Message from Leslie Kirwan and Chris Ciotti

Dear Department Administrators and Managers,

We are pleased to provide you with a FAS Staff Hiring Toolkit: A Guide for Department Administrators and Hiring Managers which includes tools to hiring an increasingly diverse workforce that reflects the world in which we live.

Getting the right person into the right job is more important today than ever. FAS does not anticipate increasing staff overall, so as vacancies arise we need to fill them with the best candidates possible. This means expanding our outreach to more actively seek out diverse candidates, and it means considering candidates in light of the unique contributions their diversity may provide. As Dean Smith has noted, diversity is the engine that drives excellence. This enhanced Toolkit will help you to stoke that engine.

This Toolkit is intended to help you use a broader, more strategic approach to hiring. So you can recruit and hire the best candidates.

The Toolkit responds to three important hiring needs within FAS:

1. **The need for one “go-to” place for information on recruiting and on-boarding.** At FAS, where the recruitment process is decentralized and each department is responsible for hiring, the Toolkit provides a framework for this decision making process.

2. **The need to control costs by hiring right rather than hiring often.** One of the most significant staff costs faced by any organization is voluntary turnover. Research shows that unwanted turnover costs on average as much as 150% of an employee’s salary, including concrete costs of hiring and training, and intangible costs of lost productivity. For this reason, we are committed to doing all we can to help you hire right the first time.

3. **The need to engage diverse talent.** As we consider our overall recruiting plans, we need to consider how to continue to create an environment in which we can leverage differences and optimize talents.

The FAS Staff Hiring Toolkit is an evolving document and we welcome your continuing feedback. Please check the FAS Human Resources iSite at www.hr.fas.harvard.edu/staffhiringtoolkit from time to time for ongoing updates to the Toolkit.

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A Note on Using the FAS Staff Hiring Toolkit

The FAS Staff Hiring Toolkit: A Guide for Department Administrators and Hiring Managers is designed to help you navigate the recruitment and hiring process, from job posting to on-boarding new employees.

There are two basic parts to the Toolkit: (1) the main, narrative section, and (2) Appendices containing supplemental materials that “flesh out” the narrative. There are also references throughout to forms and information housed on other Harvard and external web pages; a list of these, including links, is in Appendix A at the back of the Toolkit.

We hope that you find this Toolkit helpful. Please also feel free to contact FAS Recruitment Services with any questions (page 47).
FAS Staff Hiring Toolkit
A Guide for Department Administrators and Hiring Managers

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Appendix B: Basic Qualifications (for Use in Writing Job Descriptions)
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Appendix E: Guide to Legally Permissible Interview Questions and Discussions
As you work towards filling a position, follow these steps to create a requisition, post and fill a position, and to on-board your staff.

1. Determine the details of a position

☐ If you are simply filling a vacancy in an existing budgeted position and not changing the grade level, review the job description to verify that the responsibilities are accurate and current.

☐ If you are not simply filling an existing budgeted position, but are requesting a new position or a substantial change to an existing budgeted position (for example, additional or different responsibilities), contact your HR Consultant for instructions about the information you will need to include in the job description in order to move forward in the approval process. In addition, follow the guidelines in the Toolkit section, Developing a Job Description for Posting in ASPIRE and Externally (page 7).

2. Create a requisition in ASPIRE and receive approval; or update an existing position

☐ To create a requisition in ASPIRE, Harvard’s Web-based recruitment management system, enter the relevant position information, beginning with the job code (Appendix A-1). The job code determines the position’s grade, job family, EEO code, and other important information.

  › Be especially careful when entering the job code. If an incorrect job code is selected and saved, it cannot be changed once the requisition has been created and submitted for approval; you would need to cancel the requisition and create a new one.

☐ If the position is not an increase to head count, edit the position in ASPerIN, the FAS’ personnel information system, if necessary (Appendix A-2).

☐ Refer to the job description to enter the Duties & Responsibilities, Basic Qualifications and Additional Qualifications that will display in the job posting and will be used to qualify/disqualify candidates (Appendix A-3).

☐ Select the pre-employment screening requirements that will be published in the posting (Appendix A-5).

☐ Save the requisition in ASPIRE and submit for approval. You will be notified when the position has been approved and opened.
3. Post the position

☐ FAS Recruitment Services will post the position on your behalf.

☐ Note the following about job postings:

   › HUCTW designated positions other than those in job grades 47-49 must be posted internally for 10 business days before they can be advertised to candidates outside of Harvard.

   › All positions grade 50 and above must be posted on ASPIRE for 10 business days before an offer can be extended.

   › Duration of a posting: 45 business days, after which they will be automatically expired from the Gateway.

   › Expiration of and Extending a Posting: Aspire will notify the recruiter indicated on the requisition informing him/her that the posting is scheduled to expire. Should your search still be ongoing, you may request an extension by contacting FAS Recruitment Services.

   › Removing a posting from the Gateway: If you have determined your applicant pool robust enough and you no longer need to continue to receive applications, you may request your posting be removed from the gateway. University posting requirements must be satisfied before being removed from the gateway.

   › Returning a position to the Gateway: If you would like to allow for additional applicants and your position is no longer on the gateway, the position will need to be reposted for a minimum of two business days. During this time period ANY new applicants who meet the basic qualifications of the position must be reviewed and considered.

☐ After your new position is opened, FAS Recruitment Services will notify you of any Affirmative Action goals for women and/or minorities, and will help you determine the appropriate recruitment strategy. For information about how to recruit minority candidates as well as women and those with disabilities, see Toolkit sections Diversity Recruitment Resources (page 15) and Recruiting Individuals with Disabilities and Protected Veterans (page 19).

4. Find the Right Person for the Job

☐ Review all of the resumes received in response to the job posting. Applicants who do not meet the Basic Qualifications should be immediately removed from consideration and marked in ASPIRE with an HR status of “Declined - Resume Review,” and a disposition reason of “Does not meet Basic Qualifications - Experience or Education,” for example Appendix A-6. Resumes of applicants who meet the Basic Qualifications and most closely match the Additional Qualifications listed in the posting, should be forwarded to the hiring manager for review.

☐ Update each candidate’s status in ASPIRE, without delay, at each stage of the candidate review and selection process. Each decision stage must be documented by updating the HR status.

☐ Conduct telephone screens.

   › Update the candidate HR status to “Phone Screen” in ASPIRE.

☐ Assemble an interview team.
☐ Prepare for and conduct in-person interviews.
  › Update the candidate HR status to “First Interview” in ASPIRE.

☐ Meet with interview team to determine finalists.
  › Update the candidate’s HR status to “Additional Interview” in ASPIRE.

☐ Check references for your final candidate (Appendix A-2, A-3). For internal candidates, contact FAS Recruitment Services or your HR Consultant to verify the final candidate’s current salary and whether he or she is in good standing regarding performance.

☐ Communicate with candidates.
  › Decline notifications: letters, emails, and/or phone calls.
  › Feedback to Harvard internal candidates.

5. Finalize the employment offer, including salary details

☐ Determine an appropriate salary with your HR Consultant (Compensation Ranges).

☐ Extend the verbal employment offer, conditional upon results of pre-employment screening.

☐ Notify FAS Recruitment Services of the final candidate for pre-employment screening (Appendix A-17).

☐ Once you receive notification that pre-employment screening is complete, provide FAS Recruitment Services with offer letter information, such as job title, start date, and salary.

☐ FAS Recruitment Services sends the appropriate formal offer letter by email to the candidate, copying the Department Administrator, hiring manager, and HR Consultant. The candidate is asked to accept the offer of employment by responding to FAS Recruitment Services via return email.

6. Collect new hire documentation and process the appointment

☐ Invite your new staff member to come in, ideally before his or her official start date, to work with you to complete an I-9 form, and Foreign National Information Form (FNIF), if necessary. Note that I-9 forms must be completed within three days of the new hire’s start date, at the latest.

☐ Process the appointment in ASPeRIN (Appendix A-13) and submit the I-9 form (and FNIF, if necessary).

7. Help the new staff member make a smooth transition to your department and Harvard

☐ Ensure the on-boarding process is completed by manager and other appropriate staff members.
Developing a Job Description for Posting in ASPIRE and Externally

A job description, which summarizes the most essential responsibilities or functions of a job, is the basis for establishing a position’s job grade and the actual job posting in ASPIRE (Appendix A-3). It also determines the position’s status regarding eligibility for overtime pay under the Fair Labor Standards Act (FLSA).

It’s worth spending focused time thinking about the Harvard and FAS competencies and behaviors that will create a foundation for success in the position.

It is important to make sure the job description is clear and accurate. Here are some guidelines for writing an effective job description:

• Start each sentence with an action verb.

• Avoid generalized phrases that might limit a clear understanding for the position’s responsibilities (e.g., “handles outside contacts”).

• Be clear in defining the degree and scope of responsibilities.

• Arrange responsibilities in a logical way, beginning with those that are most important.

Additionally, when you post a job in ASPIRE, you will need to include the following sections:

Duties and Responsibilities, which should include the following components:

• **Summary:** A brief description summarizing the overall purpose and objectives of the position, the results the employee is expected to achieve, and the degree of autonomy the person has over his or her own work.

• **Essential Functions:** The most important responsibilities and duties of the position.

• **Non-essential Functions:** The desirable, but not necessary aspects of the job.

• **Management Responsibilities:** The scope of the person’s authority as it relates to managing people, including a list of the positions that report to the person.

Basic Qualifications, the minimum qualifications that an applicant must have, in order to be considered for the position. These qualifications, which are discussed in detail in Appendix B, **Basic Qualifications,** are:

• **Non-comparative** (e.g., three years’ experience in a particular position, rather than a comparative requirement such as “must have the most years’ experience, among applicants”);

• **Objective** (e.g., a Bachelor’s degree in accounting, but not a “technical degree from a good school”);

• **Relevant** to the performance of the particular position; and
• **Demonstrable** by evidence or statements in the candidate’s “expression of interest” (resume or cover letter).

**Additional Qualifications, those that are preferred for the position but do not fall under the basic qualifications criteria. These would include:**

• **Behavioral Knowledge**: Capabilities that contribute to a person’s ability to excel on the job. Examples of the Harvard University competencies can be found in Appendix D Behavioral Interview Questions.

• **Working Conditions**: A person’s interest in or ability to work in the environment in which the job is performed, especially any unique conditions (e.g., outdoor work, extensive travel, or laboratory work).

• **Qualifications labeled “Preferred”**: Qualifications that, if absent, will not disqualify a candidate, but which are strongly desirable (e.g., “Bachelor’s degree preferred”).

When creating a job description for a HUCTW position, you need to use the **generic job descriptions** as a guide ([http://harvie.harvard.edu/Policies_Contracts/Union_Contracts/HUCTW_Generic_Job_Descriptions/](http://harvie.harvard.edu/Policies_Contracts/Union_Contracts/HUCTW_Generic_Job_Descriptions/)), and basic qualifications must be comparable to those listed in the generic job descriptions. Note, too, that for most HUCTW positions, you cannot require a college degree. (However, you may state a preference or desire for a degree.)

Once a position has been approved as described in the Toolkit section, **Staff Hiring and Approval Checklist (page 4)**, it can be posted in **ASPIRE (Appendix A.3)**.

All positions that are listed on ASPIRE are automatically posted on the New England Higher Education Recruitment Consortium (HERC) site, [http://www.hercjobs.org/new_england](http://www.hercjobs.org/new_england) and HigherEdJobs([http://www.higheredjobs.com](http://www.higheredjobs.com). If you would like to advertise your position on other job boards, publications, or with professional organizations including the resources described in the Toolkit section, **Diversity Recruitment Resources (page 15)**, please contact **FAS Recruitment Services** at recruitment@fas.harvard.edu (page 47) for information and assistance. Harvard has established relationships with many job sites and, often, favorable pricing has been negotiated.
Why is a diverse workforce important?

Recruiting and retaining a diverse workforce is essential to our sustainability and vitality—for your department, for the FAS, and for Harvard. Such a process includes conducting a fair and inclusive search by demonstrating “good faith effort” in outreach to underrepresented populations as required by federal employment laws (Affirmative Action and Equal Employment Opportunity) and determined by University Affirmative Action Goals.

In order to meet Harvard’s mission to foster an environment whereby individuals “may develop their full intellectual and human potential,” the following insights should remain important traits of the search process:

- Each FAS team has a global and diverse constituency, whether dealing with students, faculty, researchers, other departments within Harvard, or external contacts. Having diverse staff enables us to understand and meet the needs of people from diverse perspectives, and creates an atmosphere that supports positive relationships and communications.

- Different backgrounds and perspectives lead to a variety of ideas, knowledge, and ways of doing things. The converse is often true as well: team members from the same background may take actions based on a narrow range of experiences. By ensuring that your team includes staff from various social and cultural backgrounds, you will widen the range of perspectives, knowledge, and approaches from which decisions are made.

- By building a reputation for valuing differences, we can attract talented employees who know that we will appreciate and utilize the skills, backgrounds, perceptions, and knowledge they bring to the table. This leads to greater commitment and higher productivity.

- By making diversity recruitment deliberate, we can bring in employees who might not otherwise consider Harvard, and who can enrich and broaden our community.

How to think about diversity and your own staffing needs

Before embarking on a recruitment effort, use the information and ideas on these pages to consider the diverse perspectives you wish your team to include, and any challenges you might face in recruiting the right staff. We often think about “fit” when considering a potential hire. “Fit” does not mean hiring someone who is the same as your existing staff. Instead, the concept of “fit” might be better understood by thinking of a jigsaw puzzle, where the pieces mesh together but where each piece is unique and contributes something that is otherwise missing. Here are some things to think about to help you find the right person for the job.

• **Understand that diversity is inclusive and differentiated.** Diversity is a broad concept that implies inclusion of the many characteristics that differentiate us from each other. Sometimes these characteristics affect our view of the world, our experiences, and our ways of relating to our surroundings and each other. At the FAS, we value the many perspectives that arise from a variety of cultures, races, gender, religions, national origins, ages, physical and cognitive capabilities, sexual orientations, and other ways we identify ourselves. By hiring a diverse staff, you will have access to different perspectives that can optimize your team’s capacity.

• **Recognize your own biases, both conscious and unconscious.** We all have certain leanings or preferences—often called biases—and often we are not even aware of them. Focus on uncovering your own biases, so that they won’t get in the way of your making the best hiring choices. For example, do you tend to “tune out” those with foreign or regional accents? Feel uncomfortable around people with disabilities? Make assumptions about graduates of religious schools, Historically Black Colleges, or women’s colleges, or about scholarship in women’s or minority studies? Believe that a younger person will be quicker and more creative than an older person? It is worth the effort to uncover your own biases; once they are out in the open, you will be able to consider whether your image of the “perfect candidate” is affected by your particular preferences rather than the actual qualifications and competencies needed for a position, and you will be able to judge candidates on their individual merits rather than on your own conscious or unconscious responses to their characteristics. A good place to start, in identifying your own biases, is with these Implicit Association Tests on topics including age, gender, sexuality, and disability at: [https://implicit.harvard.edu/implicit/](https://implicit.harvard.edu/implicit/).

• **Evaluate the diversity of your current team.** To find the best “fit” for your team—that missing jigsaw puzzle piece—first take stock of the characteristics currently represented on your staff. Ask yourself these questions:
  
  › What are the diversity strengths in my department?
  
  › How can I build on those strengths?
  
  › What are the diversity challenges in my department?
  
  › How can I address those challenges?

• **Include FAS Human Resources in your planning.** Before launching a recruitment campaign, discuss your hiring goals with your HR Consultant and/or a member of the FAS HR Diversity Team (including your Affirmative Action Liaison) or FAS Recruitment Services (see page 47). This will help assure that all parties involved in the hiring process will consider your department’s current demographic profile and note if there are Affirmative Action goals associated with the position. If there are Affirmative Action goals, the recruitment strategy should reflect the required good faith efforts to have a diverse pool of applicants.

