing a template prior to generating the offer letter is the more system-aligned method, allowing the user to make any necessary additions while preserving the template's merge fields, formatting, and workflow compatibility.

Steps to customize an offer template prior to offer generation (Step 1, "Make Template Selection" in system):

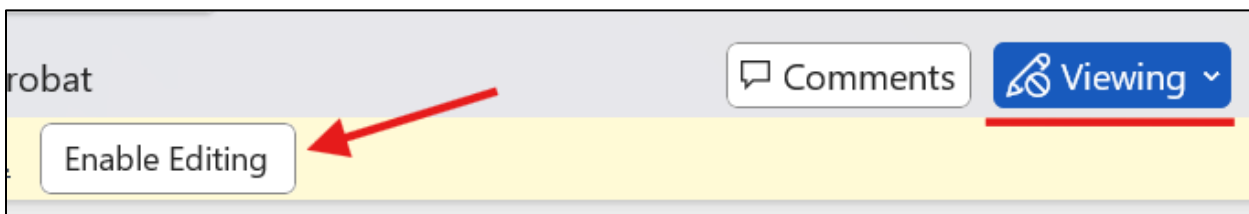
- Navigate to the candidate's Offer tab and click the "Select offer template" button at Step 1 of offer generation.



- Select and then download the appropriate offer template – this will save a copy as a Word document to your local files.

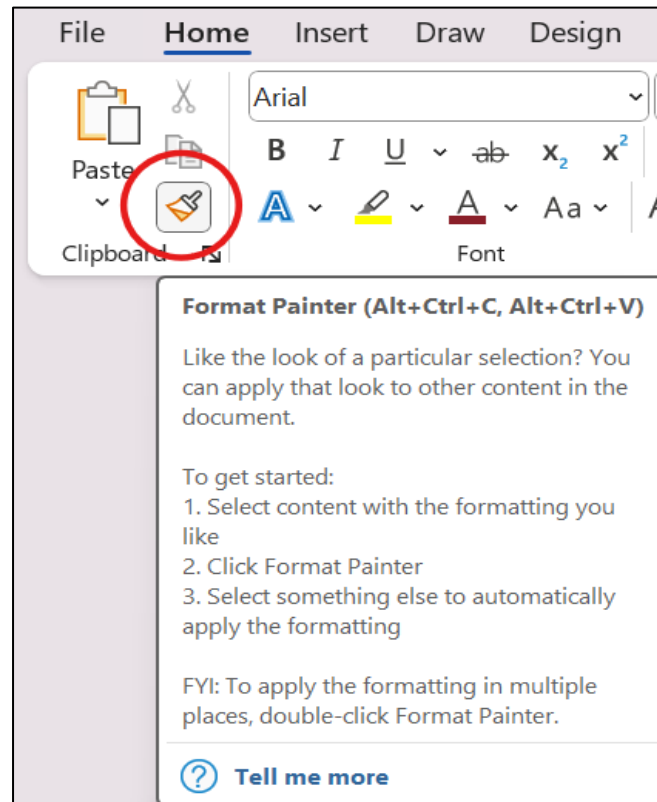


- Open the downloaded template and enable editing (all templates downloaded this way will open with view only/restricted editing permissions).



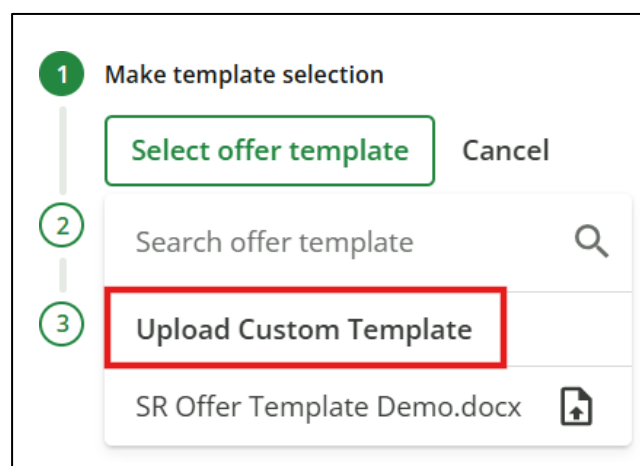
→ Insert your custom content into the appropriate section of the template, making sure not to remove or alter any fields or clause tags. Ensure that any text added aligns with the template's standardized formatting (ex. font types, font size, paragraph & line spacing, etc.)

Pro Tip: You can quickly ensure that any additions replicate template formatting by inserting text with the “Merge Formatting” paste option (keystroke shortcut: CTRL V + M) or by using the Format Painter in Word.



→ After editing, save your customized version of the template with a new name (e.g., Admin_Finance_CustomTemplate_May2025.docx) to differentiate from the existing template within the system.

→ Upload your customized template at Step 1 of offer generation.



→ Proceed with offer generation using your customized template; the system will allow you to complete the following offer generation step as though you were using a pre-configured template.

Option 2: Editing a Template After Offer Letter Generation

The following approach can be helpful to resolve any issues discovered upon reviewing a generated offer letter that cannot be fixed by going backwards in the offer generation steps and editing clause option selections or field inputs. This method involves more effort on the user's behalf to convert the generated offer into another file type (from pdf to Word) prior to customization in addition to bypassing system functionality, so it is not recommended unless absolutely necessary.

Steps to edit an offer letter that has already been generated:

→ Navigate to the candidate's offer tab, then proceed as usual with the first few steps of offer generation until you have a system generated offer letter; select your appropriate template (Step 1), make clause option selections (Step 2), input the offer details (Step 3), then hit the Save button.

