



Compliant Recruiting: Guide to Harvard Disposition Codes

HR Status	Disposition Code	Definition	Adverse Impact Category (See Note)
Basic Qualifications Not Met	Does not meet basic educational requirements	Candidate does not have the minimum basic educational requirement. (e.g. Bachelor's degree in Accounting was required and candidate indicates highest level of education is high school diploma)	E
	Does not meet basic experience requirements	Candidate does not have the minimum basic experience requirement. (e.g. 10+ years of management experience was required and candidate indicates 3 years of experience)	
	Does not meet basic skills requirements	Candidate does not have the minimum basic skills requirement. (e.g. Proficiency with Microsoft Word and Excel was required and candidate does not list these anywhere in their skills)	
Declined-Resume Review	Poor Work History	Candidate's work history has unexplained gaps and/or candidate has held several positions for a limited period of time	N
	Poor Communication Skills	Candidate had unsatisfactory verbal and/or written communication skills relative to position needs	
	Not best qualified - Experience relevance and/or amount	Candidate does not have the best or most relevant experience compared to other candidates in the pool	
	Not best qualified – Education	Candidate does not have the best or most relevant education compared to other candidates in the pool.	
	Not best qualified – Job specific knowledge and skills	Candidate does not have the best or most relevant specific knowledge and skills for the position compared to other candidates in the pool.	
Declined-Manager Review	Not best qualified - Experience relevance and/or amount	Candidate does not have the best or most relevant experience compared to other candidates in the pool	N
	Not best qualified – Education	Candidate does not have the best or most relevant education compared to other candidates in the pool.	
	Not best qualified – Job specific knowledge and skills	Candidate does not have the best or most relevant specific knowledge and skills for the position compared to other candidates in the pool.	
	Poor Communication Skills	Candidate had unsatisfactory verbal and/or written communication skills relative to position needs	
Declined-Phone Screen	Poor Communication Skills	Candidate had unsatisfactory verbal and/or written communication skills relative to position needs	N
	Not best qualified - Experience relevance and/or amount	Candidate does not have the best or most relevant experience compared to other candidates in the pool	

	Not best qualified – Education	Candidate does not have the best or most relevant education compared to other candidates in the pool.	
	Not best qualified – Job specific knowledge and skills	Candidate does not have the best or most relevant specific knowledge and skills for the position compared to other candidates in the pool.	
Declined-First Interview	Poor Communication Skills	Candidate had unsatisfactory verbal and/or written communication skills relative to position needs	N
	Not best qualified - Experience relevance and/or amount	Candidate does not have the best or most relevant experience compared to other candidates in the pool	
	Not best qualified – Education	Candidate does not have the best or most relevant education compared to other candidates in the pool.	
	Not best qualified – Job specific knowledge and skills	Candidate does not have the best or most relevant specific knowledge and skills for the position compared to other candidates in the pool.	
Declined-Addl Interview	Poor Communication Skills	Candidate had unsatisfactory verbal and/or written communication skills relative to position needs	N
	Not best qualified - Experience relevance and/or amount	Candidate does not have the best or most relevant experience compared to other candidates in the pool	
	Not best qualified – Education	Candidate does not have the best or most relevant education compared to other candidates in the pool.	
	Not best qualified – Job specific knowledge and skills	Candidate does not have the best or most relevant specific knowledge and skills for the position compared to other candidates in the pool.	
Declined-Reference Check/Finalist	Reference check unsatisfactory or incomplete	Unsatisfactory or incomplete references were found	N
	Skills/Computer Testing - Insufficient Score	Candidate completed required testing and did not meet the minimum score requirement.	
Offer Declined	Applicant declined offer	You made either a conditional or final offer to the candidate and the candidate did not accept the offer.	N
Offer Rescinded	CORI Results Negative	Only to be used under the direction of OGC/Recruitment Services. Negative data on CORI that makes candidate not eligible for employment in this role	N
	Did Not Meet Pre-Employment Screening	Candidate did not meet pre-employment standards and/or could not provide correct documents for I-9	
Candidate Withdrew	Failed to show/call for first day of work	Candidate was hired and expected to report to work, yet did not show up on the first day.	E
	Incompatible Job Responsibilities	Candidate decided job doesn't meet their career goals or interests and withdrew from further consideration	
	Salary expectations	Candidate indicated inability to accept the salary offer for this position.	
	Unable to contact candidate	Harvard attempted to reach the candidate and candidate never responded to phone messages, emails, or letters.	
	No Show/Cancel for Interview	Candidate did not show up for a scheduled interview or cancelled the interview.	
	Unwilling to meet relocation/shift/travel requirements	Candidate indicated inability to relocate to the location of the job, work the required	

		hours/schedule, or meet travel requirements.	
	Withdrawal requested by candidate	Candidate withdrew application and did not indicate any reason.	
	Accepted another Harvard position	Candidate accepted another job within Harvard University.	
	Accepted position at other employer	Candidate accepted another job at an employer other than Harvard.	
	Ineligible for Re-Hire	Applicant is a former employee who has been deemed ineligible for re-hire by the university	
	Not considered - Incomplete application	Candidate did not supply required information as part of the application (e.g., job posting states all candidates must submit a writing sample along with resume, and candidate only sent a resume)	
Not Reviewed	Data Management: Number of Resumes	Screening process closed; data management techniques using resume number limit	E
	Data Management: Timeframe	Screening process closed; data management techniques using timeframe	
	Lacks government work authorization	Candidate does not have current legal authorization to work in the United States. Harvard normally does not provide H-1B visa sponsorship for administrative positions.	
	Not reviewed - Submitted after stated deadline	Job posting listed a date by which applications must be received, and candidate applied after that date.	
	Applied after offer made	Candidate applied after offer was made to top finalist	
	Duplicate candidate	Candidate submitted second application to the system	
	Position cancelled/on-hold	Position is cancelled and the candidate is not reviewed	
	Falsified application/information	Candidate has falsified some information in their application materials (e.g., dates of employment, job responsibilities, degree received)	
Lacks Priority Under Union Contract	Other union employees have seniority or other priority according to the union contract.		

**Note:** Harvard is legally required to conduct an annual adverse impact analysis to make sure that there are no statistically significant differences in the rate at which people of different genders or races/ethnicities are hired. Applicant flow data from Harvard Careers is used for the analysis, which begins by categorizing what happened to each applicant as follows: **(E)**xcluded from analysis, does not meet basic qualifications; **(N)**ot selected; **(W)**ithdrawn