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**Proactive diversity recruiting: the importance of networking**

To improve your chances of attracting diverse candidates when job opportunities arise on your team, start recruiting now, by networking with people and groups that are likely to lead to diverse talent—and continue to network. Women in non-traditional fields and professionals of color in particular are highly sought-after as

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employees, and when you are ready to hire, you are likely to face competition from other would-be employers. Developing a diverse slate of candidates—particularly for more senior level positions and those requiring specialized knowledge, such as IT—may take time. By networking continuously, you can build relationships that will serve as a feeder for underrepresented talent across disciplines and interests, and will give you an advantage when you are ready to hire. In particular, seek out opportunities that create face time with potential candidates—and remember, every connection made is an opportunity to promote FAS commitment to diversity and inclusion.

Diversity Networking—Where to Go and What to Do

Networking is a continuous, broad activity that can occur anywhere and anytime. To make connections to the diverse communities from which potential staff may be identified, be aware of these resources:

- Professional organizations representing diverse groups (page 17), such as the National Black MBA Association.

- Diverse affinity groups at Harvard
  http://www.hr.fas.harvard.edu/pages/community-and-special-interest-groups

- Conferences, seminars, job fairs, and networking events. Many of the resources listed in Diversity Recruitment Resources (page 15) announce and sponsor such events.

- Online professional social networking media, such as LinkedIn and Facebook. Joining online groups relevant to your department and taking an active part in them will increase your networking opportunities. (Search for the women and minority subgroups within these professional social media sites, for optimal diversity outreach.)

- Your own diverse friends, neighbors, and colleagues.

How to promote the FAS and Harvard to network connections and potential candidates

It’s not enough to locate potential diverse new hires; you also have to convince others to work for you in your department/center and at the FAS. It may help to include the following “talking points”:

- Our commitment to and progress in hiring for diversity. For example, “Since 2007, the percentage of FAS minority staff has been increasing at a faster rate than ever before, from about 16% in 2007 to about 18.6% in 2013. (Your HR Consultant can provide up-to-date statistics). We know we need to do more, and are committed to continuing our efforts to hire, support, and engage minority staff.”

- Proactive recruitment efforts. These include the creation of internal and external diverse pipelines, including:
  
  - the Year Up internship program, which is a national program that provides urban young adults with education and support to develop professional careers in IT and finance. Interns are placed in FAS departments for a 26-week period, during which they receive training and mentoring from Year Up coach advisors.
  
  - the Research Administration Services Internship Program for college seniors, which has a goal of transitioning these interns to FTE positions in Finance, HR, and RAS following internship;
  
  - Harvard’s Administrative Fellowship Program, a University-wide fellowship program that provides
talented professionals - particularly from ethnic minority groups - an opportunity to learn leadership and work in a significant academic administrative role in the Harvard community for one year. Sponsoring an external recruit (a Visiting Fellow) is an excellent way to build a management pipeline. For information about AFP, see [http://diversity.harvard.edu/pages/fellowship](http://diversity.harvard.edu/pages/fellowship).

- working with diversity recruiters; and

- equipping hiring managers with our [FAS Staff Hiring Toolkit: A Guide for Department Administrators and Hiring Managers](http://www.hr.fas.harvard.edu/pages/community-and-special-interest-groups), which includes chapters on hiring diversely.

### Developing and advancing career opportunities

FAS programs with this goal include:

- [Harvard’s Administrative Fellowship Program](http://diversity.harvard.edu/pages/fellowship). In addition to bringing external talent to Harvard, as described above (Visiting Fellows), AFP’s “Resident Fellows” program component recognizes existing administrative staff of color who demonstrate leadership potential. This component was designed to enhance professional development and networking opportunities for underrepresented minority professionals at Harvard, and to encourage these professionals’ career mobility and advancement. Fellows participate in a seminar series in addition to a full-time work assignment. The overall goal of the education program is to encourage Fellows to assess their own career development and to generate strategies for advancement.

- the [FAS Career Plus Program](http://www.hr.fas.harvard.edu/pages/community-and-special-interest-groups) provides career coaching and competency development for up to seven strong-performing and highly-motivated FAS staff members. The program looks for talented mid-level FAS staff members (job levels 56-58), especially ethnic minorities and others who may contribute to the diversity of FAS leadership. A core program goal is to build a diverse talent pipeline within FAS.

### Maintaining an inclusive work environment

You might mention:

- [FAS Managers’ Essentials program](http://diversity.harvard.edu/pages/fellowship), which includes a session dedicated to “Valuing Differences and Promoting Inclusiveness within FAS”;

- staff focus groups to assess inclusiveness;

- FAS-wide and departmental “Diversity Dialogues,” such as the “Bystander Awareness Workshop—The Role We All Can Play in Creating an Inclusive Community that Respects Diversity,” and

- Harvard’s diverse affinity groups

### Recruiting diversely for an open position: posting the position

To attract a wide range of diverse candidates, you will need to cast a wide net. This means:

- **Recruit externally, to access an adequate and diverse pool.** Our Diversity Recruitment Resources (page 15) can serve as your guide.

- **In developing job descriptions for posting, be clear, but as broad as possible in describing the competencies and experiences needed for the job.** Avoid describing the job so narrowly that all but a small group of job-seekers will view it as attainable.

  Read more about the process of posting a job (page 5).
If your initial applicant pool does not include a meaningful number of diverse candidates (including women and those of color), reevaluate your job postings and repost if warranted. This is especially important if the job is underutilized for women and/or minorities (has Affirmative Action goals).

**Selecting candidates for consideration: screening and interviewing**

As you follow the general steps of selecting candidates for your open position, here are some tips to help ensure diversity in your candidate pool and enhance your interviewing and selection process.

- **Select an inclusive interview team.** In selecting an interview team, consider including people who will bring diverse outlooks, and who are respectful of different cultures and characteristics. Recognize the potential to bring unintended biases to the process, and address this by having a clear and open discussion among team members before beginning the interview process.

- **Use the screening process to include rather than exclude candidates, to avoid missing attractive candidates.** In reviewing qualifications, consider how each applicant might enhance diversity in the department and university-wide. Some applicants may expressly identify themselves as diverse; in other cases, a resume or application may reflect diversity affiliations such as membership in a diverse organization or attendance at a Historically Black College, or a women-only or disability-focused school.

If after screening candidates you find that there are only a few diverse candidates remaining, take a fresh look at those who have been passed over, to make sure that you have not overlooked any potentially attractive candidates.

- **Recognize and accept that everyone is subject to bias and assumptions.**
  
  › Engage in counterstereotype imaging by taking time to consciously think about successful people of color within their department, unit, and Harvard. Studies show that engaging is such imagery results in reduced bias.  

  › Stop periodically to evaluate your criteria and the applicant’s qualification. Are you consistently relying on the qualifications listed in the position announcement?

- **Avoid prematurely labeling one or more of your candidates as the “most promising” until all candidates have been considered.** This will help ensure that all qualified candidates receive equal consideration.

- **Prepare yourself with answers for questions diverse candidates are likely to ask.** Diverse job candidates often ask important questions aimed at helping them determine whether an organization is truly inclusive and supportive, and whether they will be comfortable in a position. Be prepared to answer these commonly-asked questions:

  › What are my chances for progressing/advancing my career here?

  › Do you have a formal mentoring program and/or career development programs?

What does the FAS/ Harvard do in terms of community outreach efforts to partner with diverse groups?

Do you have employee affinity groups that focus on the needs of people like me and other groups?

Are managers trained to communicate with and manage diverse employees?

What initiatives has the FAS/ Harvard participated in regarding diversity?

Does the FAS/ Harvard have formal diversity initiatives and programs in place?

Even if a candidate does not ask these questions, you may volunteer information that may help inform the candidate of your—and Harvard’s—sincerity in welcoming diversity. FAS Recruitment Services can help you to answer questions and offer information.
The following websites, publications and organizations may be of assistance to you as you develop robust, diverse pools of candidates for vacant positions.

**Harvard-sponsored recruitment options**

- **ASPIRE Posting.** This is the official posting site for Harvard University.

- **New England Higher Education Recruitment Consortium (HERC).** Developed in 2006, the New England HERC is a collaborative response of member institutions to the many challenges of academic recruitment and retention. HERC is a web-based search engine that includes faculty and staff job listings at all member institutions. This search engine is free and available to anyone seeking employment in higher education. Positions posted in ASPIRE are automatically posted on HERC.

- **Commonwealth Compact.** Harvard is a member of this Massachusetts consortium of citizens, service providers, and employers with a shared commitment to recruitment, hiring, management and governance practices that include increasing the representation of people of color and women, especially in management, senior management and board governance positions. The Commonwealth Compact website ([www.commonwealthcompact.umb.edu](http://www.commonwealthcompact.umb.edu)) includes a “Talent Source” section for networking, recruiting, and related items.

**Online job boards**

Recruitment trends lean heavily towards online advertising, a cost-effective platform that also enables targeted communications with individuals interested in employers with diversity goals, and among these, individuals seeking jobs in higher education in particular. Before advertising on any job boards, however, please contact the FAS Recruitment Services—they have the ability to post efficiently to a variety of sites, and may also be able to obtain discounted rates.
Diversity higher education-specific job posting resources

- **www.diversejobs.net** This is the jobs site of *Diverse: Issues in Higher Education*, a leading resource for the higher education community for over 25 years. The extensive listings posted here include both faculty and non-faculty jobs at postsecondary institutions.

- **www.hispanicoutlook.com** *The Hispanic Outlook in Higher Education Magazine* is a long-standing top information source and sole Hispanic educational magazine for the higher education community.

- **www.wihe.com** The *Women in Higher Education* website addresses issues affecting women on campus.


- **www.LGBTinHigherEd.com** This jobs site is aimed at lesbian, gay, bisexual and transgender people within higher education.

- **www.HBCUConnect.com** The first and largest community for students, alumni, and supporters of Historically Black Colleges and Universities (HBCU) maintains one of the largest online diversity resume databases, with thousands of active resumes and profiles that are less than 90 days old. This site is one of the most fruitful recruiting websites for African-American professionals.

- **www.AcademicDiversitySearch.com** With women and minorities as the target candidate pool, this nationwide resource is comprised of job posting advertisements, an extensive network and database of professionals, and executive search firm capabilities.

- **www.abwhe.org** The website of the Association of Black Women in Higher Education (ABWHE) lists career opportunities.

- **www.nafeo.org** National Association for Equal Opportunity in Higher Education represents the presidents and chancellors of the diverse black colleges and universities.

- **www.aucd.org** Association of University Centers on Disabilities mission is to advance policies and practices that improve the health, education, social, and economic well-being of all people with developmental and other disabilities, their families, and their communities.

Higher education-specific job posting resources with high diversity readership

- **www.InsideHigherEd.com** *Inside Higher Ed* Magazine reaches nearly 600,000 higher education professionals from every academic discipline and every administrative area, and boasts the most diverse readership of any higher education publication. Nearly 20% of the visitors to this site are minorities and more than 50% are women.

- **www.ChronicleCareers.com** This is a resources of the publication, *The Chronicle of Higher Education*. Although not specifically geared to diverse audiences, the site reaches a broad audience.

- **www.HigherEdjobs.com** This is the leading internet source for jobs and career information in academia.
Diversity-focused general job posting resources

• [www.nationalbcc.org](http://www.nationalbcc.org) The National Black Chamber of Commerce is dedicated to economically empowering and sustaining African-American communities through entrepreneurship and capitalistic activity within the US and via interaction with the African Diaspora.

• [www.na.netip.org](http://www.na.netip.org) The Network of Indian Professionals, North America (NetIP NA) mission is to serve as the unequivocal voice for the South Asian Diaspora by developing and engaging a cohesive network of professionals to benefit the community.

• [www.accolorado.org](http://www.accolorado.org) The Asian Chamber of Commerce mission includes supporting and promoting Asian-owned businesses, as well as providing information, resources, training, exposure, networking opportunities, monthly events, and two major annual events.

• [www.lpn.org](http://www.lpn.org) The Latino Professional Network creates career, educational and social opportunities for Latino professionals. LPN fosters an environment for personal and professional growth for Latinos through monthly networking sessions hosted by area corporations, educational institutions and non-profit organizations.

• [www.glifaa.org](http://www.glifaa.org) LGBT+Pride in Foreign Affairs Agencies. Officially recognized as a State Department and USAID employee association, GLIFAA advances diversity and workplace equity in U.S. foreign affairs agencies and human rights for LGBT people around the world.

• [www.aigcs.org](http://www.aigcs.org) American Indian Graduate Center provides fellowships to American Indian and Alaska Native graduate students throughout the United States.

Other job posting sites to consider:


NOTE: Many of the organizations behind these online resources sponsor job fairs and networking events which are announced on their websites.

Professional organizations and associations

• Association of Latino Professionals in Finance and Accounting (ALPFA) [www.alpfa.org](http://www.alpfa.org)

• Association for Women in Science [www.awis.org](http://www.awis.org)

• National Association for Female Executives [www.nafe.com](http://www.nafe.com)

• National Association of Asian MBAs [www.asianmba.org](http://www.asianmba.org)

• National Association of Asian American Professionals [www.naaap.org](http://www.naaap.org)

• National Association of Hispanic MBAs [www.nshmba.org](http://www.nshmba.org)

• National Black MBA Association [www.nbmbaa.org](http://www.nbmbaa.org)

• National Organization for the Professional Advancement of Black Chemists and Chemical Engineers [www.nobcche.org](http://www.nobcche.org)
• North American Indian Center of Boston, Inc. www.naicob.org

NOTE: There are many more such professional associations - too many to list here. FAS Recruitment Services can help you identify those that may be most fruitful for your networking and recruitment efforts.

Diverse groups at Harvard

These employment resource groups are aimed at social and professional networking and advocacy, and can be important resources for identifying potential candidates.

• Harvard Association of Asian and Asian American Faculty and Administrators (HAAAAFA) has been established for the purpose of providing opportunities for networking, career development, and awareness and support of the Asian and Asian-American community at Harvard. http://ahaaafs.com/

• Association of Harvard Latino Faculty and Staff articulates, supports and promotes the needs of the Latino community at Harvard. http://harvardlatinos.org/

• Harvard Gay and Lesbian Caucus. All Harvard faculty and staff are welcome to join the Harvard Gay and Lesbian Caucus, which is open to students as well.

• LGBT Faculty and Staff Group seeks to provide a common voice for all LGBT staff, and advocate for LGBT interests at Harvard. http://isites.harvard.edu/icb/icb.do?key_word=k64666&pageid=icb.page23805

• Harvard University Native American Program (HUNAP) brings together students, faculty and staff from all parts of the University, as well as friends and community members from peer schools and the surrounding Cambridge/Boston area. HUNAP offers a series of events throughout the year, including informal social gatherings, community dinners, an annual spring Powwow, and a colloquia series. http://www.hunap.harvard.edu/index.php

• Committee on the Concerns of Women (CCW) is a university-wide group open to all female staff, administrators, faculty, students and affiliates. The group serves as a network for women throughout the University and as a forum for women’s issues and concerns. http://ccw.hhr.harvard.edu/icb/icb.do?key_word=k67408

Additional Harvard affinity groups are listed on this page http://hr.fas.harvard.edu/pages/community-and-special-interest-groups

Outside search firms

While not typical, in some rare circumstances approval is given to use an outside search firm. If such a circumstance applies to your open position, be sure to communicate to the search firm that diversity recruitment is a priority. Ask the firm about their own commitment to diversity, and about their past experience and success in recruiting and placing diverse candidates.

Be sure to contact your HR Consultant to arrange for a contract with the search firm. The HR Consultant can ensure that the search firm’s policies, and the contract with them, meet Harvard’s affirmative action obligations.
Recruiting Individuals with Disabilities and Protected Veterans

Why is it important to recruit and hire individuals with disabilities and protected veterans?

Harvard University is committed to enabling a broad community to participate in its education and research missions. In accord with this commitment and with the Americans with Disabilities Act of 1990 (ADA) and Section 504 of the Rehabilitation Act of 1973, we work to ensure equal access and provide appropriate accommodations and assistance for people with disabilities. Likewise, the University is similarly committed to ensure equal employment opportunity to protected veterans, in accordance with the Vietnam Era Veterans’ Readjustment Assistance Act, as amended (VEVRAA).