✓ Make template selection

Template: Non Union - Exempt Preview Download

✓ Make clause selections

Label: Which school/unit logo should populate into the offer letter template?
Value: Harvard University Central Administration

Label: What is the type of employment and the time off accrual rates for this position?
Value: Full-time - Standard accrual amounts with personal days

Label: Is this a term position?
Value: Yes - This is a term position

Label: Does this offer include any bonuses?
Value: Yes - Sign-on bonus only (post O&R), without repayment

[Show 5 more clauses](#)

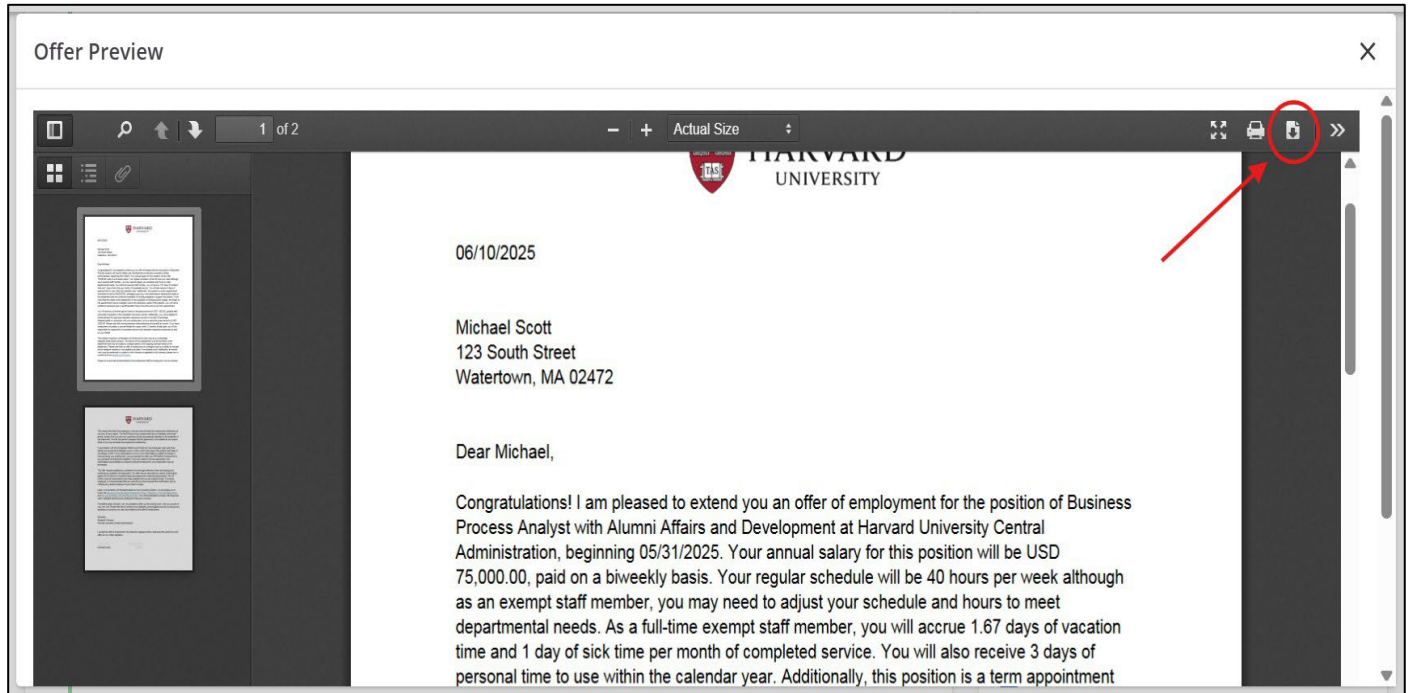
✓ Offer details

Preview Offer
Refresh Offer date

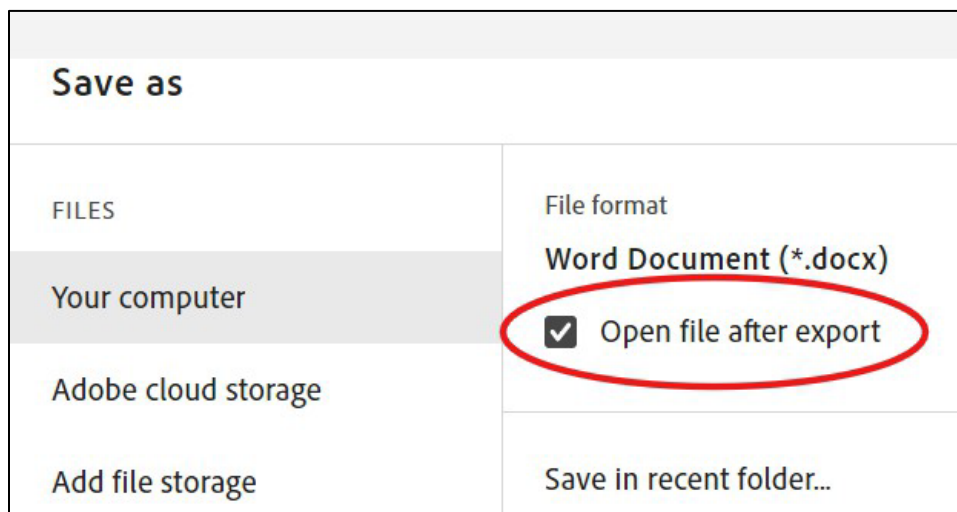
Success..Offer generated

→ Once generated, download the offer letter; click “Preview Offer” under the offer details (Step 3) to pop-out the offer preview window, then click the page button in the top right of the preview window to initiate download.

Note: All offer letters download as pdf files named “offer_letter_” followed by the date (e.g. “offer_letter_2025-06-30”)



→ Convert the downloaded pdf to a Word document by opening the file with Adobe Acrobat and using the built-in Export/Convert feature, or by uploading and converting the file via Adobe’s online resource (linked here: <https://www.adobe.com/acrobat/online/pdf-to-word.html>) – to do so within Adobe Acrobat, click the “Convert” tab on the top ribbon, select the Microsoft Word option, and then click the “Convert to DOCX” button. You will be prompted to save the converted document locally; make sure to check off the box to “Open file after export” (in preparation for the next step of customization) and save your customized offer letter with an easily identifiable name (e.g., Michael Scott_Business Process Analyst_CADM_062025.docx).



