



**STATE OF NORTH CAROLINA  
OFFICE OF STATE HUMAN RESOURCES**

**JOSH STEIN**  
GOVERNOR

**STACI MEYER**  
DIRECTOR

March 25, 2026

**TO:** All Agency HR Directors  
**CC:** OSHR Leadership  
**FROM:** Joseph Gilroy, Temporary Solutions Manager  
**RE:** Submission of Temporary Solutions Job Orders

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This memo provides further information about the transition from our annual Job Order and Payroll Deadlines Calendar to general guidance on the submission of job orders, initially reviewed during the February 19, 2026, HR Directors conference call.

The primary difference between the two resources is that the calendar identified specific due dates for the submission of job orders while the general guidance explains that job orders should be submitted at least two weeks before the requested start date to allow ample time for the completion of Form I-9 and onboarding tasks in Workday. Job orders submitted less than two weeks before the requested start date of employment may require that the agency postpone the actual start date to allow for the timely processing of all Form I-9 and onboarding documents.

The information below, which was shared on the February 19 call, has been posted on the TS website in the “Stage Agency Employers” tile and shared with agency HR Representatives through their TS Placement Counselors. We thank you for taking steps to ensure your agency’s alignment with this guidance.

**Submission of Job Orders to Temporary Solutions**

**When a Job Order is Submitted to Temporary Solutions**

When a job order is submitted to Temporary Solutions, our Recruiters and HR/I-9 Partners follow a **multi-step procedure** to review, document, and process the hire:

- Identify a state job classification that aligns with the description of work.
- Review the candidate’s state application to ensure they qualify for the classification and agency’s proposed hourly rate.

Equal Opportunity Employer  
Office: 1110 Navaho Drive, STE 200 • Raleigh, NC 27609  
Mailing Address: 1331 Mail Service Center • Raleigh, NC 27699-1331  
oshr.nc.gov • (984) 236.1040 T • (984) 236.1099 F

## Submission of Temporary Solutions Job Orders

- Process an OM action in the Integrated HR-Payroll System (IHRPS) to prepare the position for the candidate. This step must be completed before an offer letter can be generated.
- Send the offer letter in Workday and 11-Month Limit Acknowledgement Form in DocuSign. The offer letter must be signed for Workday to start the I-9 process.
- Schedule and perform Form I-9 remote verification.
- Review all completed onboarding documents to make sure they are complete.
- Process the employee's position (OM) and personnel (PA) actions in the IHRPS.
- Consult with the agency and employee on important details regarding the temporary assignment, including timekeeping, payroll, and compliance with the 11-month limit and 31-day separation requirements.

Temporary Solutions also provides support to agencies and employees working through **unforeseen issues** during this process. When these issues occur, they most often include:

- A candidate whose classification and/or hourly rate requires a more detailed review or documentation.
- A candidate having difficulty accessing Workday or completing tasks in the system.
- Processing delays or necessary additional actions in the Integrated HR-Payroll System.
- Incomplete documentation provided by the agency or candidate/employee.
- Candidates/employees who do not respond during onboarding or cannot respond during business hours because of other obligations.

### **Deadline to Submit Job Orders to Temporary Solutions**

The state's *Form I-9 and Employment Eligibility Verification Policy*, effective October 8, 2025, requires employers to complete a new Form I-9 when a "hire" takes place. To help ensure that your employee's Form I-9 and E-Verify is completed on or before their first day of work, job orders to newly hire, reinstate, or transfer a temporary employee are due to Temporary Solutions **two weeks before the employee's start date**.

When a job order is submitted **less than two weeks** before the employee's start date, your Placement Counselor will determine whether the job order request can be processed and Form I-9/E-Verify can be completed by the employee's first day of work. If your Placement Counselor determines that this cannot happen, they may require that the requested first day of work be postponed.

### **Approval to Begin Work**

The Temporary Solutions Workday Support Team is responsible for assisting temporary employees accessing the Workday system and completing their onboarding steps, including Form I-9. When a Form I-9 remote verification is completed, the Workday Support Team notifies the employee when they may report to work. To further ensure compliance with Form I-9 requirements, **temporary employees may not report to work until authorized by Temporary Solutions**.

## Impacts of Late Job Order Submissions and Reporting to Work without TS Approval

**Temporary employees must complete all onboarding forms in Workday for Temporary Solutions to enter them into the IHRPS.** Therefore, in addition to risking Form I-9 non-compliance, late job orders, reporting to work without TS approval, or the employee not completing their onboarding documents will likely affect the date the employee receives their first paycheck and/or when they can access the Integrated HR-Payroll System, Employee Self-Service, and the Learning Management System (LMS). **Employee non-response is the most frequent cause of delayed onboarding.**

## Off-Cycle Checks and Agency Checks

Temporaries employed through Temporary Solutions are paid through IHRPS. Temporary Solutions cannot and does not generate pay checks in-house. If a temporary employed through Temporary Solutions does not receive their bi-weekly pay, the following protocol applies:

- Non-payment or underpayment due to an error by the temporary or the employing agency: Payment will be made on the next bi-weekly payday through regular payroll **if the corresponding time entries are entered, released, and approved before the next bi-weekly payroll finalization.**

Some agencies choose to issue agency checks through their Accounts Payable Section to temporaries who were not paid or underpaid due to an employee or agency error. Temporary Solutions can assist with placing an Agency Check Deduction on the employee's next regular bi-weekly paycheck(s). Please contact our Finance Section at [tsfinance@nc.gov](mailto:tsfinance@nc.gov) for more information on this service.

It is strongly recommended that the agency contact Temporary Solutions **before** discussing the agency check option with the temporary employee. Temporary employees need to consider the tax and repayment implications of receiving an agency check payment.

- Non-payment or underpayment due to an error by Temporary Solutions: Temporary Solutions will attempt to have an off-cycle check issued by the Office of State Controller (OSC). These are typically generated the week after scheduled pay day and mailed to the employee at their current home address listed in IHRPS.

Off-cycle checks are **not guaranteed**, especially around state holidays and during periods of high volume or system maintenance. If an off-cycle check cannot be issued, payment will be made on the next bi-weekly pay day through regular payroll **if the corresponding time entries are entered, released and approved before the next bi-weekly payroll finalization.**

Please feel free to contact me at [joseph.gilroy@nc.gov](mailto:joseph.gilroy@nc.gov) with any questions.

Thank you.