Appendix C: Team Interviewing Process (TIP)

Frequently Asked Questions

1. **Q:** What is the advantage of including subject-matter experts or customers in my interview and selection of new staff?

   **A:** Subject-matter experts are best able to evaluate whether a candidate has the level of skills and depth of experience needed to perform particular responsibilities required for the position. Customers can help you judge whether a candidate understands the departmental needs, and whether the candidate will be successful in interacting with customers generally. This input contributes to making the right hiring decision, thus avoiding “bad hires” and costly turnover. Further, the inclusion of subject-matter experts and customers at this earliest stage of a new hire’s employment in your department plants the seeds for successful on-boarding and positive relationships going forward.

2. **Q:** Who makes the final hiring decision?

   **A:** The hiring manager. The role of subject-matter experts and customers is to provide feedback and advice to inform the department’s hiring decision.

3. **Q:** What should I do if a subject-matter expert or customer does not respond in a timely way to my request to be part of the interview and selection process?

   **A:** Subject-matter experts or customers should respond to your invitations in a timely manner—after all, they, too, have a stake in the process. Be sure to provide a deadline for response that communicates the time sensitive nature of the request, and follow up with the person if necessary. If your efforts are not successful, contact FAS Recruitment Services or your HR Consultant for help.

4. **Q:** What happens if I am ready to make an offer but realize that I did not include a subject-matter expert or customer in the hiring process?

   **A:** You will need to confer with your HR Consultant or Ad Dean if this happens. As part of the formal offer process, FAS Recruitment Services will ask if the subject-matter expert and/or customer were included in the hiring process. A formal offer should not be made unless one or both of these stakeholders has been included in the process.
5. Q: What kinds of input will the subject-matter experts or customers provide?

A: Subject-matter experts or customers can review resumes and applications to determine whether a candidate has the threshold experience, skill, and other qualifications and qualities they view as important to the position. At interviews, the subject-matter expert will ask questions to ascertain that the candidate has the required level of competency in the functional area, such as finance, research administration, information technology or human resources. For example, an HR subject-matter expert might ask about a candidate's experience managing various leaves of absence. During interviews the customer might describe his or her department's needs, their style in working with the hiring department, and the skill set of a person who, in the customer's view, would do well in the position; and the customer would ask questions aimed at revealing whether the candidate is able to understand the needs of the customer and would interact positively with them.

6. Q: Does this process apply to internal candidates? Suppose I am already familiar with a candidate's work at Harvard.

A: Yes. The team interviewing process is, quite simply, a best hiring practice. The considerations underlying this process—the desirability of including key stakeholders in decision-making and strengthening interdepartmental relationships—exist whether your potential hire is an external or internal candidate. Also, even if you are familiar with the candidate, there may be additional, perhaps important, information that only a subject-matter expert or customer can provide. We do, however, realize there may be unique factors that may not necessitate your following this process for a particular internal candidate. In this case, please contact FAS Recruitment Services or your HR Consultant to discuss the best course to follow in making an offer.
When FAS Finance, Research Administration, or Human Resources is hiring for positions that provide departmental support, representatives from the appropriate customer departments will be included in the hiring process.

<table>
<thead>
<tr>
<th>FAS Finance</th>
<th>Research Administration Services (RAS)</th>
<th>FAS Human Resources (HR)</th>
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<tbody>
<tr>
<td>Contact: Gail Pisapio</td>
<td>Contact: Pat Fitzgerald</td>
<td>Contact: Your HR Consultant</td>
</tr>
<tr>
<td><a href="mailto:gpisapio@harvard.edu">gpisapio@harvard.edu</a></td>
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<td>Backup contact: FAS Recruitment Services</td>
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<td>Backup contact: Susan Duda</td>
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### Collaboration Approach and Positions Impacted

#### Step 1: Interview and Selection Process

- When FAS Finance positions grade 57 and above are posted in ASPIRE, FAS Recruitment Services notifies the divisional representative, who identifies the appropriate customer(s) to include in the interview and selection process.

- When RAS positions grade 55 and above are posted in ASPIRE, FAS Recruitment Services notifies the divisional representative, who identifies appropriate customer(s) to include in the interview and selection process.

- When FAS HR positions grade 57 and above are posted in ASPIRE, FAS Recruitment Services notifies the divisional representative, who identifies appropriate customer(s) to include in the interview and selection process.