→ Open the newly converted document with Microsoft Word and make any necessary edits and/or customizations, ensuring appropriate placement according to the offers logical flow. Also, make sure to adjust the formatting of any added or modified text to match that of the generated offer (ex. font types, font size, paragraph & line spacing, etc.).

Pro Tip: You can quickly ensure that any additions replicate the original letter's formatting by inserting text with the "Merge Formatting" paste option (keystroke shortcut: CTRL V + M) or by using the Format Painter in Word.

→ Verify that your offer customizations have saved, then close the document.

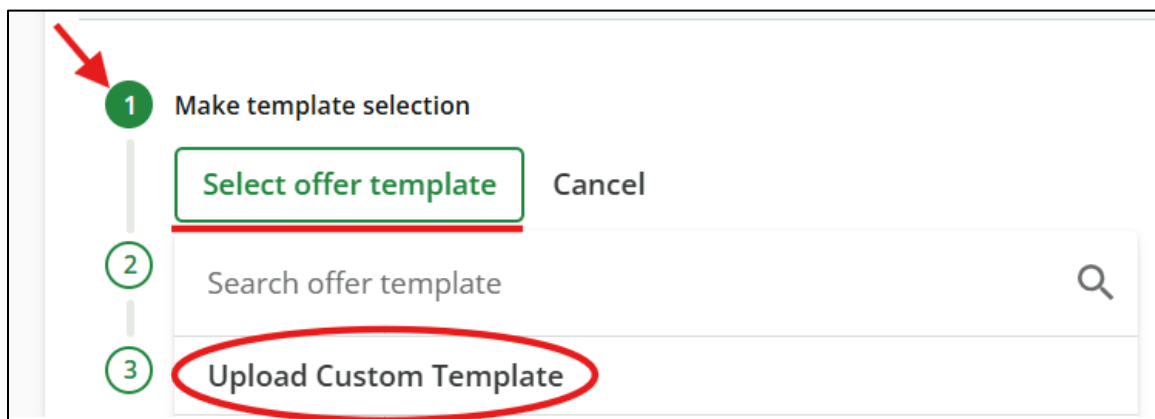
Note: Take note of which folder you've saved the customized offer letter to for the next step.

→ Navigate back to the Offer tab on the candidate's profile and click the green check-marked circle to the left of "Make template selection" to reset the offer generation process to Step 1.

Note: The check mark changes to a pencil icon when hovered-over (pictured below).



From there, you can upload the customized offer letter by clicking the "select offer template" button, then "Upload Custom Template".



→ Search for and select your customized offer letter, then click Open. This will prompt another pop-out window asking, "What is the date format for this offer template?" – retain the Month/Day/Year default selection and click the Save button to finish uploading your customized offer letter.

The screenshot displays a user interface for offer generation. On the left, a vertical progress indicator shows four steps: 1. Make template selection (highlighted), 2. Make clause selections, 3. Offer details, and 4. Offer approvals. A modal dialog is open, titled "What is the date format for this offer template?". It features a dropdown menu currently set to "Month/Day/Year" and a green "Save" button at the bottom right. In the background, a "Select offer template" button and a "Cancel" link are visible.

→ Proceed with the remaining offer generation steps as usual. As a final validation step after saving your offer details, make sure to preview the offer letter to ensure everything looks properly formatted and in order according to the logical flow.

Note: Since your customized offer letter no longer includes clause or field tags, the system will bypass clause selection (typically Step 2) and move straight into the offer details (typically Step 3, now Step 2). The list of fields at the offer details step will also be substantially condensed (only including job and org fields) and should not require any inputs from the user (as the present fields should be automatically populated by the system).

Important Notes & Reminders:

- You cannot edit an offer after it has been approved/extended, and all customized offer letters must be approved/extended within the SmartRecruiters system; Once your edits have been made/saved, make sure to upload the customized offer letter under the relevant candidate profile's "Offer" tab via the "Upload Custom Template" button prior to routing for approval and/or extending the offer to the candidate.
- No content (e.g. template sections including static text, merge fields, clause tags, etc.) should ever be removed from an offer, as this can disrupt legal, compliance, and/or formatting standards.
- Ensure that any customizations and/or additions are made in the appropriate section of the offer to avoid disruption of the offer's logical flow.
- Remember to check the character count of, and ensure that there are no special characters included in, any text entered into the Role-Specific Contingency Details field.

Pro tip: An easy way to check character count within a Microsoft Word document is by selecting/highlighting your text and clicking on the word-count at the bottom left of the footer ribbon (example pictured below).

The screenshot shows a Microsoft Word document with a text box containing the sentence: "Our offer of employment is contingent upon successful completion of an occupational health screening." A red horizontal line is drawn below the text. A "Word Count" dialog box is open, displaying the following statistics:

Statistics:	
Pages	1
Words	14
Characters (no spaces)	88
Characters (with spaces)	101
Paragraphs	1
Lines	2

The "Include textboxes, footnotes and endnotes" checkbox is checked. A "Close" button is at the bottom right of the dialog box. In the status bar at the bottom left, the text "14 of 8293 words" is circled in red. A red arrow points from the "Characters (with spaces)" row in the dialog box to the text in the document. Another red arrow points from the circled status bar text to the "Words" row in the dialog box.

- When in doubt, get in contact with the Careers@Harvard team for guidance or help troubleshooting offer generation issues.

Inquiries and Support

For questions or clarifications regarding this resource guide, please contact the Harvard Human Resources Talent Acquisition and Outreach team.

Appendix

All Currently Configured Clause Questions and Selectable Options:

This section includes specific details on all clauses presently configured within the system (in order of listed appearance at “Step 2: Make clause selections” of offer generation), including the clause names & tags, which templates each clause is present within, trigger questions & list of available options per clause, and all text inserted per option selected.