Disabilities

Significant new federal requirements regarding the employment of individuals with disabilities recently became effective, requiring documented affirmative action, recordkeeping, and analysis of effectiveness. The U.S. Department of Labor has established a 7% utilization as the goal for disability employment for all federal contractors. Employers now must undertake positive outreach and recruitment, document these efforts, identify problem areas, develop action-oriented programs to address underutilization, and implement alternate or additional outreach and programs to increase the numbers of individuals with disabilities in their workforce.

Protected Veterans

At the same time as the new regulations concerning individuals with disabilities, new regulations were also implemented including significant new requirements for protected veterans, including a 7.2% “hiring benchmark.”

Equally important, to access the widest pool of talent, we need to foster an inclusive and flexible work culture that considers the needs and potential of all employees and potential employees, including the more than one in ten Americans who have disabilities. By recruiting people with disabilities, we recognize that talent has no boundaries, that workforce diversity includes people of all kinds of abilities, and that those with disabilities are experienced problem solvers with a proven ability to adapt. Likewise, Harvard recognizes that our nation’s veterans bring an extraordinary array of skills and training to the workplace.

How to recruit individuals with disabilities

There is a wealth of resources available to help in recruiting people with disabilities. These include:

- The Employment Assistance Referral Network (EARN), a program of the Office of Disability Employment Policy, U.S. Department of Labor, [http://www.askearn.org/index.cfm](http://www.askearn.org/index.cfm) supports employers’ talent acquisition by assisting with recruiting, hiring, retaining and advancing qualified
individuals with disabilities through comprehensive online resources and links to community-based organizations serving job seekers with disabilities. EARN, a national service, makes it simple to locate applicants with disabilities for any type of position. When EARN receives a call from an employer who wants to recruit qualified candidates with disabilities, their staff records the job description and then locates local agencies that have contact with appropriate job candidates. Once these providers are identified, EARN calls the employer back. The employer receives the appropriate contact information and may call the designated agencies to connect with applicants. The local agencies do not receive your contact information; this allows you to be in control of the process.

• **The Massachusetts Rehabilitation Commission (MRC)**, a state and federally funded agency that provides vocational rehabilitation services in Massachusetts. MRC’s goals include helping local employers find qualified workers to meet job requirements. In addition to placement services, MRC helps with on-the-job training, and even provides assistance during a new worker’s adjustment period: [http://www.mass.gov/eohhs/consumer/disability-services/vocational-rehab/services/](http://www.mass.gov/eohhs/consumer/disability-services/vocational-rehab/services/) (Phone: 1-800-245-6543).

• **The Massachusetts Commission for the Blind (MCB)**
  Provides the highest quality rehabilitation and social services to individuals who are blind, leading to independence and full community participation. MCB accomplishes this critical mission by working in partnership with consumers who are legally blind, families, community agencies, health care providers, and employers. [www.mass.gov/eohhs/gov/departments/mcb](http://www.mass.gov/eohhs/gov/departments/mcb)

• **The NET: National Employment Team** [http://www.rehabnetwork.org/](http://www.rehabnetwork.org/), operated by the Council of State Administrators of Vocational Rehabilitation (CSAVR), provides employers with a single point of contact to qualified applicants with disabilities, and resources in the local, regional, and national marketplace. Vocational rehabilitation programs may also cover the costs of some employee accommodations.

• **“Disability Employment 101”** – a publication of the U.S. Department of Education - is a comprehensive analysis of hiring employees with disabilities that includes information about how to find qualified workers with disabilities, how to put disability and employment research into practice and how to model what other businesses have done to successfully integrate individuals with disabilities into the workforce. The guide provides information regarding Department-funded vocational rehabilitation agencies, Disability and Business Technical Assistance Centers (DBTACs) and Centers for Independent Living (CILs). It also includes checklists and various other resources: [https://www2.ed.gov/about/offices/list/osers/products/employmentguide/disabilityemployment101.pdf](https://www2.ed.gov/about/offices/list/osers/products/employmentguide/disabilityemployment101.pdf)

**Bring recent college graduates with disabilities on board**

• **The Workforce Recruitment Program** [www.wrp.gov](http://www.wrp.gov), a free recruitment and referral program under the Office of Disability Employment Policy, U.S. Department of Labor, which connects employers and postsecondary students with disabilities for internship opportunities, and recent graduates with disabilities for permanent employment. This program is administered by EARN (see above), which assists in matching these pre-screened, highly qualified students with private and public sector jobs.

• If you have summer internship opportunities or entry-level positions available, please complete and submit the form at [http://wrp.jobs/employers/](http://wrp.jobs/employers/). EARN will provide you with resumes of qualified candidates within 3–4 business days.
• Colleges and universities have coordinators of services for students with disabilities who can be helpful in recruitment and in making accommodations.

Recruit protected veterans and veterans with disabilities

The VA created a Veterans Employment Toolkit for Employers. This toolkit provides a variety of outside resources for employers, managers or supervisors, and human resource professionals, including information about PTSD and TBI. It also includes a link to Department of Labor’s America’s Heroes at Work site, which offers on-line trainings, webcasts, and presentations for employers and a Hiring Veterans Toolkit as well as a TBI, PTSD and Employment Training Tool. http://www.va.gov/vetsinworkplace/resources.asp

• To reach out to veterans with disabilities, contact the Service Officer or Service Employment Coordinator at our local Veterans Vocational Rehabilitation & Employment Service http://www.benefits.va.gov/vocrehab/index.asp

• A “Disability and Veterans Community Resources Directory” was recently created and made available to employers by the U.S. Department of Labor on its website: http://www.dol-esaww.com/errd/resources.html

This is a non-exhaustive directory of groups and organizations that are available to provide assistance with training, recruiting, and hiring veterans and individuals with disabilities

Post to online job boards

These online job boards are geared towards job seekers with disabilities:

• disABLED Person http://www.disabledperson.com

• GettingHired http://www.gettinghired.com

• Hire Disability Solutions http://www.hireds.com

• Ability Jobs. Ability Jobs provides searchable resume and job postings capabilities for employers interested in recruiting candidates with disabilities. The database includes the resumes of tens of thousands of job seekers with disabilities, from entry level candidates to those with Ph.D’s. http://www.jobaccess.org

• One More Way. One More Way is an ‘open source’ employment initiative that provides a no-fee job board and information regarding job seekers with disabilities, and the programs that support them. http://onemoreway.org

The following job boards are geared specifically towards veterans with disabilities:

• Job Opportunities for Disabled American Veterans http://www.jofday.com

• Hero 2 Hired h2h.jobs
Selecting candidates for consideration: screening and interviewing

As you follow the general steps of selecting candidates for your open position, here are some tips to help include people with disabilities in your candidate pool and enhance your interviewing and selection process.

- **Recruit an inclusive interview team.** In selecting an interview team, consider including people who will bring diverse outlooks, and who are respectful of different cultures and characteristics. Recognize the potential to bring unintended biases to the process, and address this by having a clear and open discussion among team members before beginning the interview process.

- Ensure effective communication with, and equal opportunity for, all candidates. Contact the University Disability Services office for information on how to effectively accommodate a candidate with a disability: [http://www.accessibility.harvard.edu](http://www.accessibility.harvard.edu). See also the Toolkit sections on *Etiquette in interacting with people with disabilities* and *Interview accommodations for people with disabilities* (page 23).

- **Use the screening process to include rather than exclude candidates,** to avoid missing strong candidates. In reviewing qualifications, consider how each applicant might enhance diversity in the department and university-wide.

- **Avoid making assumptions about a disabled candidate’s ability to “feel comfortable”** on your team or in the position. Focus first on the candidate’s similarities to, rather than differences from, the way your staff and their colleagues and constituents approach their work. Next, consider whether the candidate’s differences matter to the work he or she would do, and how those differences might actually enhance your team and its efforts.

- **Avoid prematurely labeling one or more of your candidates as the “most promising”** until all candidates have been considered. This will help ensure that all qualified candidates receive equal consideration.

- **Prepare yourself with answers for questions that candidates with disabilities are likely to ask.** Job candidates with disabilities often ask important questions aimed at helping them determine whether an organization is truly inclusive and supportive, and whether they will be comfortable in a position. Be prepared to answer these commonly-asked questions:

  - How many people with disabilities do you have in your department/the FAS?
  - What accommodations are available for people like me?
  - How many people like me are in middle and senior management positions?
  - How many of the people like me are in professional or technical positions?
  - What are my chances for progressing/advancing my career here?
  - Do you have a formal mentoring program and/or career development programs for people like me and other diverse groups?
  - What does the FAS/ Harvard do in terms of community outreach efforts to partner with diverse groups?
  - Do you have employee affinity groups that focus on the needs of people like me and other groups?
  - Are managers trained to communicate with and manage diverse employees, including those with disabilities?
What initiatives has the FAS/ Harvard participated in regarding diversity?

› Does the FAS/ Harvard have formal diversity initiatives and programs in place?

Even if a candidate does not ask these questions, you may volunteer information that may help persuade the candidate of your—and Harvard’s—sincerity in welcoming diversity, including diversity of abilities. FAS Recruitment Services can help you to answer questions and offer information.

• Prepare yourself by learning about the candidate’s disability and its effects. Before calling or meeting with a candidate who has a disability, you can gain an understanding of his or her situation by reading about the disability as it relates to the workplace. The website of the Job Accommodation Network (JAN), a program of the Office of Disability Employment Policy, U.S. Department of Labor, provides an A–Z overview of impairments [http://askjan.org/media/atoz.htm](http://askjan.org/media/atoz.htm) (from Addison’s Disease to Wheelchair Use), as well as accommodation ideas to help both you and the candidate feel comfortable.

• Build a Pipeline

There are many tools that employers can use to build a pipeline of qualified employees with disabilities to fill their workforce. Internships, apprenticeships, job shadowing, and training programs are some of the methods to reach out to qualified persons with disabilities and give them a chance. Some excellent existing programs include the national Workforce Recruitment Program (see previous) for recruiting recent graduates and students with disabilities for internships or entry-level positions; our local Massachusetts Rehabilitation Commission (see previous), and the local Work Without Limits network: [http://www.workwithoutlimits.org/employers](http://www.workwithoutlimits.org/employers).

**Etiquette in interacting with people with disabilities**

Many people worry about how to interact with people with disabilities, whether for fear of offending, ignorance of how to communicate, or other reasons. The JAN website includes a highly readable pamphlet on Disability Etiquette in the Workplace [http://askjan.org/topics/disetiq.htm](http://askjan.org/topics/disetiq.htm) which is useful at any time, but particularly when preparing to invite a disabled job candidate to come for an interview. The pamphlet offers tips on scheduling the interview, greeting the interviewee, and dealing with mobility, sensory, cognitive, and psychiatric impairments.

**Interview accommodations for people with disabilities**

Employers have an obligation to make reasonable accommodations to enable applicants with disabilities to participate in the interview process. Accommodations for interviews may include: an accessible interview location for people with mobility impairments, a sign language interpreter for a person who is deaf, a reader for a person who is visually impaired, and modified testing for a person with a learning disability.

For more information about making the job interviews accessible, and to make arrangements for accessibility options, please contact the University Disability Coordinator, disabilityservices@harvard.edu, 617-495-1859.

Additional ideas may be found in JAN’s A–Z overview of impairments [http://askjan.org/media/atoz.htm](http://askjan.org/media/atoz.htm)

JAN provides a wealth of resources for employers. For example, JAN has a guide just for applicants and employees with Asperger Syndrome (an Autism Spectrum Disorder). Example: an applicant on the spectrum has a verbal communication deficit, though can communicate through handwriting and by email. The employer wants to provide accommodations during the first stage interview, which involves answering questions from a three-person search committee. JAN suggests providing the questions in advance and allowing the applicant to furnish written responses during the interview: http://askjan.org/landingpage/EmploymentSupportsSymposium2012/AspergerA&CSeries.pdf

**What medical or disability-related questions may be asked during job interviews?**

In general, under the Americans with Disabilities Act, employers cannot ask disability-related questions before an offer is made. This means that employers cannot directly ask whether an applicant has a disability. It also means that employers cannot ask questions that are closely related to disability. However, you may do a wide variety of things to evaluate whether an applicant is qualified for the job, including asking about his or her ability to perform specific job functions, asking about non-medical qualifications and skills, and asking applicants to describe or demonstrate how they would perform job tasks. See Appendix I, Guide to Legally Permissible Interview Questions and Discussions, for some examples of permissible and impermissible pre-job offer questions.

For additional information, visit EEOC’s Pre-employment Disability-Related Inquiries and Medical Exams at http://www.eeoc.gov/policy/docs/preemp.html.

**Additional questions about hiring people with disabilities?** Please don’t hesitate to call your HR Consultant.
Reviewing Resumes

The resume (and cover letter, if provided) is your introduction to each potential candidate. Here are some things to consider that will help you decide which candidates merit a closer look.

**Resume Review**

Review each resume you receive, paying attention to the outlined details below.

**Key skills/ and experience**

- **Basic Qualifications**: Does the candidate meet the basic qualifications, such as level of educational attainment or job experience? A candidate who lacks these basic qualifications *cannot be considered for the position and should be immediately declined in ASPIRE.*

- **Additional Qualifications**: Make a note of “useful to have” qualifications and skills, including those you may have described as “Preferred” on the job posting.

- **Harvard-wide and FAS-wide Competencies**: Look for “soft” competencies and capabilities that the candidate will need to be successful in this role. For example, depending on the role in question, you might look for indications that the candidate is able to lead and manage change, is detail oriented, or has the capacity to listen to a variety of perspectives and to reach an aligned solution.

**Employment history and experience**

- How do the candidate’s previous positions and employers (including workplace cultures) compare with the posted job and your department?

- How long did the candidate stay in each position and with each employer? Did he or she change jobs frequently? Was there reasonable career progression? Are the candidate’s skills and experiences broad or deep, or both?

- Are there any unexplained gaps between jobs? Don’t assume they reflect negatively on the candidate, but do make a note to raise this question during the interview.

- Determine whether the resume reflects particular achievements and results, or simply lists tasks and duties.

**Note the presentation of written materials, if appropriate to the job**

Spelling, grammar, and attention to detail may give an indication of the care that would be applied to job responsibilities.
Narrow your candidate pool

- Separate resumes into three groups:
  - Those who do not meet the requirements. These should be declined in ASPIRE at initial review.
  - Internal qualified Harvard candidates and those who closely match job requirements.
  - Those who meet basic requirements and may be considered secondarily.

- Aim for about three to seven candidates for the top group. If necessary, screen this group again to further narrow down the candidates. As you screen candidates, work with FAS Recruitment Services to create a robust and diverse candidate slate.

Update ASPIRE as you move through the Recruiting/Hiring Process

Be sure to keep ASPIRE up-to-date as you move through the Recruiting/Hiring process. If a candidate is declined at any stage before contact is made with them (for instance, if he or she doesn’t meet the job requirements and will not be considered), then ASPIRE will automatically send a decline notification via email. It is important to update ASPIRE:

- To ensure timely responses to candidates;
- To reflect at what stage candidates were removed from consideration and why;
- To save yourself from having to update candidate statuses at the conclusion of the search; and
- To maintain accurate search status data in the system, which is what the law requires.

Updating and dispositioning should be done simultaneously, as decisions are made. It is essential that you avoid “batch dispositioning” which may result in the recording of incorrect rejection reasons.

Consider our commitment to internal Harvard employees

- Qualified internal candidates are a hiring source for open positions, provided there is a match. Among other reasons to consider internal candidates first: they understand Harvard’s structure and systems, and have an established network of contacts; and this practice encourages the career growth of our staff.

- Internal candidates should be kept updated regarding the status of their candidacy.

Please note these requirements relating to laid-off Harvard staff

- As provided in the HUCTW Personnel Manual, based on their history of proven contributions, laid-off HUCTW staff members (on Work Security) will be given hiring preference over outside candidates for any vacant job for which they are qualified. (http://hr.harvard.edu/files/humanresources/files/huctw-manual.pdf)
• The HR office of any hiring unit to which a qualified laid-off HUCTW employee has applied will interview that employee and will provide feedback to their assigned Case Manager for the purpose of advising the employee.