#### Step 2: Feedback / Offer Process

**Customer(s) provide feedback via ASPIRE FAS Candidate Interview Feedback Form to Gail Pisapio and the HR Consultant for FAS Finance.**

**Customer(s) provide feedback via ASPIRE FAS Candidate Interview Feedback Form to Pat Fitzgerald and HR Consultant for RAS.**

**Customer(s) provide feedback via ASPIRE FAS Candidate Interview Feedback Form to Sandy Stergiou in FAS HR.**

- When determining salary with FAS Finance (before verbal offer), HR Consultant confirms that customer(s) was included in the interview and selection process.

- When determining salary with RAS (before verbal offer), HR Consultant confirms that customer(s) was included in the interview and selection process.

- FAS Recruitment Services manages screening and offer letter process.

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HR Consultants

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For a list of HR Consultants and their departments, visit: http://www.hr.fas.harvard.edu/consultants.
# Appendix C: Team Interviewing Process (TIP) Subject-Matter Expert Participation

In an effort to evaluate candidates most effectively, when departments are hiring for functional positions with financial, research administration, or information technology components, or are hiring a Department Administrator, representatives from the appropriate office will be included in the hiring process.

<table>
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<tr>
<th>Positions with Financial Components</th>
<th>Positions with Research Administration Components</th>
<th>Department Administrator Positions</th>
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</thead>
<tbody>
<tr>
<td>Contact: Gail Pisapio <a href="mailto:gpisapio@harvard.edu">gpisapio@harvard.edu</a></td>
<td>Contact: Pat Fitzgerald <a href="mailto:pfw@fas.harvard.edu">pfw@fas.harvard.edu</a></td>
<td>Contact: HR Consultant</td>
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<tr>
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<td>Backup contact: Elizabeth Lennox <a href="mailto:elennox@fas.harvard.edu">elennox@fas.harvard.edu</a></td>
<td>Backup contact: FAS Recruitment Services <a href="mailto:recruitment@fas.harvard.edu">recruitment@fas.harvard.edu</a></td>
</tr>
</tbody>
</table>

## Collaboration Approach and Positions Impacted

### Step 1
**Development of Job Description**
- HR Consultant collaborates with Department Administrators and FAS Finance to develop job descriptions for:
  - Finance positions grade 57 and above
  - Department Administrator positions (regardless of grade)
  - Lab Director positions
  - Tub Financial Officer positions
- HR Consultant collaborates with Department Administrators and RAS to develop job descriptions for:
  - Grant Administrator positions grade 55 and above
- HR Consultant collaborates with Department Chair, Administrative Dean, Director and/or outgoing Department Administrator to develop job descriptions for:
  - Department Administrator positions (regardless of grade)

### Step 2
**Interview and Selection Process**
- FAS Recruitment Services notifies Gail Pisapio when a position is posted in ASPIRE. Gail identifies the FAS Finance subject-matter expert to include in the interview and selection process for:
  - Finance positions grade 57 and above
  - Department Administrator positions (regardless of grade)
  - Lab Director positions
  - Tub Financial Officer positions
- FAS Recruitment Services notifies Pat Fitzgerald when a position is posted in ASPIRE. Pat identifies the RAS subject-matter expert to include in the interview and selection process for:
  - Grant administration positions grade 55 and above
- The HR Consultant will participate as part of the search team in the interview and selection process for:
  - Department Administrator positions (regardless of grade)
| Step 3 Feedback/Offer Process | • FAS Finance subject-matter expert provides feedback via ASPIRE FAS Candidate Interview Feedback Form to hiring department Department Administrator and HR Consultant.  
• When determining salary with hiring department (before verbal offer), HR Consultant confirms that the subject-matter expert was included in the interview and selection process.  
• FAS Recruitment Services manages screening and offer letter process. | • RAS subject-matter expert provides feedback via ASPIRE FAS Candidate Interview Feedback Form to hiring department Department Administrator and HR Consultant.  
• When determining salary with hiring department (before verbal offer), HR Consultant confirms that the subject-matter expert was included in the interview and selection process.  
• FAS Recruitment Services manages screening and offer letter process. | • HR Consultant will partner with the search team to evaluate and provide candidate feedback.  
• FAS Recruitment Services manages screening and offer letter process. |