Clause 1 –

Name: Logo

Tag: <<cs_{Clause_Logo!=null}>> <<refLookup:Clause_Logo>> <<es_>>

Relevant Template(/s): All

Trigger Question: Which school/unit logo should populate into the offer letter template?

Clause Options & Inserts: (All available schools/units listed as options)

- Harvard Business School
- Harvard Divinity School
- Harvard Faculty of Arts and Sciences
- Harvard Graduate School of Design
- Harvard Graduate School of Education
- Harvard John A. Paulson School of Engineering and Applied Sciences
- Harvard Kennedy School
- Harvard Law School
- Harvard Medical School
- Harvard Radcliffe Institute
- Harvard School of Dental Medicine
- Harvard T.H. Chan School of Public Health
- Harvard University Central Administration
- Wyss Institute at Harvard University

Option selection will populate the respective school/unit logo in the offer letter header.

Clause 2.a –

Name: Non-Union/Non-Exempt: Type of Employment & Time Off Accrual Rates

Tag: <<cs_{Clause_NonUnionTypeOfEmploymentTimeOffAccrualRates!=null}>>

Relevant Template(/s): Non-Union, Non-Exempt

Trigger Question: What is the type of employment and the time off accrual rates for this position?

Clause Options & Inserts:

- **Full-time - Standard accrual amounts with personal days**

Your hourly rate for this position will be <<HourlyRateAmount>>, which is equivalent to <<AnnualSalaryAmount>> per year at the standard schedule, paid on a biweekly basis. Your regular schedule will be <<StandardHoursPerWeek>> hours per week, <<StandardScheduleEGMondayToFriday900Am500PmEst>>, with one-hour unpaid lunch each day. As a full-time non-union/non-exempt staff member, you will accrue 1.25 days of vacation time and 1 day of sick time per month of completed service. You will also receive <<PersonalDays>> of personal time to use within the calendar year.

- **Full-time - Standard accrual amounts without personal days**

Your hourly rate for this position will be <<HourlyRateAmount>>, which is equivalent to <<AnnualSalaryAmount>> per year at the standard schedule, paid on a biweekly basis. Your regular schedule will be <<StandardHoursPerWeek>> hours per week, <<StandardScheduleEGMondayToFriday900Am500PmEst>>, with one-hour unpaid lunch each day. As a full-time non-union/non-exempt staff member, you will accrue 1.25 days of vacation time and 1 day of sick time per month of completed service. Given your start date, you are not eligible for personal days this calendar year.

- **Full-time - Internal transfers**

Your hourly rate for this full-time position will be <<HourlyRateAmount>>, which is equivalent to <<AnnualSalaryAmount>> per year at the standard schedule, paid on a biweekly basis. Your regular schedule will be <<StandardHoursPerWeek>> hours per week, <<StandardScheduleEGMondayToFriday900Am500PmEst>>, with one-hour unpaid lunch each day. All previous vacation, sick and personal time accruals will remain intact.

- **Part-time - Standard accrual amounts with personal days**

Your hourly rate for this position will be <<HourlyRateAmount>>, which is equivalent to a prorated amount of <<AnnualSalaryAmount>> per year based on your part-time status, paid on a biweekly basis. Your regular schedule will be <<StandardHoursPerWeek>> hours per week, <<StandardScheduleEGMondayToFriday900Am500PmEst>>, although as a non-union/non-exempt staff member, you may need to adjust your schedule and hours to meet departmental needs. As a part-time non-union/non-exempt employee, you will accrue on a prorated basis the equivalent of 1.25 days of vacation time and 1 day of sick time per month of completed service, in proportion to the percentage of time scheduled. You will also receive <<PersonalTimeAccrualAmountNumberAndUnitOfTime>> of personal time to use within the calendar year.

- **Part-time - Standard accrual amounts without personal days**

Your hourly rate for this position will be <<HourlyRateAmount>>, which is equivalent to a prorated amount of <<AnnualSalaryAmount>> per year based on your part-time status, paid on

a biweekly basis. Your regular schedule will be <<StandardHoursPerWeek>> hours per week, <<StandardScheduleEGMondayToFriday900Am500PmEst>>, although as a non-union/non-exempt staff member, you may need to adjust your schedule and hours to meet departmental needs. As a part-time non-union/non-exempt employee, you will accrue on a prorated basis the equivalent of 1.25 days of vacation time and 1 day of sick time per month of completed service, in proportion to the percentage of time scheduled. Given your start date, you are not eligible for personal days this calendar year.

- **Part-time - Internal transfers**

Your hourly rate for this position will be <<HourlyRateAmount>>, which is equivalent to a prorated amount of <<AnnualSalaryAmount>> per year based on your part-time status, paid on a biweekly basis. Your regular schedule will be <<StandardHoursPerWeek>> hours per week, <<StandardScheduleEGMondayToFriday900Am500PmEst>>, although as a non-union/non-exempt staff member, you may need to adjust your schedule and hours to meet departmental needs. All previous vacation, sick and personal time accruals will remain intact.

Clause 2.b –

Name: Non-Union/Exempt: Type of Employment & Time Off Accrual Rates

Tag: <<cs_{Clause_NonUnionExemptTypeOfEmploymentTimeOffAccrualRates!=null}>>

Relevant Template(s): Non-Union, Exempt

Trigger Question: What is the type of employment and the time off accrual rates for this position?

Clause Options & Inserts:

- **Full-time - Standard accrual amounts with personal days**

Your annual salary for this position will be <<AnnualSalaryAmount>>, paid on a biweekly basis. Your regular schedule will be <<StandardHoursPerWeek>> hours per week although as an exempt staff member, you may need to adjust your schedule and hours to meet departmental needs. As a full-time exempt staff member, you will accrue 1.67 days of vacation time and 1 day of sick time per month of completed service. You will also receive <<PersonalDays>> of personal time to use within the calendar year.