• An FAS department or unit laying-off any HUCTW employee has an obligation to that person for the two-year period following the layoff. During this time, the department or unit must: (a) make an offer of employment to such an individual should the same job again become available, or (b) give preference to the individual for any new job having similar duties and responsibilities, provided that the laid-off employee is qualified to perform the duties of the open position.

Consider our commitment to diversity

To the extent that candidates’ race and/or gender or other diversity attributes are known or apparent, consider the diversity of your internal applicant pool, and consult with your HR Consultant or FAS Recruitment Services on whether you should strive to increase the diversity of the pool by recruiting externally. A key factor in determining recruitment strategy is the Affirmative Action Goal for the job. If there is a goal, good faith efforts should be undertaken to recruit a diverse pool (internally and/or externally). It is usually better for searches to be conducted externally to have an adequate and diverse pool. For guidance in meeting Harvard’s commitment to diversity, please see the Toolkit section, Recruiting for Diversity (page 9).

Set Up Telephone Screens With Top Candidates

For each resume you have set aside for telephone screening, write down any relevant questions that arise when reviewing the resume/application. The Toolkit section on Telephone Screens (page 28) discusses this process in depth, and lists some general questions to ask during telephone screens.
Telephone Screens

The telephone screen consists of a few basic qualifying questions that will help you determine whether a candidate’s qualifications, experience, and salary needs match the position. The purpose of a telephone screen is to save managerial time by eliminating unlikely candidates. It is important to ask every candidate the same screening questions, to avoid the appearance of discrimination (although you can, of course, ask follow-up questions if appropriate based on the candidate’s responses). Before you begin telephone screening, please read our Guide to Legally Permissible Interview Questions and Discussions (Appendix E). Please also note that hearing-impaired candidates may require accommodations in order to take part in a telephone interview. The University Disability Services office can advise and help you with such accommodations. See also the Toolkit section, Recruiting Individuals with Disabilities and Protected Veterans (page 19).

Once you have completed and reflected upon the candidates’ answers to your screening questions, you should be able to decide which candidates should be invited for an in-person interview.

When conducting a telephone screen you should:

• Introduce yourself and give the reason for the phone call.
• Briefly explain the position and its place in the department and organization.
• Ask all candidates the same basic questions.

    Here are some recommended screening questions:

    › What interests you in working at Harvard/FAS? This position in particular?
    › Why are you leaving your current position?
    › What do you enjoy most about your current (or last) position? What do/did you enjoy least?
    › What type of work environment are you used to working in? What is your ideal?
    › What do you feel you need to be successful in your job?
    › What is your current / most recent salary?

• Answer any questions the candidate may have.

• Be sure to obtain the candidate’s salary requirements and/or explain the standard hiring salary range for the open position. Typically, candidates are hired between the minimum and the midpoint of the Harvard job grade range. Check with your HR Consultant if you have any questions regarding salary.

• Briefly explain the next steps and timeline of the application process.
The Team Interviewing Process (TIP): Selecting an Interview Team

Each candidate is interviewed by a team because (1) several people will be affected by a decision (for example, co-workers who will rely on the person filling the position), and (2) different people will likely be able to gather different types of information from the candidates (for example, one person may understand technical qualifications, while another may be a better judge of the interpersonal dynamics called for by the position and/or the department).

FAS’ Team Interviewing Process (TIP) is an HR best practice aimed at helping you to evaluate job candidates, strengthen cross-departmental relationships, and ultimately create greater efficiencies in hiring. Through TIP, hiring departments make their decisions in collaboration with one or both of the following critical stakeholders:

- **Subject-matter experts who can best judge a candidate’s proficiency in the technical skills and knowledge required by the position.** When hiring for a position with a functional component such as finance, grants administration, information technology or human resources, a subject-matter expert from each relevant functional department will provide input by interviewing and advising relative to candidates.

- **The FAS customers that the new hire will support.** When hiring for a position that supports a particular FAS customer group, a representative from the customer group should participate in the interviewing and selection process. This will help assure that the candidate hired understands the needs of their customers and is likely to be successful in supporting them.

**Who should generally be part of your interview team?**

When selecting your interview team, consider how many interviewers to include, and their qualifications and diversity. If different individuals or groups have a stake in the hiring decision, it’s a good idea to see that all stakeholders are represented in the interview team. Try to limit your team to no more than four members.

**You should consider including some of the following individuals:**

- Direct manager (if possible, should participate in all interviews)
- Co-worker(s)
- Department Administrator

Be clear about the scope of each team member’s role and identify one person (or possibly two) who will be the ultimate decision maker. Interview teams often develop a brief vision statement related to teamwork and inclusion. Such a statement can help teams effectively communicate their agreed upon vision for diversity and inclusion in their department. For example: “We are committed to conducting a fair and equitable process.
We have a responsibility to foster an environment of mutual respect and inclusion for our team members and participants in the interviewing process. We believe that a diverse workforce will contribute to our department’s success.”
Preparing for an Interview

Checklist in Planning for Interviews

☐ Review application materials, including resume, cover letter and any application forms.

☐ Prepare a list of basic and behavioral interview questions to ask every candidate.

  › Review the sample questions in Behavioral Interview Questions (Appendix D) to develop behavior-based interview questions according to the competencies and capabilities required for the position. Familiarize yourself with the guidelines in the Guide to Legally Permissible Interview Questions and Discussions (Appendix D). We strongly recommend using behavioral questions, as described in the Toolkit section on Behavioral Interviewing (page 32), because past behavior is the best predictor of future performance.

  › Your questions should also address areas relating to compatibility with the hiring department or with those with whom the candidate would interact, if hired. For example, a position in a department comprised of fast-paced, high intensity individuals might call for a staff member with a work style that could manage multiple conflicting demands.

☐ Prepare answers to questions that diverse candidates (including people with disabilities) are likely to ask.

☐ Arrange for any accommodations that may be needed when interviewing a person with disabilities.

☐ Prepare to answer questions candidates may have about benefits by reviewing total compensation summaries (Appendix A)

Use the same core set of behavioral questions for every candidate’s interview.

☐ In addition to the basic and behavioral questions that should be asked of all candidates, prepare individual questions for each candidate, based on particular experiences included in each candidate’s resume or other communications.

☐ Note any jobs, experiences, and gaps in employment about which you are unclear or would like more information.

☐ Compare the needed job competencies and capabilities to the candidate’s experience and make a note of areas to explore during the interview.

☐ Provide candidates with interview information such as directions to your office, names and titles of those who will be at the interview, the job description, a point of contact at your office if they have questions and/or are running late for their interview.
Behavioral Interviewing

Behavioral interviewing is a technique by which the interviewee is asked how he or she acts or acted in particular situations. Because one’s past behavior generally predicts future behavior, the answers to behavior-based questions can give you an excellent idea about how the candidate would deal with actual work situations, and can help you assess a person’s ability to achieve or demonstrate the competencies and capabilities required to be successful in the position.

What Are Behavioral Questions?

In behavioral interviews, interviewees are asked to give specific examples of when they have demonstrated particular behaviors or skills. Candidates should be asked to describe in detail a particular event, project, or experience, how they dealt with the situation, and what the outcome was. Appendix D Behavioral Interview Questions gives many sample behavioral interview questions that relate to the most commonly-needed competencies and capabilities for FAS positions. FAS Recruitment Services is available to help you customize your behavioral interview questions.

In preparing the questions you will ask, take time to identify the competencies that are vital to the position. This will help you target your questioning to reveal the information that matters most.

These are the Harvard Competencies:

- **Communication Skills**
  Proactively communicates; informs others of what they need to know. Utilizes oral and written communication to enhance relationships across the organization. Capably articulates thoughts and ideas in speaking and listens carefully to others

- **Delivers Results**
  Establishes high goals for organizational success and personal accomplishment; meets or exceeds those goals; conveys a sense of urgency and drives issues to closure

- **Embraces Change**
  Actively identifies problems and opportunities for change and implements solutions where appropriate. Maintains effectiveness when experiencing major changes in work tasks or the work environment; adjusts effectively to work within new work structures, processes, requirements, or cultures

- **Job Knowledge** Has achieved a satisfactory level of technical and professional skill or knowledge in position-related areas; keeps up with current development and trends in areas of expertise

- **Teamwork and Collaboration**
  Actively participates as a member of a team to move the team toward the completion of goals. Maintains strong, personal connections with team members and key stakeholders. Aligns personal work and performance with the broader team to achieve mutual outcomes
• Building a High Performing Team (managers only)
  Develops a capable, diverse and cohesive team to maximize their collective skills and talents; motivates others to achieve the organization’s goals; recognizes and rewards contributions

• Resource Allocation (managers only)
  Manages finances and organizational resources to enhance department, school or university goals. Deploys funds, staffing or resources economically and effectively.

The word “STAR” is a helpful tool to keep you on track in asking behavioral questions. Each question and answer should address:

• a Situation or Task facing the candidate;

• an Action the candidate took; and

• the Results of changes caused by these actions.

It is not unusual to receive vague, theoretical, or generic responses to behavioral questions. In such cases, follow-up questions are the best way to drill down to the specific, action-oriented detail you need to get a full understanding of the candidate.

Follow-up questions might begin with:

• Exactly what did you do…

• What were the circumstances surrounding…

• What was the most memorable example of this…

• Why did you…

• Walk me through the steps you took…

• Describe your specific role in…

• How were you able to…

• What happened when you…

• Tell me about a time…

When you ask behavioral questions, you should allow candidates time to think about their past experiences. Encourage them to take their time to think before responding. Sometimes there will be a moment or two of silence while the candidate attempts to come up with an answer. While this silence can often feel uncomfortable, avoid the temptation to jump in and break the pause. Give the candidate time and wait for their response. Candidate responses to behavior-based questions are very illuminating and are worth the time and effort.
Conducting the Interview

Interviews yield the best results when all interview team members understand the job competencies and capabilities needed, arrive with prepared questions, and stick to the agenda. By the end of a well-executed interview, the interview team will have assessed the candidate’s level of knowledge and skills, interest in the position, and likelihood of success in the position. Also, bear in mind that while you are assessing the candidate, he or she is assessing the position, you, and Harvard. Ideally, the candidate will walk away feeling fairly treated, adequately informed about the job, clear about the next steps in the hiring process, and holding a positive impression of Harvard.

**Set the Tone of the Interview**

- The interview should be free from interruptions and distractions. Forward your phone calls, turn off your cell phone, and close the door.

- Establish rapport by welcoming the candidate, introducing yourself, and describing your position and what you do. Introduce the other members of the interview team in the same way, or have them introduce themselves. If available, offer the interviewee a drink of water, or a cup of coffee or tea.

- Give a brief overview of your department, the FAS, and Harvard.

- Provide a brief description of the job responsibilities. (If you speak too much about the job at the start of the interview, before you have gathered the information you are looking for, the candidate might slant his or her information to match your description.)

**Exchange Information During the Interview**

**Important note**

Sometimes interviewees volunteer information about themselves that by law should not be considered in making an employment decision. For example, a candidate might mention dropping a child off at day care. Don’t acknowledge or make a note of this “don’t ask” information. Don’t ask, “How many children do you have?”
• Paraphrase what the speaker said to make sure you understand correctly what you are hearing.

• Take notes on a sheet of paper separate from the candidate’s resume. Write down the key points. That is, record the candidate’s statements that reflect qualifications for the job, and those that evidence past accomplishments and experiences.

• Observe and listen to the candidate’s responses.

• Pay attention to the candidate’s body language and facial expressions. Body language can be an important indicator of what may be behind the words you are hearing. For example, if the candidate tells you that building relationships is important, while their arms are tightly folded and eyes cast downward, these are signals you should consider as you evaluate what you hear.

• Ask probing questions if the answer is vague or seems questionable. To probe more, you may want to ask:

  › “Can you tell me what you mean by that?”

  › “Please give me another example.”

  › “Please tell me more.”

• Provide candid information about the job, your department and its constituents, and the environment in which the staff member would work.

• Invite the candidate to ask you any questions he or she may have.

**Close the Interview**

• Explain the next steps in the hiring process, including when and how the candidate will hear from you. (Later on, when the hiring decision has been made, be sure that you follow the communication process you described during the interview.)

• Thank the candidate for taking the time to meet with you.
Note-Taking and Discussion Before, During, and After the Interview

The notes you make on resumes, during interviews, and at other times relating to job applicants are legal records, and should reflect the same lawful considerations that go into developing interview questions (Please see Appendix H, Guide to Legally Permissible Interview Questions and Discussions). For example, notes like “Older than others in department, might not be comfortable,” should be avoided.

Also, while it’s fine to note that a candidate is able to work only between 9 and 3, do not add, “because of children.” The factors you should consider in making your hiring decisions—and any documentation of your considerations—should be objective, specific, and job-related only.

The same considerations apply to your conversations with and about candidates: if a topic is on the “don’t ask” list in the Guide to Legally Permissible Interview Questions and Discussions (for instance, a candidate’s religion), don’t mention it in conversation either.

In the case of unsuccessful applicants you have interviewed, your interview and related notes must be retained for three years after the end of your search. See the Toolkit section on Search Files—What You Must Keep (page 40).

Why take notes during the hiring process?

Notes help you remember important information provided by candidates and they help you to distinguish between multiple candidates. In addition, note-taking serves two other equally important purposes:

- Ensuring that those in a position to hire staff follow consistent procedures and consider the relevant and lawful facts, and only those facts; and
- Providing documentation of a fair and lawful decision-making process.

Notes from telephone screens, in-person interviews, reference checks, interview team meetings, and other evaluations of candidates are often the best protection against claims that decisions were made based on illegal reasons.
Post-Interview Analysis and Making the Hiring Decision

Organize and complete your notes immediately after the interview, while things are fresh in your mind. Add details and thoughts that you weren’t able to jot down during the interview. When the time comes to make a hiring decision, the interview notes for each candidate will be a critical tool for your decision-making.

As you make these notes:

- Remember that your notes are legal records.
- Identify additional questions or concerns that were not noted previously or followed up on during the interview.
- Compare your notes with the basic qualifications that the candidate must have to be considered for the position.

Making the decision

- Decide which “next step” you recommend regarding the candidate:
  - Job offer;
  - Future consideration; or
  - No offer.
- Consider the feedback provided by the subject-matter experts and/or customers on your search team.
- Once you’ve had the time to arrive at your own decision, meet with the rest of the interview team to debrief and discuss their recommendations. The bulk of the team’s discussion should focus on each candidate’s track record of achievements and qualifications to meet the requirements of the position.
Communicating with External and Harvard Internal Candidates Not Selected

Unlike the case of candidates who were declined at the earliest stage of their job applications, once contact has been made with a candidate, ASPIRE will not automatically send out a decline notification. For those candidates who have been telephone screened and/or interviewed, inform the candidate by a personal email or a phone call, or you may choose to send a release letter that uses communication templates that reside in ASPIRE.

In communicating a decline notification to a Harvard internal candidate or any finalist, it is best to do so personally, either through a phone call or a personal email inviting the candidate to call you if he or she wishes to discuss the decision further. If possible, your communication to Harvard internal candidates should give a reason for why they were not selected, such as your choice of a candidate with more experience in the relevant field or with the competencies and capabilities required for the position.

Be sure to contact your HR Consultant if you choose not to use the decline letter template provided to you in ASPIRE.
Checking References

Always check references before extending a job offer, and only do so for those finalists you are seriously considering. Make sure that the applicant understands when and how the references will be used. We recommend checking at least three professional references, at least one of whom should be a current or recent manager. No job offer should be made to an internal or external candidate until the candidate’s references have been checked. Additionally, for internal finalists, the local HR office should be contacted to verify the candidate is in good standing.

This is your opportunity to test your impressions, ask for clarification of job experience, and obtain additional information about the candidates before making a hiring decision. Harvard has developed templates that you may use in checking references. Please use the Reference Check Forms available in ASPIRE or in Appendix.

