Staff Hiring and Approval Process Checklist
As you work towards filling a position, follow these steps to create a requisition, post and fill a position, and 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 duties and 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 9).

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. All positions that are posted externally are also posted to the following sites: New England Higher Education Recruitment Consortium (HERC), HigherEdJobs, Simply Hired, and Indeed.com. If you wish to advertise your position on other job boards or with professional organizations, FAS Recruitment Services can provide assistance and recommendations as well.

- Note the following policies about internal posting:
  - 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.

- 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 18) and Recruiting People with Disabilities (page 23).

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, A-7). Resumes of applicants who meet the Basic Qualifications and most closely match the Additional Qualifications as 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 Interview Team.

- Prepare for and conduct in-person interviews.
  - Update the candidate HR status to “First Interview” in ASPIRE.
  - Using ASPIRE, e-link the Harvard employment application and EEO Self ID form to all interviewed candidates for them to complete online via ASPIRE.
  - Inform the candidate that the employment application is separate from the process of applying to a position through 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-9, A-10). 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 (Appendix A-11).
- 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-16).
- 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 (Appendix A-19), 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-23) 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.