- **Full-time - Standard accrual amounts without personal days**

Your annual salary for this position will be <<AnnualSalaryAmount>>, paid on a biweekly basis. Your regular schedule will be <<StandardHoursPerWeek>> hours per week although as an exempt staff member, you may need to adjust your schedule and hours to meet departmental needs. As a full-time exempt staff member, you will accrue 1.67 days of vacation time and 1 day of sick time per month of completed service. Given your start date, you are not eligible for personal days this calendar year.

- **Full-time - Internal transfers**

Your annual salary for this full-time position will be <<AnnualSalaryAmount>>, paid on a biweekly basis. Your regular schedule will be <<StandardHoursPerWeek>> hours per week although as an exempt staff member, you may need to adjust your schedule and hours to meet departmental needs. All previous vacation, sick and personal time accruals will remain intact.

- **Part-time - Standard accrual amounts with personal days**

Your annual salary for this position will be prorated to <<AnnualSalaryAmount>> based on your part-time status, and paid on a biweekly basis. Your regular schedule will be <<StandardHoursPerWeek>> hours per week, <<StandardScheduleEGMondayToFriday900Am500PmEst>>, although as an exempt staff member, you may need to adjust your schedule and hours to meet departmental needs. As a part-time exempt employee, you will accrue on a prorated basis the equivalent of 1.67 days of vacation time and 1 day of sick time per month of completed service, in proportion to the percentage of time scheduled. You will also receive <<PersonalTimeAccrualAmountNumberAndUnitOfTime>> of personal time to use within the calendar year.

- **Part-time - Standard accrual amounts without personal days**

Your annual salary for this position will be prorated to <<AnnualSalaryAmount>> based on your part-time status, and paid on a biweekly basis. Your regular schedule will be <<StandardHoursPerWeek>> hours per week, <<StandardScheduleEGMondayToFriday900Am500PmEst>>, although as an exempt staff member, you may need to adjust your schedule and hours to meet departmental needs. As a part-time exempt employee, you will accrue on a prorated basis the equivalent of 1.67 days of vacation time and 1 day of sick time per month of completed service, in proportion to the percentage of time scheduled. Given your start date, you are not eligible for personal days this calendar year.

- **Part-time - Internal transfers**

Your annual salary for this position will be prorated to <<AnnualSalaryAmount>> based on your part-time status, and paid on a biweekly basis. Your regular schedule will be <<StandardHoursPerWeek>> hours per week, <<StandardScheduleEGMondayToFriday900Am500PmEst>>, although as an exempt staff member, you may need to adjust your schedule and hours to meet departmental needs. All previous vacation, sick and personal time accruals will remain intact.

Clause 2.c –

Name: Union 55: Type of Employment & Time Off Accrual Rates

Tag: <<cs_{Clause_Union55TypeOfEmploymentTimeOffAccrualRates!=null}>>

Relevant Template(/s): Union Code 55 - HUCTW

Trigger Question: What is the type of employment and the time off accrual rates for this position?

Clause Options & Inserts:

- **Full-time - Standard accrual amounts with personal days**

Your hourly rate for this position will be <<HourlyRateAmount>>, which is equivalent to <<AnnualSalaryAmount>> per year at the standard schedule, paid on a biweekly basis. Your regular schedule will be <<StandardHoursPerWeek>> hours per week, <<StandardScheduleEGMondayToFriday900Am500PmEst>>, with one-hour unpaid lunch each day. As a full-time non-exempt staff member, you will accrue 1.25 days of vacation time and 1 day of sick time per month of completed service. You will also receive <<PersonalDays>> of personal time to use within the calendar year.

- **Full-time - Standard accrual amounts without personal days**

Your hourly rate for this position will be <<HourlyRateAmount>>, which is equivalent to <<AnnualSalaryAmount>> per year at the standard schedule, paid on a biweekly basis. Your regular schedule will be <<StandardHoursPerWeek>> hours per week, <<StandardScheduleEGMondayToFriday900Am500PmEst>>, with one-hour unpaid lunch each day. As a full-time non-exempt staff member, you will accrue 1.25 days of vacation time and 1 day of sick time per month of completed service. Given your start date, you are not eligible for personal days this calendar year.

- **Full-time - Internal transfers**

Your hourly rate for this full-time position will be <<HourlyRateAmount>>, which is equivalent to <<AnnualSalaryAmount>> per year at the standard schedule, paid on a biweekly basis. Your regular schedule will be <<StandardHoursPerWeek>> hours per week, <<StandardScheduleEGMondayToFriday900Am500PmEst>>, with one-hour unpaid lunch each day. All previous vacation, sick and personal time accruals will remain intact.

- **Part-time - Standard accrual amounts with personal days**

Your hourly rate for this position will be <<HourlyRateAmount>>, which is equivalent to a prorated amount of <<AnnualSalaryAmount>> per year based on your part-time status, paid on a biweekly basis. Your regular schedule will be <<StandardHoursPerWeek>> hours per week, <<StandardScheduleEGMondayToFriday900Am500PmEst>>. As a part-time non-exempt employee, you will accrue on a prorated basis the equivalent of 1.25 days of vacation time and 1 day of sick time per month of completed service, in proportion to the percentage of time scheduled. You will also receive <<PersonalTimeAccrualAmountNumberAndUnitOfTime>> of personal time to use within the calendar year.

- **Part-time - Standard accrual amounts without personal days**

Your hourly rate for this position will be <<HourlyRateAmount>>, which is equivalent to a prorated amount of <<AnnualSalaryAmount>> per year based on your part-time status, paid on a biweekly basis. Your regular schedule will be <<StandardHoursPerWeek>> hours per week, <<StandardScheduleEGMondayToFriday900Am500PmEst>>. As a part-time non-exempt employee, you will accrue on a prorated basis the equivalent of 1.25 days of vacation time and 1 day of sick time per month of completed service, in proportion to the percentage of time scheduled. Given your start date, you are not eligible for personal days this calendar year.