In addition to asking the questions on the Reference Check Forms, when speaking with a candidate’s references, bear in mind that your goal is to hire not only the person with the best experience and ability, but someone whose personality and work style will be compatible with your department. Thus, you might describe for the reference the working environment into which you are considering hiring the candidate, and ask whether he or she believes the candidate would be an appropriate choice, asking for reasons why or why not.

References for internal candidates are usually easy to track down; it is often more difficult to obtain references for external candidates. Many companies have policies limiting the information they will give out about present or former employees, in some cases providing dates of employment only. However, the candidate should be able to provide you with references that are willing to discuss job performance. If you are not getting beyond the confirmation of dates, job title and salary, ask the candidate to help you get the information you need by asking his or her references to give you more information or suggesting others you should contact.

When checking references, respect the confidentiality of the job candidate. Often candidates do not want to risk job security by having you talk with their current manager. In such cases, you may start by checking references with a previous manager, and then contact the current manager only when you are reasonably certain that you wish to make a job offer. Also, remember that your conversations while checking references should be treated as confidential and should never be discussed with the job candidate (even after hiring).

**Harvard Internal Finalists/Transfers**

You should always check references for internal candidates, including the current manager if the person is a final candidate. In addition, Department Administrators should contact FAS Recruitment Services or their HR Consultant to verify salary information and confirm that an internal candidate is in good standing.
Files must be kept for all candidates with whom contact is made. Access to records should be limited to designated personnel.

Harvard is required to maintain the following applicant records:

- job advertisements and postings (Aspire);
- applications, resumes, and other expressions of interest (such as cover letters, resumes or CV’s, and supporting materials)(Aspire);
- any test and test results (local search file);
- all screening and interview notes and reference checks (local search file);
- all records indicating job seekers contacted about their interest in a particular position (aspire and local search file);
- records of job offers (Aspire);
- records pertaining to searches of internal and external resume databases (Aspire); and
- documentation of outreach efforts (local search file).

Retain records for three years after the end of the search.

For candidates who were not hired:

- ASPIRE is our system of record for applicants, so **hard copy resumes do not need to be maintained separately.**

For candidates who are hired:

- Place copies of successful candidates’ applications, resumes, and other application-related documents and correspondence in their staff personnel files.
- References forms should be maintained separately for reasons of confidentiality.
Acting on Your Hiring Decision

Congratulations—you’ve made your decision. Use this Toolkit section to guide you through the next steps in the hiring process, from determining the salary, to the formal offer, to the ASPeRIN appointment.

Determining Salary

Once you have completed the selection process and decided to offer the position to your top candidate, contact your HR Consultant to determine the appropriate salary. This determination is based on several factors, including the job grade in question, the candidate’s qualifications and experience, and external market conditions.

The Verbal Employment Offer

While the formal written offer of employment will be extended by FAS HR, as the hiring manager, first you will make a conditional verbal offer to the candidate you have chosen.

To prepare for this conversation, make sure you understand all the benefits that would be available to the candidate - such as work/life, medical/dental benefits, TAP, and career growth - by reviewing the Total Compensation Summaries. Keep this Summary handy and refer to it during your conversation, to be sure you cover all points accurately. The Harvard benefits package has proven to be a strong selling point to candidates.

During your conversation with the candidate, provide details that include salary, job grade level, possible start date, and the name of the person to whom he or she would report. Inform the candidate that:

- the offer is contingent upon successful completion of pre-employment screening (if required, based on the position and candidate’s status);
- after successful screening, as discussed in the Toolkit section below, Pre-Employment Screening, the formal written offer will come from FAS HR via e-mail; and
- the candidate will need to respond to the offer e-mail with his or her acceptance, also via e-mail.

Pre-Employment Screening

Before hiring can be finalized, the Department Administrator for your department must contact FAS Recruitment Services regarding pre-employment screening of the final candidate. Screening is only conducted for the final candidate, and only to determine that nothing objectionable exists in the finalist’s background. FAS Recruitment Services manages the pre-employment screening process for all FAS staff positions, working with an outside vendor, HireRight. To set this process in motion, see the Toolkit section on Initiating the Pre-Employment Screening Process (page 43).
Determining the Types of Pre-Employment Screens Required for the Position

The types of pre-employment screening required depend on the duties and responsibilities of the position, and must be indicated in **ASPIRE** at the time the position is posted. The *Required Pre-Employment Screens* table below explains the different types of screens; when each one is appropriate; the items investigated by the screen; and the turnaround time for screening results.

**Required Pre-Employment Screens: Managed by FAS Recruitment Services**

<table>
<thead>
<tr>
<th>Type of Screen</th>
<th>Positions for which screen is required</th>
<th>Items investigated</th>
<th>Turn-around time for results (approximate)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identity</td>
<td>All positions</td>
<td>Verifies an active Social Security Number (SSN) and address, and validates the association between an individual, his or her SSN and recent address.</td>
<td>One to two days</td>
</tr>
<tr>
<td>License</td>
<td>Positions that require a specific license (e.g., drivers, professional, technical)</td>
<td>Review of any information about the license.</td>
<td>Three to five days</td>
</tr>
<tr>
<td>Criminal</td>
<td>Positions in which the employee will: have unsupervised key access to dorms, valuable artifacts, drugs, radiological materials, or animal care facilities; supervise minors (under age 18) in the regular course of duties; have the ability to disrupt or disable highly sensitive or confidential data or systems; have access to aggregate credit card data; or have the ability to authorize and/or approve financial transactions of $50,000 or more.</td>
<td>Seven year review of felonies and misdemeanor convictions in both the county and Federal District Court, and a review of the National Sex Offender Registry.</td>
<td>Ten business days</td>
</tr>
<tr>
<td>Credit</td>
<td>Positions in which the employee will have access to aggregate credit card data; or the ability to authorize and/or approve transactions of $50,000 or more.</td>
<td>Detailed report of an individual’s credit history as provided by a credit bureau; details of any accounts turned over to a credit agency; and information on foreclosures, bankruptcy and liens.</td>
<td>One day</td>
</tr>
</tbody>
</table>
Exceptions to the Pre-Employment Screening Requirements

Virtually all prospective new hires must go through pre-employment screening, which is managed by FAS Recruitment Services. Exceptions are made for (a) candidates who are HUCTW members being hired for HUCTW positions, and (b) Temporary and Less Than Half Time (LHT) positions, unless required by applicable law or regulation, such as Payment Card Industry Standards and (c) current Harvard employees being hired into a position for which only an identity screen is required.

Also, regardless of the screening requirements indicated in ASPIRE for a position, candidates who are transferring from other Harvard departments or schools often do not need screening if the only screen required is Identity. The Pre-Employment Screening Flowchart [Appendix A-11] will help you determine whether a particular transfer candidate requires pre-employment screening.

Even if a candidate fits an exception to the screening requirement, however, FAS Recruitment Services must be involved, as described below.

Initiating the Pre-Employment Screening Process

To move forward to the next step towards hiring your new staff member, the Department Administrator for your department should contact FAS Recruitment Services with one of the following:

- If screening(s) is required, e-mail the Pre-Employment Screening Request [Appendix A-12] to recruitment@fas.harvard.edu.

  › FAS Recruitment Services initiates and manages the candidate’s screening, via an online process. The candidate will receive an e-mail from our screening vendor (HireRight) with a link to a web site where the candidate can enter his or her confidential information.

- If screening is not required, e-mail the Formal Offer Information—No Screen Required form [Appendix A-13] to FAS Recruitment Services at recruitment@fas.harvard.edu.

The Formal Offer Letter

FAS Recruitment Services will inform the Department Administrator via e-mail when the candidate successfully completes pre-employment screening. At this time, FAS Recruitment Services requests from the Department Administrator (1) the information required to compose the formal offer letter, and (2) a copy of the Job Description.

If no screen is required, FAS Recruitment Services creates the formal offer letter using the information provided in the Formal Offer Information—No Screen Required form [Appendix A-13]. Email this completed form to recruitment@fas.harvard.edu and FAS Recruitment Services will create the formal offer letter.
FAS Recruitment Services issues the appropriate formal offer letter by e-mail to the candidate, copying the Department Administrator, Hiring Manager, and HR Consultant. The candidate is asked to accept the offer of employment by responding to FAS HR via return e-mail.

**The Acceptance of Employment, and Closing the Position in ASPIRE**

FAS Recruitment Services informs the Department Administrator when the candidate’s acceptance is received. The Department Administrator must complete all information needed to close the position in ASPIRE before the employee can be placed on the FAS payroll, which is as follows:

- Final HR status and disposition reason

The Department Administrator must update/disposition the HR statuses for all candidates not hired, using the appropriate reason code (see ASPIRE/FAS Quick Reference Guide—Updating Candidate HR Status, Appendix A-6 and ASPIRE Disposition Reasons, Appendix A-7).

- Self ID/EEO Form

Once final HR statuses are completed for all applicants, FAS Recruitment Services will notify the Department Administrator if additional information is required for the Self ID/EEO form.

**Hiring Documentation and ASPerIN Appointment**

If possible, please invite your new staff member to your department in advance of his or her first day to fill out required employment forms. **Completing hiring documentation in advance will enable the staff member to access necessary systems on the first day of employment.**

All new staff other than internal transfers must complete the following employment forms:

- **I-9, with required identification (see instructions on I-9 form)** The I-9 form should be completed in advance of the hire date if possible, but no later than three days after the new hire’s start date. I-9 forms must be completed in-person.

- **W-4 Form (federal tax withholding form) and M-4 Form (Massachusetts tax withholding form)** Tax withholding forms should ideally be completed online via PeopleSoft self-service during the first week of employment. Paper forms can be submitted, if necessary.

- Direct deposit can be set up via PeopleSoft self-service, or if necessary, through a paper form.

After all documentation is complete, the Department Administrator or department ASPerIN user should create a new appointment in ASPerIN (see Appendix A-15 for step-by-step instructions for this ASPerIN process). The appointment has a dual approval in FAS HR before being sent to FAS Payroll. **The appointment cannot be processed until the I-9 and supporting documents are received.**

If your candidate is transferring from another department at Harvard, the above documentation is not required, as it is already on file in the Harvard system. The Department Administrator in the hiring department will initiate a transfer appointment in ASPerIN. If processed correctly in ASPerIN, the transfer of vacation and sick time balances will happen automatically via PeopleSoft.
The On-Boarding Process

The first ten days of work can lay a foundation for a positive work experience in the long term, and can have a lasting effect on both productivity and employee retention. In addition to what your department has planned, here are some suggestions to help introduce your new staff member to the FAS.

<table>
<thead>
<tr>
<th>The Department Administrator should:</th>
<th>The Hiring Manager should:</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>A Week Before Staff Member Starts</strong></td>
<td><strong>Contact the new staff member to make sure he/she knows where and what time to report on the first day of work</strong></td>
</tr>
<tr>
<td>Coordinate office, phone, computer and systems access</td>
<td></td>
</tr>
<tr>
<td>Set up the new staff member’s work area with basic supplies</td>
<td>Send out department-wide/group-wide announcement, as appropriate</td>
</tr>
<tr>
<td>Invite new staff member in prior to the first day of work to complete new hire documentation</td>
<td>Remind the new staff member, if new to FAS, to register for a <strong>Getting Started at FAS</strong> session (<a href="http://hr.fas.harvard.edu/gettingstarted">http://hr.fas.harvard.edu/gettingstarted</a>)</td>
</tr>
<tr>
<td>Process ASPerIN appointment (done by Department Administrator or ASPerIN user)</td>
<td></td>
</tr>
<tr>
<td><strong>First Day</strong></td>
<td><strong>Meet the new staff member and discuss the plan for the first day</strong></td>
</tr>
<tr>
<td>Request door access and provide required keys (if applicable)</td>
<td><strong>Arrange for either yourself or another person in your office to give the new staff member a tour of the office</strong></td>
</tr>
<tr>
<td>Review phone and computer system operation</td>
<td></td>
</tr>
<tr>
<td>Access HARVie, FAS and FAS HR iSites and review common web sites</td>
<td><strong>Introduce the new staff member to other members of the team</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Schedule time for the new staff member to attend Harvard’s <strong>New Employee Orientation</strong> (<a href="http://hr.harvard.edu/university-new-employee-orientation">http://hr.harvard.edu/university-new-employee-orientation</a>)</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Discuss staff meetings (i.e., schedule, frequency, and agenda items)</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Review Harvard and FAS policies and procedures, such as work hours, telephone, e-mail and internet usage, office resources, supplies, and service standards for the department</strong></td>
</tr>
<tr>
<td>The Department Administrator should:</td>
<td>The Hiring Manager should:</td>
</tr>
<tr>
<td>------------------------------------</td>
<td>---------------------------</td>
</tr>
<tr>
<td><strong>First Week</strong></td>
<td></td>
</tr>
<tr>
<td>Verify the date the new staff member will receive first paycheck</td>
<td></td>
</tr>
<tr>
<td>Arrange for training in time reporting and requesting absences and check in with new staff member to make sure this process is understood</td>
<td></td>
</tr>
</tbody>
</table>
FAS HR Contact Information

**FAS Recruitment Services**
This team provides a wide range of HR employment support services to departments, including assistance with recruiting and pre-employment processes.

FAS Recruitment Services
Jennifer Bellenoit, Recruitment Coordinator
Chris Keller, Diversity Recruitment Consultant
Angela Lifsey, Recruitment and Talent Development Manager
Kim Zweig, Recruitment Consultant

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**FAS HR Consultants**

HR Consultants provide the full range of general human resources services to departments and affiliates of the FAS. Each FAS Department and Center is supported by one of the HR Consultants listed below.

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Gary Cormier
Andrea Kelton-Harris
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Elise Sacchetti
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nwilcher@fas.harvard.edu
Appendices
Appendix A: Forms and Information Used in Hiring

A-1  Job Codes (please visit: http://able.harvard.edu/hr-common/job-codes.xls)
A-2  Instructions for Position Actions in ASPeRIN
A-3  ASPIRE/FAS Quick Reference Guide—Creating a Requisition
A-4  Affirmative Action Goals in ASPIRE
A-5  Required Pre-Employment Screens: Managed by FAS Recruitment Services
A-6  ASPIRE/FAS Quick Reference Guide— Updating Candidate HR Status
A-7  ASPIRE Disposition Reasons
A-8  Reference Check Form (professional staff)
A-9  Reference Check Form (support staff)
A-10 Pre-Employment Screening / Formal Offer Letter Process
A-11 Pre-Employment Screening Flow Chart
A-12 Pre-Employment Screening Request
A-13 Formal Offer Information / No Screen Required Form
A-14 Direct Deposit Online Instructions
A-15 Instructions for Processing a New Appointment in ASPeRIN
Instructions for Position Actions in ASPerIN

Once the position is approved and posted in ASPIRE, please update ASPerIN appropriately. If this position is an increase to headcount, and therefore a new position, you will need to follow the instructions to “Create a new position.” If this position is a replacement and there was an incumbent listed in the ASPIRE posting, but the position has been edited in any way (grade change, description updated, etc.), you will need to follow the instructions to “Edit an existing position.” If the position has not changed at all, you will not need to take any action in ASPerIN at this time.

