The Offer Process

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 Summary* in Appendix A of this Toolkit (A-12 for Administrative/Professional Staff). 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 48).

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

Type of Screen	Positions for which screen is required	Items investigated	Turn-around time for results (approximate)
Identity	All positions	Verifies an active Social Security Number (SSN) and address, and validates the association between an individual, his or her SSN and recent address.	One to two days
License	Positions that require a specific license (e.g., drivers, professional, technical)	Review of any information about the license.	Three to five days
Criminal	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.	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.	Ten business days
Credit	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.	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.	One day

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.

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-15) 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-16) to **recruitment@fas.harvard.edu**; indicate that the candidate's Application for Employment is in ASPIRE.

  › 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-17) to FAS Recruitment Services at **recruitment@fas.harvard.edu**.

The Formal Offer Letter

FAS Recruitment Services informs 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-17). 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. The information that needs to be completed in ASPIRE in order for the requisition to be closed is as follows:

• Final HR status/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.

The Welcome Letter

Given the standardized language of the formal written offer letter, a department may choose to follow up with a more personal welcome letter to the candidate after his or her acceptance of the formal offer. The welcome letter can include information specific to the department, or details about the first day of work. *This type of letter is strictly optional.* However, should your department choose to send a welcome letter, please make sure the content aligns with the content of the formal written offer—and have the letter reviewed by your HR Consultant before you send it to the candidate.

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 (Appendix A-19 through A-22):

• *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 (fedaral taxwithholding 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.

Note: *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-23 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.