- **Part-time - Internal transfers**

Your hourly rate for this position will be <<HourlyRateAmount>>, which is equivalent to a prorated amount of <<AnnualSalaryAmount>> per year based on your part-time status, paid on a biweekly basis. Your regular schedule will be <<StandardHoursPerWeek>> hours per week, <<StandardScheduleEGMondayToFriday900Am500PmEst>>. All previous vacation, sick and personal time accruals will remain intact.

Clause 2.d –

Name: Other Unions: Type of Employment & Time Off Accrual Rates

Tag: <<refLookup:Clause_TimeandAccruals>> <<es_>>

Relevant Template(s): All Union Code Templates (other than 55 – HUCTW)

Trigger Question: What is the type of employment and the time off accrual rates for this position?

Clause Options & Inserts:

- **Full-time - Custom accrual amounts with personal days**

Your hourly rate will be <<HourlyRateAmount>>. This is a full-time, non-exempt, overtime eligible position with a regular schedule of <<StandardHoursPerWeek>> hours per week, <<StandardScheduleEGMondayToFriday900Am500PmEst>>. You will report to <<ReportsToName>>, <<ReportsToTitle>>. Your work location is <<JobLocation>>. As a full-time non-exempt staff member, you will accrue <<VacationTimeAccrualAmountNumberAndUnitOfTime>> of vacation time and <<SickTimeAccrualAmountNumberAndUnitOfTime>> of sick time per month of completed service. You will also receive <<PersonalDays>> of personal time to use within the calendar year.

- **Full-time - Custom accrual amounts without personal days**

Your hourly rate will be <<HourlyRateAmount>>. This is a full-time, non-exempt, overtime eligible position with a regular schedule of <<StandardHoursPerWeek>> hours per week,

<<StandardScheduleEGMondayToFriday900Am500PmEst>>. You will report to <<ReportsToName>>, <<ReportsToTitle>>. Your work location is <<JobLocation>>. As a full-time non-exempt staff member, you will accrue <<VacationTimeAccrualAmountNumberAndUnitOfTime>> of vacation time and <<SickTimeAccrualAmountNumberAndUnitOfTime>> of sick time per month of completed service. Given your start date, you are not eligible for personal days this calendar year.

- **Full-time - No accrual amounts included**

Your hourly rate will be <<HourlyRateAmount>>. This is a full-time, non-exempt, overtime eligible position with a regular schedule of <<StandardHoursPerWeek>> hours per week, <<StandardScheduleEGMondayToFriday900Am500PmEst>>. You will report to <<ReportsToName>>, <<ReportsToTitle>>. Your work location is <<JobLocation>>.

- **Full-time - Internal transfers**

Your hourly rate will be <<HourlyRateAmount>>. This is a full-time, non-exempt, overtime eligible position with a regular schedule of <<StandardHoursPerWeek>> hours per week, <<StandardScheduleEGMondayToFriday900Am500PmEst>>. You will report to <<ReportsToName>>, <<ReportsToTitle>>. Your work location is <<JobLocation>>. All previous vacation, sick and personal time accruals will remain intact.

- **Part-time - Custom accrual amounts with personal days**

Your hourly rate will be <<HourlyRateAmount>>. This is a part-time, non-exempt, overtime eligible position with a regular schedule of <<StandardHoursPerWeek>> hours per week, <<StandardScheduleEGMondayToFriday900Am500PmEst>>. You will report to <<ReportsToName>>, <<ReportsToTitle>>. Your work location is <<JobLocation>>. As a part-time non-exempt staff member, you will accrue <<VacationTimeAccrualAmountNumberAndUnitOfTime>> of vacation time and <<SickTimeAccrualAmountNumberAndUnitOfTime>> of sick time per month of completed service. You will also receive <<PersonalTimeAccrualAmountNumberAndUnitOfTime>> of personal time to use within the calendar year.

- **Part-time - Custom accrual amounts without personal days**

Your hourly rate will be <<HourlyRateAmount>>. This is a part-time, non-exempt, overtime eligible position with a regular schedule of <<StandardHoursPerWeek>> hours per week, <<StandardScheduleEGMondayToFriday900Am500PmEst>>. You will report to <<ReportsToName>>, <<ReportsToTitle>>. Your work location is <<JobLocation>>. As a part-time non-exempt staff member, you will accrue <<VacationTimeAccrualAmountNumberAndUnitOfTime>> of vacation time and <<SickTimeAccrualAmountNumberAndUnitOfTime>> of sick time per month of completed service. Given your start date, you are not eligible for personal days this calendar year.

- **Part-time - No accrual amounts included**

Your hourly rate will be <<HourlyRateAmount>>. This is a part-time, non-exempt, overtime eligible position with a regular schedule of <<StandardHoursPerWeek>> hours per week, <<StandardScheduleEGMondayToFriday900Am500PmEst>>. You will report to <<ReportsToName>>, <<ReportsToTitle>>. Your work location is <<JobLocation>>.

- **Part-time - Internal transfers**

Your hourly rate will be <<HourlyRateAmount>>. This is a part-time, non-exempt, overtime eligible position with a regular schedule of <<StandardHoursPerWeek>> hours per week, <<StandardScheduleEGMondayToFriday900Am500PmEst>>. You will report to <<ReportsToName>>, <<ReportsToTitle>>. Your work location is <<JobLocation>>. All previous vacation, sick and personal time accruals will remain intact.

Clause 3 –

Name: Term Appointment

Tag: <<cs_{Clause_Term!=null}>><<refLookup:Clause_Term>><<es_>>

Relevant Template(/s): All

Trigger Question: Is this a term position?