Create a New Position

1. In order to create a new position, you will need the following information:
   a. ASPIRE Requisition ID number and information from the posting such as job code, title, supervisor, and job description
   b. Workgroup and Time & Labor group
   c. 33-digit code for default salary distribution
2. Log in to ASPerIN (https://asperin.fas.harvard.edu)
3. Click “Actions” from horizontal menu bar on the top of the window
4. Click “Position” from the vertical menu on the left of the window
5. Click “New Position” on Position submenu in left menu bar
6. If the position is similar to a role that already exists in your department, you can copy an existing position and edit the fields as needed.
   a. Select your department from the drop down menu and click “Search for position to copy.” If you know the position number of the existing position, you can enter that to negate the need for a search.
   b. Click on the title of the job you would like to copy. Edit the position as needed. For details on any of the position information fields, refer to step #10.
   c. Once edited, skip to step #11.
7. If the position is significantly different than any existing position in your department, or if you prefer to begin with a blank position, select “Staff” from the list of position types on the New Position page
   NOTE: For new Temporary/LTHT positions, you do not need to create the new position separate from appointing the individual. You can create the new position as the first step in the New Appointment action.
8. Select the appropriate department in the department drop down menu.
   NOTE: If you are an ASPerIN submitter for just one department this field will automatically be correctly filled.
9. If the position is currently posted in ASPIRE, click the blue **Update from Requisition** link in the upper right corner of the page and follow the directions below. **If the position you intend to create is not in the list in the Update from Requisition popup window, skip to step #10**

   a. Select the appropriate position from the pop-up menu of open positions in your department

   b. Review the position information and, if correct, click the “Update Position” button. This will update the following position information fields: Job Code, Requisition ID, Position Name, Union Status, Job Description. Verify that these fields are correct.

   c. Select the appropriate Workgroup from the drop down menu. Check that the correct Time & Labor group automatically populates.

   d. Enter the Effective Date. This should be the current date, not a date in the past.

   e. Enter the Position Start Date. If the start date of your new hire is known, you can enter this as the start date, even if it is in the past. If not, this can be the current date. You will enter the employee’s start date as a part of the appointment process.

   f. If this is a term position with a known end date, enter this date in the Position End Date field.

   g. Enter the percent time in the % Time field.

   h. Enter the Supervising Position by clicking on the magnifying glass next to the empty field. A popup “FAS Position Lookup” window will open.

      i. Enter the last name of the supervisor in the “Incumbent Last Name” field and the appropriate department from the drop down menu. Click “Lookup values.”

      ii. Select the correct individual from the “Values” returned from the search and click, “Use selected value.”

   i. Enter the default 33-digit account code for the default salary distribution. This information will feed into the appointment, but you will be able to assign the distributions at that time as well.

   j. In the position tracking notes, enter any pertinent information specific to this position. Include the date and your initials. Be aware that this data will remain with the position throughout its life.

10. If you are unable to update the position from an open requisition, follow the steps below.

   a. Select the appropriate Workgroup from the drop down menu. Check that the correct Time & Labor group automatically populates.

   b. Enter the Job Code. This must match the job code that was posted in the Requisition.

      i. The Position Name field will automatically populate to the title associated with the Job Code. This field can be edited if needed.

   c. Enter the Effective Date. This should be the current date, not a date in the past.

   d. Enter the Requisition ID (also called the Requisition Number)

   e. Verify the Position Name. Edit if necessary. If the position name is different from the title associated with the Job Code, it should match the “Business Title” listed on the ASPIRE requisition.
f. Verify that the Position Status is set to “Open”

g. Enter the Position Start Date. If the start date of your new hire is known, you can enter this as the start date, even if it is a date in the past. If not, this can be the current date. You will enter the employee’s start date as a part of the appointment process.

h. If this is a term position with a known end date, enter this date in the Position End Date field.

i. Enter the percent time in the % Time field.

j. Verify that the Union Status was auto-filled correctly.

k. Enter the Supervising Position by clicking on the magnifying glass next to the empty field. A popup “FAS Position Lookup” window will open.

   i. Enter the last name of the supervisor in the “Incumbent Last Name” field and the appropriate department from the drop down menu. Click “Lookup values.”

   ii. Select the correct individual from the “Values” returned from the search and click, “Use selected value.”

l. Enter the Job Description. This should match the description in the posted requisition.

m. Enter the default 33-digit account code for the default salary distribution. This information will feed into the appointment, but you will be able to assign the distributions at that time as well.

n. In the Position Tracking Notes, enter any pertinent information specific to this position. Include the date and your name or initials.

11) Review all information on the screen for accuracy and then click “Submit”

12) The position edit action will need to be approved by an HR Coordinator and Consultant in FAS HR before you can appoint a staff member into the position.

**Edit an Existing Position**

1) In order to edit an existing position, you will need the following information

   a. Position Number: This can be found by performing an ASPerIN search for the incumbent who most recently occupied the position. The position number will be listed next to the position name on the front screen of the employee’s information.

   b. ASPIRE Requisition ID number

2) Log in to ASPerIN (link)

3) Click “Actions” on the horizontal menu bar on the top of the window

4) Click “Position” on the vertical menu on the left of the window

5) Click “Edit Position” on the Position submenu

6) Select the appropriate department from the Department drop down menu
7) Enter the Position #. If the position number is not known, you can search for the position by filling in the other categories such as position status, category, or incumbent name fields. If only the department, position status, and category fields are completed, all positions matching these parameters will be returned in the search.

8) Click Search. If necessary, select the position you would like to edit from the list.

9) If the position is currently posted in ASPIRE, click the blue Update from Requisition link in the upper right corner of the page and follow the directions below. If the position you intend to create is not in the list in the popup menu, you will need to manually update any position information that has changed.
   a. Select the appropriate position from the pop-up menu of open positions in your department
   b. Review the position information and, if correct, click the “Update Position” button. This will update the following position information fields: Job Code, Requisition ID, Position Name, Union Status, Job Description. Verify that these fields are correct.
   c. Update any other fields as necessary.

10) In the Position Tracking Notes, enter a comment to indicate which pieces of the position information were updated and if applicable, why they were updated. Include your name or initials and the date. Be aware that this data will remain with the position throughout its life.
   a. For example, if a vacant position was reclassified and posted, the comment might be as follows. “10/20/2010 – Position edited to reflect reclassification and title change. Updated to match Req #12345BR. –JSH”

11) Verify that all position information is correct.

12) Click “Submit”

13) The position edit action will need to be approved by an HR Coordinator and Consultant in FAS HR before you can appoint a staff member into the position.
Getting Started

- Access ASPIRE at http://trm.brassring.com/Harvard
- Sign in with your Username: HUID
  Password: PIN
- From the menu ribbon on the upper left of the screen, hover your cursor over . Then click 'add new req'

Pre-Req Creation

Determine the Job Code! It is very important you select the correct job code as once the req has been saved, the job code cannot be changed. If the wrong job code is selected, the req needs to be cancelled and a new one created.

Creating a Requisition

1. Click
2. Click
3. Complete req form, including the FAS specific fields below:
   - Recruiter: in most cases, this is the user creating the req.
   - Select the Job Group and the AA Goals: From the pull-down, select the job group. This should match the information in the job group field above
   - Additional Information: include the language: All formal written offers will be made by FAS HR.
   - Costing: include 33 digit coding for the position
   - Primary Source of Funding: Select the type of funding source. Indicate source providing highest %
   - Requisition team to include on all FAS Reqs:
     - Jennifer Bellenoit
     - Chris Keller
     - Angela Lifsey
     - Kim Zweig
     - Your HR Consultant
     - Your HR Coordinator
   - Select the individuals necessary to get your req approved in the Approval Routing section.
     - Level 1 Approver: Kim Zweig
     - Level 2 Approver: Your HR Consultant
4. To save a draft click
5. Or, to route for approval click
6. Then click

Getting Help

- FAS Recruitment Services:
  - Jennifer Bellenoit: 6-4459
  - Chris Keller: 5-2730
  - Angela Lifsey: 6-8897
  - Kim Zweig: 4-6556
  - Contact us at recruitment@fas.harvard.edu

- Help Desk:
  Email: helpdesk@harvard.edu
  Subject: ASPIRE
  Provide a description of the issue

- Online Resources:
  Eureka: http://eureka.harvard.edu
  Select: ASPIRE

Revised September 2014
**Affirmative Action Goals in ASPIRE**

To determine whether an open job requisition has Affirmative Action goals associated with it, follow either or both of these steps:

A. View it in the requisition

B. Add Minority and Woman Goal fields to your Requisition Output view in ASPIRE

**Configuring Your Requisition Output Grid.** The requisition output grid can be customized to add, remove and reorder columns. To edit output fields (add, remove, reorder), do the following:

1. Click the Edit output fields button on the requisition output grid page.

2. Select the ‘Minority Goal’ and ‘Women Goal’ fields in the Available values box. The Available values box contains standard fields and custom fields for which the user has privileges.

3. Click the double right arrows >> to move them into the Selected values box.

4. Use the up and down order to change the order of the items in the Selected values box.

5. Click Save.

6. On the Requisition Output Grid screen, click the Save Output Fields button to retain your settings.
<table>
<thead>
<tr>
<th>Type of Screen</th>
<th>Positions for which screen is required</th>
<th>Items investigated</th>
<th>Turn-around time for results (approximate)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identity</td>
<td>All positions</td>
<td>Verifies an active Social Security Number (SSN) and address, and validates the association between an individual, his or her SSN and recent address.</td>
<td>One to two days</td>
</tr>
<tr>
<td>License</td>
<td>Positions that require a specific license (e.g., drivers, professional, technical)</td>
<td>Review of any information about the license.</td>
<td>Three to five days</td>
</tr>
<tr>
<td>Criminal</td>
<td>Positions in which the employee will: have unsupervised key access to dorms, valuable artifacts, drugs, radiological materials, or animal care facilities; supervise minors (under age 18) in the regular course of duties; have the ability to disrupt or disable highly sensitive or confidential data or systems; have access to aggregate credit card data; or have the ability to authorize and/or approve financial transactions of $50,000 or more.</td>
<td>Seven year review of felonies and misdemeanor convictions in both the county and Federal District Court, and a review of the National Sex Offender Registry.</td>
<td>Ten business days</td>
</tr>
<tr>
<td>Credit</td>
<td>Positions in which the employee will have access to aggregate credit card data; or the ability to authorize and/or approve transactions of $50,000 or more.</td>
<td>Detailed report of an individual’s credit history as provided by a credit bureau; details of any accounts turned over to a credit agency; and information on foreclosures, bankruptcy and liens.</td>
<td>One day</td>
</tr>
</tbody>
</table>
# Overview

At each step in the hiring process, you will need to assign candidates an HR status or release them from consideration.

## Resume Review

Candidates that have not yet been reviewed will have a default status of **Pending Review**

- Review each candidate’s resume to screen for Basic Qualifications as listed in the job posting (education, experience and skills)
- Candidates who do not meet the Basic Qualifications cannot be considered for the position. Update the HR status to **Declined - Resume Review**
  - Choose the Disposition reason “Basic Qualifications Not Met”
- Update the status of qualified candidates to **Resume Review**. Click update and add next then **Manager Review**

- If declining the candidate, update their HR status to **Declined - Resume Review**
  - Choose the Disposition reason that most closely reflects why the applicant was declined
  - Candidate receives an automated decline notification from ASPIRE

## Manager Review

- If the manager chooses not to interview a candidate, mark as **Declined - Manager Review**
  - Choose the Disposition reason that most closely reflects why the applicant was declined
  - Candidate receives an automated decline notification from ASPIRE

- As you phone screen candidates, update their HR Status to **Phone Screen**
- If you choose to release a candidate at this stage, update their status to **Declined - Phone Screen**
  - **Note**: Candidates declined at Phone Screen status will not be sent an automated decline notification.
- You must notify the candidate declined at Phone Screen status via email or email template via **Send Communications** function in ASPIRE

## Reference Check

- When you are ready to call the candidate’s references, update the status to **Reference Check/Finalist**

## Pre-Employment Screening

- Once the candidate’s references are complete and a conditional offer has been made, update the status to **Conditional Offer** and contact FAS Recruitment Services to initiate a background screening if required
- Background screening requests should include the requisition number, candidate name, email and type of screening. Requests should be emailed to: **recruitment@fas.harvard.edu**

## Offer Letter

- Upon the completion of the background screening you will be notified via email and sent an offer letter request form.
  - Complete the form and return to: **recruitment@fas.harvard.edu**
  - All formal offer letters are emailed to the candidate, Hiring Manager/DA, and your HR Consultant. FAS Recruitment Services will notify you when a written acceptance of your offer has been received

## Closing the Requisition

- FAS Recruitment Services will update the HR Status of your finalist, to “hired”, once your candidate has formally accepted the offer.
  - Department Administrators are responsible for declining the remaining candidates promptly. The req cannot be closed until all candidates are marked as declined with an accurate disposition reason. Please notify recruitment@fas.harvard.edu once this has been completed or if you would like assistance.

- Departments are encouraged to decline candidates who are no longer being considered, as they move through the process, to ensure a positive candidate experience and timely communication.
# ASPIRE Disposition Reasons

## Disposition Codes

<table>
<thead>
<tr>
<th>Disposition Reason</th>
<th>When to Use</th>
</tr>
</thead>
<tbody>
<tr>
<td>Applied after offer made</td>
<td></td>
</tr>
<tr>
<td>Candidate withdrew</td>
<td></td>
</tr>
<tr>
<td>Does not meet basic educational requirements</td>
<td></td>
</tr>
<tr>
<td>Does not meet basic <strong>experience</strong> requirements</td>
<td></td>
</tr>
<tr>
<td>Does not meet basic skill requirements</td>
<td></td>
</tr>
<tr>
<td>Does not meet basic minimum age requirements</td>
<td></td>
</tr>
<tr>
<td>Errors on resume and/or cover letter</td>
<td></td>
</tr>
<tr>
<td>Falsified application information</td>
<td></td>
</tr>
<tr>
<td>Finalist - not best qualified - communication skills</td>
<td></td>
</tr>
<tr>
<td>Finalist - not best qualified - education</td>
<td></td>
</tr>
<tr>
<td>Finalist - not best qualified - experience amount</td>
<td></td>
</tr>
<tr>
<td>Finalist - not best qualified - experience relevance</td>
<td></td>
</tr>
<tr>
<td>Finalist - not best qualified - job specific knowledge and skills</td>
<td></td>
</tr>
<tr>
<td>Finalist - not best qualified - lacks sufficient interest in job</td>
<td></td>
</tr>
<tr>
<td>Finalist - not best qualified - problem solving skills</td>
<td></td>
</tr>
<tr>
<td>Ineligible for hire</td>
<td></td>
</tr>
<tr>
<td>Ineligible for rehire</td>
<td></td>
</tr>
<tr>
<td>Ineligible for transfer</td>
<td></td>
</tr>
<tr>
<td>Lack of physical capacity (with reasonable accommodation)</td>
<td></td>
</tr>
<tr>
<td>Lacks priority under union contract</td>
<td></td>
</tr>
<tr>
<td>Lacks work authorization</td>
<td></td>
</tr>
<tr>
<td>No show/cancel for interview</td>
<td></td>
</tr>
<tr>
<td>Not available for required travel</td>
<td></td>
</tr>
<tr>
<td>Not best qualified - communication skills</td>
<td></td>
</tr>
<tr>
<td>Not best qualified - education</td>
<td></td>
</tr>
<tr>
<td>Not best qualified - experience amount</td>
<td></td>
</tr>
<tr>
<td>Not best qualified - experience relevance</td>
<td></td>
</tr>
<tr>
<td>Not best qualified - job specific knowledge and skills</td>
<td></td>
</tr>
<tr>
<td>Not best qualified - lacks sufficient interest in job</td>
<td></td>
</tr>
<tr>
<td>Not best qualified - problem solving skills</td>
<td></td>
</tr>
<tr>
<td>Not considered - incomplete application</td>
<td></td>
</tr>
<tr>
<td>Not reviewed - Data Mgt. Technique</td>
<td></td>
</tr>
<tr>
<td><strong>Not reviewed - submitted after start deadline</strong></td>
<td></td>
</tr>
<tr>
<td>Not willing or able to work hours</td>
<td></td>
</tr>
<tr>
<td>Reference check - negative results</td>
<td></td>
</tr>
<tr>
<td>Req. canceled</td>
<td></td>
</tr>
<tr>
<td>Salary expectations</td>
<td></td>
</tr>
<tr>
<td>Skills/Computer testing - insufficient score</td>
<td></td>
</tr>
<tr>
<td><strong>Stated application deadline passed</strong></td>
<td></td>
</tr>
<tr>
<td>Unable to contact candidate</td>
<td></td>
</tr>
<tr>
<td>Unstable employment history</td>
<td></td>
</tr>
</tbody>
</table>

---

**Experience amount:** under or over-qualified

**Relevance:** industry or academic per posting

**Specific knowledge:** other better qualified

---

Use if no cover letter **as stated in the posting** in Additional Information section

Use if salary requirements listed on application are clearly out of range
## Reference Check Form (Template)
### Professional Staff Positions

<table>
<thead>
<tr>
<th>Candidate’s name:</th>
<th>Date/time of discussion:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reference name:</td>
<td>Position/title:</td>
</tr>
<tr>
<td>Company:</td>
<td>Telephone #:</td>
</tr>
<tr>
<td>Reference checked by:</td>
<td>Email:</td>
</tr>
</tbody>
</table>

1. In what capacity did you work with the candidate? Could you clarify for me what the candidate’s responsibilities were when he or she worked for you? (If relevant) Why did the candidate leave the position?