Clause Options & Inserts:

- **No - This is not a term position**

(no clause value – does not insert anything)

- **Yes - This is a term position**

Additionally, this position is a term appointment scheduled to end on <<EndDate>>, contingent upon your work performance meeting the needs of the department and the continued availability of funding designed to support the position. In the event that the needs of the department or the availability of funding should change, the length of this appointment may be changed. Due to the temporary nature of this position, you will not be entitled to severance pay or layoff benefits of any kind at the end of your term appointment.

- **Yes - This is a term position (includes holiday/academic calendar info)**

Additionally, this position is a term appointment scheduled to end on <<EndDate>>, contingent upon your work performance meeting the needs of the department and the continued availability of funding designed to support the position. In the event that the needs of the department or the availability of funding should change, the length of this appointment may be changed. Due to the temporary nature of this position, you will not be entitled to severance pay or layoff benefits

of any kind at the end of your appointment. A decision regarding term extension will be made at the end of the appointment. If extended and you choose to return when classes resume, you will be placed on an unpaid leave of absence during the summer months. You will not be compensated for the periods of time in which classes are not in session or for hours you have not worked, however you will be compensated for the winter recess.

Clause 4 –

Name: Bonus

Tag: <<cs_{Clause_Bonus!=null}>><<refLookup:Clause_Bonus>><<es_>>

Relevant Template(/s): All

Trigger Question: Does this offer include any bonuses?

Clause Options & Inserts:

- **No - This offer does not include any bonuses**

(no clause value – does not insert anything)

- **Yes - Sign-on bonus only (customizable timing), with repayment**

You will receive a one-time sign-on bonus in the gross amount of <<SigningBonusAmount>>, payable within <<SigningBonusTimingEG30DaysOfStartDate>>. Should you leave employment voluntarily or are terminated for cause within <<BonusRepaymentTimingEG12MonthsOfStartDate>>, you will be responsible for repayment on a prorated basis for time not worked.

- **Yes - Sign-on bonus only (customizable timing), without repayment**

You will receive a one-time sign-on bonus in the gross amount of <<SigningBonusAmount>>, payable within <<SigningBonusTimingEG30DaysOfStartDate>>.

- **Yes - Sign-on bonus only (post O&R), with repayment**

You will receive a one-time sign-on bonus in the gross amount of <<SigningBonusAmount>>, payable after successful completion of the orientation and review period. Should you leave employment voluntarily or are terminated for cause within <<BonusRepaymentTimingEG12MonthsOfStartDate>>, you will be responsible for repayment on a prorated basis for time not worked.

- **Yes - Sign-on bonus only (post O&R), without repayment**

You will receive a one-time sign-on bonus in the gross amount of <<SigningBonusAmount>>, payable after successful completion of the orientation and review period.

- **Yes - Sign-on bonus only (two allotments), with repayment**

You will receive a one-time sign-on bonus, paid in two allotments. The first payment will be in the gross amount of <<SigningBonusAmount>>, and will be payable within <<SigningBonusTimingEG30DaysOfStartDate>>. The second payment will be in the gross amount of <<SecondBonusAmount>>, payable <<SecondBonusTimingEGAfterORPeriod>>. Should you leave employment voluntarily or are terminated for cause within <<BonusRepaymentTimingEG12MonthsOfStartDate>>, you will be responsible for repayment on a prorated basis for time not worked.

- **Yes - Sign-on bonus only (two allotments), without repayment**

You will receive a one-time sign-on bonus, paid in two allotments. The first payment will be in the gross amount of <<SigningBonusAmount>>, and will be payable within <<SigningBonusTimingEG30DaysOfStartDate>>. The second payment will be in the gross amount of <<SecondBonusAmount>>, payable <<SecondBonusTimingEGAfterORPeriod>>.

Clause 5 –

Name: Relocation Reimbursement Bonus

Tag: <<cs_{Clause_Relocation!=null}>><<refLookup:Clause_Relocation>><<es_>>

Relevant Template(/s): All

Trigger Question: Does this offer include relocation reimbursement?

Clause Options & Inserts:

- **No - This offer does not include any relocation reimbursement**

(no clause value – does not insert anything)

- **Yes - Relocation reimbursement bonus, with repayment**

Additionally, you will be eligible for reimbursement for approved relocation expenses incurred in moving to <<JobLocation>> in connection with your employment, up to a maximum gross amount of <<RelocationBonusAmount>>. Please note that moving expense reimbursements are taxable as income. If you leave employment voluntarily or are terminated for cause within <<RelocationRepaymentTimingEG12MonthsOfStartDate>>, you will be responsible for repayment of a prorated amount of all relocation expenses reimbursed or paid on your behalf.

- **Yes - Relocation reimbursement bonus, without repayment**

Additionally, you will be eligible for reimbursement for approved relocation expenses incurred in moving to <<JobLocation>> in connection with your employment, up to a maximum gross

amount of <<RelocationBonusAmount>>. Please note that moving expense reimbursements are taxable as income.

Clause 6 –

Name: Work Format

Tag: <<cs_{Clause_WorkFormat!=null}>><<refLookup:Clause_WorkFormat>><<es_>>

Relevant Template(s): All

Trigger Question: What is the work format for this position?

Clause Options & Inserts:

- **Fully On-Site**

This position performs work fully on a Harvard campus location and will be based in <<JobLocation>>. Please note that our offer of employment is contingent upon your ability to relocate and to establish residency in an eligible local state, if not already local; please view a current list of our eligible payroll states.

- **Fully On-Site - Remote start prior to relocation**

This position performs work fully on a Harvard campus location however, prior to relocation, you have been approved to begin work fully remotely. Please note that our offer of employment is contingent upon your ability to relocate and to establish residency in an eligible local state and as of <<OnSiteStartDate>>, you will be expected to begin work fully on campus in <<JobLocation>>. Additionally, all remote work must be performed in a state in which Harvard is registered to do business; please view a current list of our eligible payroll states.

- **Hybrid**

This position requires a combination of remote and on-site work at our <<JobLocation>> based campus. The nature of this arrangement is at the discretion of the department and may be subject to change based on the ongoing business needs of the department. Please note that our offer of employment is contingent upon your ability to relocate and to establish residency in an eligible local state, if not already local. Additionally, all remote work must be performed in a state in which Harvard is registered to do business; please view a current list of our eligible payroll states.

- **Hybrid - Remote start prior to relocation**

This position requires a combination of remote and on-site work however, prior to relocation, you have been approved to begin work fully remotely. Please note that our offer of employment is contingent upon your ability to relocate and to establish residency in an eligible local state and as of <<OnSiteStartDate>>, you will be expected to begin work on campus in <<JobLocation>>.

The nature of this arrangement is at the discretion of the department and may be subject to change based on the ongoing business needs of the department. Additionally, all remote work must be performed in a state in which Harvard is registered to do business; please view a current list of our eligible payroll states.

- **Fully Remote**

This position is based on our campus in <<JobLocation>>, however has been approved for fully remote work. The nature of this arrangement may be subject to change based on the ongoing business needs of the department. At the discretion of the department, fully remote employees may occasionally be required on site at a Harvard location. All remote work must be performed in a state in which Harvard is registered to do business; please view a current list of our eligible payroll states.

Clause 7.a –

Name: Non-Union Orientation and Review

Tag: <<cs_{Clause_OrientationAndReview!=null}>>
<<refLookup:Clause_OrientationAndReview>> <<es_>>

Relevant Template(/s): All Non-Union (Exempt and Non-Exempt)

Trigger Question: Is there an orientation and review period?

Clause Options & Inserts:

- **No - There is no O&R period**

(no clause value – does not insert anything)

- **Yes - O&R period (no paid time off until complete)**

The first <<OrientationReviewPeriod>> of your employment are an orientation and review period, during which you and your supervisor should pay particular attention to the suitability of this placement. If within this period it appears that the placement is not suitable for any reason, either of you may terminate the employment relationship. You may begin to take paid vacation and personal days only after the orientation and review period is over.

- **Yes - O&R period (can take paid time off during - for local internal transfers only)**

The first <<OrientationReviewPeriod>> of your employment are an orientation and review period, during which you and your supervisor should pay particular attention to the suitability of this placement. If within this period it appears that the placement is not suitable for any reason, either of you may terminate the employment relationship.

Clause 7.b –**Name:** Union Orientation and Review**Tag:** <<cs_{Clause_UnionOrientationAndReview!=null}>>
<<refLookup:Clause_UnionOrientationAndReview>> <<es_>>**Relevant Template(/s):** All Union Codes**Trigger Question:** Is there an orientation and review period?**Clause Options & Inserts:**

- **No - There is no O&R period**

(no clause value – does not insert anything)

- **Yes - O&R period (no paid time off until complete)**

The first <<OrientationReviewPeriod>> of your employment are an orientation and review period, during which you and your supervisor should pay particular attention to the suitability of this placement. If within this period it appears that the placement is not suitable for any reason, either of you may terminate the employment relationship. You may begin to take paid vacation and personal days only after the orientation and review period is over.

- **Yes - O&R period (can take paid time off during - for local internal transfers only)**

The first <<OrientationReviewPeriod>> of your employment are an orientation and review period, during which you and your supervisor should pay particular attention to the suitability of this placement. If within this period it appears that the placement is not suitable for any reason, either of you may terminate the employment relationship.

Clause 8 –**Name:** Offer Contingencies**Tag:** <<cs_{Clause_OfferContingencies!=null}>><<refLookup:Clause_OfferContingencies>>
<<es_>>**Relevant Template(/s):** All**Trigger Question:** Does this offer have any standard pre-employment screening contingencies?**Clause Options & Inserts:**

- **No - There are no standard pre-employment screening requirements**

(no clause value – does not insert anything)

- **Yes - Contingent upon references and background screens**

This offer requires satisfactory completion of a thorough reference check and background screening as conditions of employment. Our offer may be rescinded as a result of information gained via (or failure to complete) these pre-employment screening requirements. We will confirm once all requirements have been satisfied and you are cleared to start. If currently employed, it is recommended that you wait until you have received this confirmation prior to notifying any present employer of your intent to resign.

- **Yes - Contingent upon background screens only**

This offer requires satisfactory completion of a thorough background screening as a condition of employment. Our offer may be rescinded as a result of information gained via (or failure to complete) this pre-employment screening requirement. We will confirm once all requirements have been satisfied and you are cleared to start. If currently employed, it is recommended that you wait until you have received this confirmation prior to notifying any present employer of your intent to resign.

- **Yes - Contingent upon references only**

This offer requires satisfactory completion of a thorough reference check as a condition of employment. Our offer may be rescinded as a result of information gained via (or failure to complete) this pre-employment screening requirement. We will confirm once all requirements have been satisfied and you are cleared to start. If currently employed, it is recommended that you wait until you have received this confirmation prior to notifying any present employer of your intent to resign.

Clause 9 –

Name: Role-Based Custom Contingencies

Tag: <<cs_{Clause_RoleBasedCustomContingencies!=null}>>
<<refLookup:Clause_RoleBasedCustomContingencies>> <<es_>>

Relevant Template(/s): All

Trigger Question: Does this offer have any role-specific contingencies?

Clause Options & Inserts:

- **No - There are no role-specific contingencies**

(no clause value – does not insert anything)

- **Yes - There are role-specific contingencies**

<<RoleSpecificContingencyDetails>>

Additional Offer-Related Resources:**Master Templates**

[Offer Template Master All Union.pdf](#)

[Offer Template Master All Non-Union.pdf](#)

Offer Letter Section Visualization Graphics

[OL Section Visualization Graphic Union.png](#)

[OL Section Visualization Graphic NonUnion.png](#)