2. The candidate is being considered for the following position. Based on your observation and experience, how do you think he or she might perform in this role?

3. What were the candidate’s key accomplishments or impact on the organization? What would you consider to be an area of development the candidate could focus on?

4. In stressful situations, how would you describe how the candidate reacted? Can you think of a specific example?

5. Will you describe a difficult situation or problem the candidate was able to solve?
6. How independently does the candidate work as opposed to checking in with stakeholders and or supervisor?


7. Describe the candidate’s ability to handle or diffuse conflict? Will you provide a specific example?


8. Describe the candidate’s relationships with his / her coworkers, reporting staff (if applicable) and supervisors.


9. If you were going to provide advice on how to best guide or manage this person, what would it be? Would you rehire if given the opportunity?


10. Are there any additional comments you would like to make?


11. Please describe the candidate’s management style. How effective is the candidate in creating and managing change? How does the candidate address performance problems with employees?
# Reference Check Form (Template)
**Support Staff Positions**

<table>
<thead>
<tr>
<th>Candidate’s name:</th>
<th>Date/time of discussion:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reference name:</td>
<td>Position/title:</td>
</tr>
<tr>
<td>Company:</td>
<td>Telephone #:</td>
</tr>
<tr>
<td>Reference checked by:</td>
<td>Email:</td>
</tr>
</tbody>
</table>

1. In what capacity did you work with the candidate?

2. What were the candidate’s responsibilities when he or she worked for you? Why did the candidate leave the position?

3. The candidate is being considered for the following position. Based on your observation and experience, how do you think he or she might perform in this role? What do you consider to be his or her best quality for this specific role?

4. Please describe the quality of work performed by the candidate. Can you think of a specific instance where quality was a concern? How receptive was the candidate to constructive criticism?
5. Please describe the candidate's ability to meet deadlines and flexibility to handle changing priorities. What area of development do you think the candidate could focus on?

6. How much supervision was needed by the candidate? How did he or she respond to your supervision or management style?

7. How would you describe the candidate's interpersonal skills? How did he or she get along with her co-workers?

8. How would you describe the candidate's punctuality and reliability?

9. If you were going to provide advice on how to best guide or manage this person, what would it be? Would you rehire if given the opportunity?

10. Are there any additional comments you would like to make?
**Pre-Employment Screening / Formal Offer Letter Process**

1. **Determine if final candidate requires pre-employment screening.** Use the flowchart provided by FAS Recruitment Services.

2. **Inform the final candidate that you would like to move forward with the process,** and that the next step is successful completion of pre-employment screening. **Determine salary in consultation with your HR Consultant.** Extend a verbal offer to the selected candidate contingent upon successful completion of the pre-employment screening.

3. **Contact FAS Recruitment Services at recruitment@fas.harvard.edu with one of the following:**
   
   a. If screening(s) is required, email the Pre-Employment Screening Request to recruitment@fas.harvard.edu. FAS HR initiates the candidate's screening, via an online process. The candidate receives an e-mail from our screening vendor (HireRight) directing them to their secure site where they can enter their confidential information.

   b. If screening is not required, complete and email recruitment@fas.harvard.edu the Formal Offer Information- No Screen Required Form.

4. **FAS Recruitment Services will inform you via e-mail when the candidate successfully completes pre-employment screening,** and at that time requests information required to compose the formal offer letter. If no screen is required, FAS Recruitment Services creates the formal offer letter using the information you provided in the No Screen Required Form.

5. **FAS Recruitment Services issues the formal offer letter to the candidate via email,** cc:ing you and your HR Consultant. The candidate is asked to accept via return email.

6. **FAS Recruitment Services will inform you when the candidate accepts the formal offer.** Department administrator should ensure remaining candidates are in an HR status of declined.

7. **FAS Recruitment Services will close the requisition once all candidates other than the hired individual are in a declined status.**
Determining if a Final Candidate Requires Pre-Employment Screening

Is the final candidate currently a Harvard Staff Member?

- NO
  - Screening is required
- YES
  - Is the final candidate HUCTW?
    - NO
      - NO
    - YES
      - Is the position HUCTW?
        - YES
          - Screening is not required
        - NO
          - Screening is not required
    - YES
      - Was the position posted with screening requirements other than identity?
        - NO
          - Screening is not required
        - YES
          - Has the final candidate completed the required screenings within the last six months?
            - NO
              - Screening is required
            - YES
              - Screening is not required

YES
Pre-Employment Screening Request*

Send an email requesting pre-employment screening to FAS Recruitment Services at recruitment@fas.harvard.edu. Please provide the following information:

1. Requisition number:
2. Candidate’s name:
3. Candidate’s email address:
4. What screens are listed in the ASPIRE posting?
   ___ Identity
   ___ Criminal
   ___ Credit
   ___ DMV (for information about their driver’s license)
   ___ License (for information about a technical or professional license, i.e. Electrician, Nursing, etc.)
5. Is the candidate an internal transfer (coming from a current regular Harvard staff position)?
   Yes or No

*Please note: No screening is required if the candidate is internal and the only screen required is identity, or if the position and the candidate are both HUCTW. If no screening is required, please complete the Formal Offer Information / No Screen Required form, and send it to recruitment@fas.harvard.edu.
**Formal Offer Information / No Screen Required Form**

Please provide the following information in order for us to construct the formal offer letter. Submit the completed form to recruitment@fas.harvard.edu. We will email your candidate the formal offer letter based on the details you provide. You and your HR Consultant will be copied on the email.

Please take this opportunity to prepare the requisition for closing by updating the HR status and disposition reason for any remaining applicants in the candidate pool. This is a requirement for the University’s compliance with OFCCP regulations.

1. Requisition #:
2. Candidate’s name:
3. Salutation (Ms./ Mr.):
4. Department name:
5. Candidate’s email address:
6. Candidate’s address:
7. Position title:
8. Start date:
9. Hours per week:
10. Schedule (not applicable for full-time exempt positions):
11. Actual salary to be paid (verbal offer amount):
    Note: non-exempt offer letters will indicate the hourly rate rather than the annual salary
12. (For non-exempt) Is the verbal offer above the minimum of the grade? (Yes or No)
13. Please identify what type of hire this is:
    - External
    - Transfer into FAS from another Harvard School
    - Transfer within FAS
14. Is the position HUCTW, exempt, or non-union, non-exempt?
15. Is this a grant-funded position? (Yes or No)
16. Is this a term position? (Yes or No)
17. If this is a term position, dates of the term:
18. Name of person responsible for department orientation and training:
20. If you wish to cc: hiring manager on offer letter, please include name and title:
21. Please identify any other candidates you interviewed for this position that you would strongly recommend for future consideration.
22. Please attach job description.
Harvard University Employee Self Service
Online Direct Deposit Instructions

It is not necessary to submit a paper Direct Deposit form if you enter your Direct Deposit information into PeopleSoft using Employee Self Service.

All you need are your ID# and your PIN#:

- Go to http://harvie.harvard.edu and click the “PeopleSoft Access” link in the center of the screen.
- Enter your ID# and PIN#, then click “Authenticate” to gain access to your personal PeopleSoft information.
- Click through the following path to access your direct deposit account information:
  Home > Self Service > Employee > Tasks > Direct Deposit
- You can add, delete, or edit an account:
  - To ADD an account, click the “Add an Account” button, fill in the information requested*, and click “Save.”
  - To DELETE an account, click the “Delete” button, then click “Yes” or “No” when PeopleSoft asks for confirmation.
  - To EDIT an account, click the “Edit” button, update the appropriate information*, and click “Save.”

After any update, be sure to review all your account information (percentages, amounts, balance account).

* PeopleSoft will ask for the “Transit Number/Bank ID”—this number is the nine-digit number in the bottom left corner of your check. The number to the right of the transit/bank ID on your check is your account number. (To the right of your account number, you will see your check number; DO NOT include this number as a part of your account number, as it will result in a data error with your bank and delay the receipt of your paycheck.)

* Include all zeros in your account number, but do not enter any special characters such as dashes or spaces. For example, if your account number is 00012-345, enter 00012345.

Please note that when you initiate direct deposit or change your bank account information, the first check after you submit the information will be a live check. This allows us to validate your bank account number and transit/routing number prior to initiating electronic deposits into your account.

If you do not have a PIN #...
...go to www.pin.harvard.edu to request one.

If you do not have access to a computer...
...complete the Harvard University Direct Deposit Form (available from your local Human Resources office or the Central Payroll office) and submit to Central Payroll.

If you need assistance or have any questions...
...call the Payroll Hotline at x53001.
Harvard University Direct Deposit Authorization Form

Name: ___________________________  HUID (first 8 digits on your card): __________________

SSN: _____ - _____ - _________  Daytime Phone or Email: _____________________________

I hereby authorize the Harvard Central Payroll Office to:

- [ ] Start Direct Deposit
- [ ] Stop All Direct Deposit

Change my Direct Deposit as follows:
- [ ] Change all (a change all replaces the direct deposit authorization currently on file. Fill in every line of bank information to show how your check should now be deposited)
- [ ] Add new account (existing accounts will remain unchanged)
- [ ] Remove one account (other accounts will remain unchanged, but keep in mind you must have one balance account)

Note: If you are signing up for direct deposit for the first time or have elected “change all” above, you must complete line number 1 below.

Line numbers 2, 3 and 4 are optional: use these lines to authorize Harvard to directly deposit fixed dollar amounts or percentages of your pay into additional accounts. Please attach a voided check for each checking account listed below.

**YOU MUST HAVE ONE BALANCE ACCOUNT**

<table>
<thead>
<tr>
<th>Bank Name</th>
<th>Routing #: ___________________  9 digits</th>
<th>Account #: _____________________</th>
<th>Checking (attach voided check) or Savings</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

I acknowledge that my pay information is online, and I have received instructions on how to access this information. At this time, I choose to receive a paper copy of my pay advice but understand that I can go online at any time and choose to discontinue receiving the paper copy.

I authorize Harvard University to deposit my net pay via direct deposit to my account(s) as indicated above. If funds to which I am not entitled are deposited to my account(s), I authorize the University to direct the financial institution(s) to return said funds.

I understand that it is my responsibility to verify that payments have been credited to my account(s) and that the University assumes no liability for overdrafts for any reason. I understand that in the event that my financial institution(s) is/are not able to deposit any electronic transfer into my account due to any action I take, the University cannot issue the funds to me until the funds are returned to the University by financial institution(s).

I understand this authorization will override any previous authorization and will remain in effect until revoked by my written request. I understand that I must immediately notify the Payroll Office before I close any/all account(s) listed above while this authorization is in effect.

Employee Signature ___________________________  Date ____________
Instructions for Processing a New Appointment in ASAPeRIN

Once your final candidate accepts the formal offer from FAS HR and, in the case of staff new to Harvard, he or she has completed the necessary new hire paperwork (I– 9, W– 4, M– 4) you are ready to process their appointment. Much of the information you will need can be found on the new hire paperwork, the offer letter, and the ASPIRE requisition.

1. Log in to ASAPeRIN (https://asperin.fas.harvard.edu)
2. Click “Actions” from horizontal menu bar on the top of the window
3. Click “Appointment” from the vertical menu on the left of the window
4. Click “New Appt” on Appointment submenu in left menu bar
5. The option to “Obtain a position by: Searching for an existing ASAPeRIN position” will be automatically selected
6. Under “Search Criteria for ASAPeRIN Positions” select the appropriate department from the drop down menu
7. Most new appointments involve an open position. If so, select “Open” from the Status drop down menu. If the position you will use is currently filled (for example if there will be an overlap between the incumbent and the new hire), select “Filled” from the Status drop down menu.
8. For quicker searching, enter the Position # in the open field, or the Incumbent’s first and/or last names.
9. Click Submit
10. If multiple positions are returned from your search criteria, select the correct position by clicking on the Position Name from the list.
11. This will bring you to screen 2 Appointment Info
12. The title will automatically populate from the position title. In some rare cases, you may want to edit this. The appointment title will supersede the position title if they are different.
13. Enter the Appt. Start Date
14. For term positions, or grant funded positions with a known end date, enter the Appt. End Date
15. Click on “Update from Requisition” and select the appropriate Requisition from the pop up list of open requisitions in your department. If the correct requisition number does not appear in the listing, this field can be manually entered.
16. The Job Code and Union Status will automatically populate from the position information.
17. Enter the Hrs/Wk
18. Enter the Annual Salary or Hourly Amt. All four salary fields will fill after one is completed.
19. Enter the 33-digit codes and accompanying percentages to which the salary will be distributed.
20. Click “Continue” to proceed to screen 3 Person Info
21. If the new hire is new to Harvard, click on “new person”. If the new hire is a transfer from another department or school, enter their Harvard ID. Alternatively you can enter their first and last name, but this is not as reliable a method for pulling the correct employee record.

22. If you are appointing a new person
   a. The University ID and Name Key will remain blank until the appointment is processed
   b. Enter the SSN
   c. Enter the names (last, first, middle)
   d. Click “Update from Requisition” to fill fields from data loaded into ASPIRE, or you can manually enter the employee’s residential address and contact information.
   e. Enter the university mailing address using the location code search function, and the employee’s office phone number.
   f. Select the appropriate email address option.
   g. If known, enter the contact information for the employee’s emergency contact (optional).
   h. Enter the employee’s Sex
   i. Enter the employee’s Date of Birth
   j. Enter the employee’s I-9 status
   k. Enter the employee’s Marital Status
   l. Check the appropriate box for the employee’s ethnicity
   m. Enter the employee’s educational information using the search functions (optional)
   n. Enter the employee’s high education level (optional).

23. If you are appointing a transferring employee, complete any information that does not automatically fill in the form. Note if the employee’s address has changed since their record was last updated.
   a. Note that when an employee transfers from outside of FAS, their sex, date of birth, I-9 and marital status will not automatically fill. You will need to obtain this information from the employee before processing the appointment.

24. Click Continue to proceed to screen 4 Additional Info

25. Select the appropriate option from the “Action” drop down menu.
   a. If this is a new employee to Harvard, select “Hire”
   b. If this is a transferring employee, select “Transfer”
      i. Select the appointment to be superseded in the “Supersedes” drop down menu
   c. If this is a promotion for an employee already in your department, select “Promotion”
      i. Select the appointment to be superseded in the “Supersedes” drop down menu
26. Enter the employee’s regular work schedule. This schedule will feed into PeopleSoft Time & Labor and Absence Management so it is important to be as accurate as possible.

27. Add any comments in the comment field. It is helpful to note in transfer actions what position will be superseded. Be sure to include anything unusual about the appointment, such as noting that the new hire will overlap with the incumbent.

28. Click “Continue”

29. Click “Submit the action for approval to the next level” if you are ready to do so. Alternatively you can save the action for submission at a later time.

30. The action will then be routed to FAS HR for approval, and then to FAS Payroll for entry into PeopleSoft.
Appendix B: Basic Qualifications (for Use in Writing Job Descriptions)

Basic qualifications are determined before you begin to recruit for a position, and must be included in job advertisements, including ASPIRE postings. These qualifications are:

- **Non-Comparative** (e.g., three years’ experience in a particular position, rather than a comparative requirement such as “must have the most years’ experience, among candidates”) (see [page 14](#)),

- **Objective** (e.g., a Bachelor’s degree in Accounting, but not “a technical degree from a good school”);

- **Relevant** to the performance of the particular position; and

- **Demonstrable** by evidence or statements in the applicant’s “expression of interest” (resume or cover letter)

As a federal contractor, Harvard must solicit and retain demographic information for individuals who apply for employment through ASPIRE, and for applicants who meet the basic qualifications for the position they applied for. Thus, establishing basic qualifications helps us determine which applicants to include and which to exclude for purposes of Harvard’s Affirmative Action record keeping responsibilities.

**Distinguishing “Basic Qualifications” From “Additional Qualifications” in ASPIRE**

When posting a position in ASPIRE, you will need to list certain job qualifications as “basic qualifications” and others as “additional qualifications.” Note that there is no harm in listing something as an “additional qualification” if it is not a basic qualification; the “additional qualification” designation does not limit your ability to use that qualification as a basis for selection among applicants for the position.
To determine where to place a particular qualification:

1. Make separate lists of qualifications that are required and those that are preferred.

2. Determine which of the required qualifications meet or can be refined to meet the criteria for “basic qualifications” outlined above (non-comparative, objective, relevant, and demonstrable). List these in the Basic Qualifications section of the requisition. Please note that for HUCTW positions, basic qualifications must be comparable to those listed in the generic job descriptions. ([http://harvie.harvard.edu/Policies_Contracts/Union_Contracts/HUCTW_Generic_Job_Descriptions/](http://harvie.harvard.edu/Policies_Contracts/Union_Contracts/HUCTW_Generic_Job_Descriptions/))

3. List those required qualifications that do not meet the basic qualifications criteria in the Additional Qualifications section of the form.

4. Preferred qualifications also get listed in the Additional Qualifications section of the requisition. Again, a job qualification may still be a required qualification even if it does not meet all the criteria for a “basic qualification”. For example, “excellent interpersonal skills” may be critical to the ability to perform a particular job. However, because this characteristic is subjective (i.e., not objective, as required to be deemed a “basic qualification”) and not demonstrable in the applicant’s “expression of interest,” this qualification cannot be listed as a basic qualification. Instead, it would be listed under “additional requirements” in the job posting form, but would still be paramount in evaluating candidates throughout the selection process. Here are some other qualifications that might be absolute requirements but would not be considered “basic qualifications:”

   › excellent organizational skills,
   › excellent communication skills,
   › strong leadership skills,
   › strong analytical abilities,
   › problem-solving abilities, and
   › detail oriented

5. In some cases, a required qualification can be re-framed so that you may use it as a “basic qualification.” For example, if the position requires a “Bachelor’s degree from a good school,” that description falls short of the “objective” requirement for basic qualifications, as “good school” is a subjective judgment. However, you might consider instead the more objective “Bachelor’s degree required,” “B.S. in Accounting or Finance required,” or “four year degree required.” List a degree requirement as a basic requirement only if you are sure that you will not want to consider anyone who does not possess it, regardless of their overall qualifications.
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.
# Appendix C: Team Interviewing Process (TIP)

## Customer Participation

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.

### Collaboration Approach and Positions Impacted

<table>
<thead>
<tr>
<th>FAS Finance</th>
<th>Research Administration Services (RAS)</th>
<th>FAS Human Resources (HR)</th>
</tr>
</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:pwf@fas.harvard.edu">pwf@fas.harvard.edu</a></td>
<td>Contact: Your HR Consultant</td>
</tr>
<tr>
<td>Backup contact: Susan Duda <a href="mailto:smduda@fas.harvard.edu">smduda@fas.harvard.edu</a></td>
<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>

## 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.

## 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.
- When determining salary with FAS Finance (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.

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

- **Customer(s) provide feedback via ASPIRE FAS Candidate Interview Feedback Form** to Sandy Stergiou in FAS HR.
- FAS Recruitment Services manages screening and offer letter process.
HR Consultants

Ann Marie Acker  aacker@fas.harvard.edu
Anna Anctil  anctil@fas.harvard.edu
Bob Bellantuoni  rbellantuoni@fas.harvard.edu
Gary Cormier  gcormier@fas.harvard.edu
Andrea Kelton-Harris  alharris@fas.harvard.edu
Aatiyah Paulding  apaulding@fas.harvard.edu
Elise Sacchetti  esacchet@fas.harvard.edu
Etaine Smith  etainensmith01@fas.harvard.edu
Sandy Stergiou  stergiou@fas.harvard.edu

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>
<thead>
<tr>
<th>Positions with Financial Components</th>
<th>Positions with Research Administration Components</th>
<th>Department Administrator Positions</th>
</tr>
</thead>
</table>
| Contact: Gail Pisapio gepisapio@harvard.edu  
Backup contact: Susan Duda smduda@fas.harvard.edu | Contact: Pat Fitzgerald pwf@fas.harvard.edu  
Backup contact: Elizabeth Lennox elennox@fas.harvard.edu | Contact: HR Consultant |
| | | Backup contact: FAS Recruitment Services  
recruitment@fas.harvard.edu |

Collaboration Approach and Positions Impacted

| Step 1 | 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. |
Appendix D: Behavioral Interview Questions: Deciding What to Ask

Take time to identify the competencies and capabilities that are vital to the position you are seeking to fill. The questions below are designed to reveal some of the Harvard competencies: Building a High Performing Team (manager competency), Communication Skills, Delivers Results, Embraces Change, Job Knowledge, and Teamwork and Collaboration.

Building a High Performing Team
Develops a capable, diverse and cohesive team to maximize their collective skills and talents; motivates others to achieve the organization’s goals; recognizes and rewards contributions.

• How have you encouraged members on your team to share their perspectives and ideas? What did you do or say to encourage them? What happened?

• Describe how you’ve worked with a team to set specific and measurable goals and objectives. What process did you use?

• Sometimes teams get off track when working toward a specific project or goal. Describe a time when this happened and you were able to help your team get back on track. What did you do?

Communication Skills
Proactively communicates; informs others of what they need to know. Utilizes oral and written communication to enhance relationships across the organization. Capably articulates thoughts and ideas in speaking and listens carefully to others.

• Give an example of how you think about your audience before communicating with them. What factors influence your communication?

• Describe a presentation you recently gave. How did you approach the presentation? How did you communicate the materials?

• Tell me about a time when you had to get clarification on a request that was vague. What did you do?

Delivers Results
Establishes high goals for organizational success and personal accomplishment; meets or exceeds those goals; conveys a sense of urgency and drives issues to closure.

• Describe a time when your quick response to a problem or situation made a difference. What happened?

• Tell me about a time when you had to work to an unreasonable deadline or have been faced with a huge challenge. What was the outcome?

• Tell me about a time when you challenged yourself and others to pull off something really tough?
Embraces Change
Actively identifies problems and opportunities for change and implements solutions where appropriate. Maintains effectiveness when experiencing major changes in work tasks or the work environment; adjusts effectively to work within new work structures, processes, requirements, or cultures

- Tell me about a situation in which you had to adjust quickly to a significant change in organization, department or team priorities. How did the change affect you? What did you do?
- Describe a time when you were responsible for helping a group of people understand why a specific change (in process, policy or procedure) was necessary. What was the change? What did you do?
- Tell me about a time when you had to change something significant in your work environment. What actions did you take? What happened?

Job Knowledge
Has achieved a satisfactory level of technical and professional skill or knowledge in position-related areas; keeps up with current development and trends in areas of expertise

- Tell me about a new complex aspect of your job in your current role you needed to learn. How long did it take you to learn it? How did you go about acquiring the skill?
- How have you taken steps to improve your skills or performance? How do you keep up to date in your field?
- Give me an example of a process you’ve used for a while but haven’t mastered

Teamwork and Collaboration
Actively participates as a member of a team to move the team toward the completion of goals. Maintains strong, personal connections with team members and key stakeholders. Aligns personal work and performance with the broader team to achieve mutual outcomes

- Give me an example of a time when you worked with a group/team to determine project responsibilities. What was your role? What difficulties or issues came up?
- Describe a situation in which you needed to brainstorm differing/conflicting ideas with others to accomplish work goals?
- Tell me about a time you had difficulty getting information for others so you could solve a problem or complete your work. Describe a situation you’ve had like this, what did you do?
Appendix E: Guide to Legally Permissible Interview Questions and Discussions

It is important to keep in mind when designing interview questions—and throughout all your interactions with job candidates—that your aim is to find a qualified person to fill a position. Employment and civil right laws protect job-seekers from being excluded because of factors unrelated to their qualifications.

Important

All settings where you interact with job candidates, including informal gatherings with any members of the Harvard community—even those who are not on the interview team—are considered to be part of the interview. Everyone who will have contact with candidates should understand which areas are appropriate for questioning and discussion.

The chart on the following pages offers some guidelines as to specific questions you may and may not ask. As a precaution, check with your FAS HR Consultant or FAS Recruitment Services if you are unsure about whether or not certain types of questions would be appropriate to ask.
<table>
<thead>
<tr>
<th>Topic</th>
<th>Cannot Ask</th>
<th>Can Ask</th>
</tr>
</thead>
<tbody>
<tr>
<td>Address/Length of Residence</td>
<td>• About foreign addresses that would indicate national origin (such as birthplace)</td>
<td>• How long have you lived in (city, town)?</td>
</tr>
<tr>
<td></td>
<td>• Names or relationships of people with whom applicant lives</td>
<td>• Phone number and other contact information</td>
</tr>
<tr>
<td></td>
<td>• Whether applicant owns or rents</td>
<td></td>
</tr>
<tr>
<td>Age</td>
<td>• Age or date of birth</td>
<td>• If a minor, require proof of age in the form of a work permit or a certificate of age</td>
</tr>
<tr>
<td></td>
<td>• Questions that would tend to identify persons who are 40 and older (“Do you remember being at work before e-mail was introduced?”)</td>
<td>• If age is a legal requirement, can ask, “If hired, will you be able to furnish a proof of age?”</td>
</tr>
<tr>
<td>Arrest and Conviction</td>
<td>• Have you ever been arrested?</td>
<td>• If you wish to ask about someone’s criminal record, consult your HR Consultant</td>
</tr>
<tr>
<td>Attendance, Reliability</td>
<td>• Number and/or ages of children?</td>
<td>• What hours and days can you work?</td>
</tr>
<tr>
<td></td>
<td>• Who is going to baby-sit?</td>
<td>• Are there specific times that you cannot work?</td>
</tr>
<tr>
<td></td>
<td>• What is your religion?</td>
<td>• Do you have any responsibilities that will interfere with specific job requirements such as traveling?</td>
</tr>
<tr>
<td></td>
<td>• Do you have pre-school age children at home?</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Do you have a car?</td>
<td></td>
</tr>
<tr>
<td>Citizenship/National Origin</td>
<td>• What is your national origin?</td>
<td>• Are you authorized to work in the United States?</td>
</tr>
<tr>
<td></td>
<td>• Are you native-born or a naturalized citizen?</td>
<td>• Have you ever worked under a different name?</td>
</tr>
<tr>
<td></td>
<td>• Where are your parents from?</td>
<td></td>
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<tr>
<td></td>
<td>• What is your maiden name?</td>
<td></td>
</tr>
<tr>
<td>Credit Record</td>
<td>• Do you own your home?</td>
<td>• No questions.</td>
</tr>
<tr>
<td></td>
<td>• Have your wages ever been garnished?</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Have you ever declared bankruptcy?</td>
<td></td>
</tr>
<tr>
<td>Disabilities, Handicaps, Illness</td>
<td>• Do you have any (job) disabilities?</td>
<td>• Can you perform the duties of the job you are applying for (describe duties to candidate)?</td>
</tr>
<tr>
<td></td>
<td>May not ask:</td>
<td>How would you perform this particular task?</td>
</tr>
<tr>
<td></td>
<td>• About the nature of or severity of a disability/handicap;</td>
<td>• State the attendance requirements and ask if the applicant can meet them. Can you meet the attendance requirements?</td>
</tr>
<tr>
<td></td>
<td>• What happened to you?</td>
<td>• What was your attendance record at your prior job?</td>
</tr>
<tr>
<td></td>
<td>• How will you get to work?</td>
<td>• Wait until the candidate requests or mentions an accommodation before discussing the topic of accommodations (it’s the candidate’s responsibility to make a request for accommodation).</td>
</tr>
<tr>
<td></td>
<td>• What sort of treatment do you need?</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Have you ever been addicted to illegal drugs or treated for drug or alcohol abuse, ever received workers compensation, or been hospitalized/treated for physical or mental health conditions, or ever been absent from work due to illness?</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Will you need accommodations?</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• What Kind of accommodations will you need?</td>
<td></td>
</tr>
<tr>
<td>Worker’s Compensation</td>
<td>• Have you ever filed for worker’s compensation?</td>
<td>• No questions.</td>
</tr>
<tr>
<td></td>
<td>• Have you had any prior work injuries?</td>
<td></td>
</tr>
<tr>
<td>Topic</td>
<td>Cannot Ask</td>
<td>Can Ask</td>
</tr>
<tr>
<td>------------------</td>
<td>-----------------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td><strong>Education</strong></td>
<td>• When did you graduate from high school or college?</td>
<td>• Do you have a high school diploma or equivalent?</td>
</tr>
<tr>
<td></td>
<td>• Do you have a university or college degree?</td>
<td>• Do you have a university or college degree?</td>
</tr>
<tr>
<td></td>
<td>• What academic, professional, vocational schools did you attend?</td>
<td>• What academic, professional, vocational schools did you attend?</td>
</tr>
<tr>
<td></td>
<td>• Can you provide us with an official transcript?</td>
<td>• Can you provide us with an official transcript?</td>
</tr>
<tr>
<td><strong>Gender</strong></td>
<td>• Do you wish to be addressed as Mr.?, Mrs.?, Miss?, or Ms.?</td>
<td>• Generally, no questions may be asked about gender unless gender is a bona fide occupational qualification (e.g. locker room attendant).</td>
</tr>
<tr>
<td></td>
<td>• What is your maiden/birth name?</td>
<td></td>
</tr>
<tr>
<td><strong>Language</strong></td>
<td>• What is your native language?</td>
<td>• What languages do you speak and write fluently? (If the job requires additional languages.)</td>
</tr>
<tr>
<td></td>
<td>• Inquiry into how candidate acquired ability to read or write a foreign language</td>
<td></td>
</tr>
<tr>
<td><strong>Military Record</strong></td>
<td>• What type of discharge did you receive?</td>
<td>• What type of education, training, work experience did you receive while in the military?</td>
</tr>
<tr>
<td><strong>Organizations</strong></td>
<td>• List all clubs, societies and lodges to which you belong.</td>
<td>• Inquiry into candidate’s membership in organizations which the candidate considers relevant to his or her ability to perform job.</td>
</tr>
<tr>
<td><strong>Parental Status</strong></td>
<td>• Inquiry into whether candidate has children, plans to have children, or has child care arrangements.</td>
<td>• May ask if candidate can meet specified work schedules or has activities, commitments, or responsibilities that may prevent him or her from meeting work attendance requirements. If such questions are asked, they must be asked of both sexes.</td>
</tr>
<tr>
<td><strong>Physical Features</strong></td>
<td>• It is illegal to ask about weight, height, impairment or other non-specified job-related physical data.</td>
<td>• No questions.</td>
</tr>
<tr>
<td><strong>Race or Color</strong></td>
<td>• Complexion or color of skin.</td>
<td>• No questions.</td>
</tr>
<tr>
<td><strong>Reference Checking</strong></td>
<td>• What is your father’s surname?</td>
<td>• By whom were you referred for this position?</td>
</tr>
<tr>
<td></td>
<td>• What are the names of your relatives?</td>
<td>• Names of people willing to provide references.</td>
</tr>
<tr>
<td><strong>Religion or Creed</strong></td>
<td>• Inquiry into candidate's religious denomination, religious affiliations, church, parish, pastor or religious holidays observed.</td>
<td>• Can advise candidate about normal hours and days of work required by the job to avoid possible conflict with religious or other observances.</td>
</tr>
<tr>
<td></td>
<td>• Willingness to work any particular religious holiday.</td>
<td></td>
</tr>
<tr>
<td><strong>Sexual Orientation</strong></td>
<td>• No questions.</td>
<td>• No questions.</td>
</tr>
</tbody>
</table>