

Recruitment 101

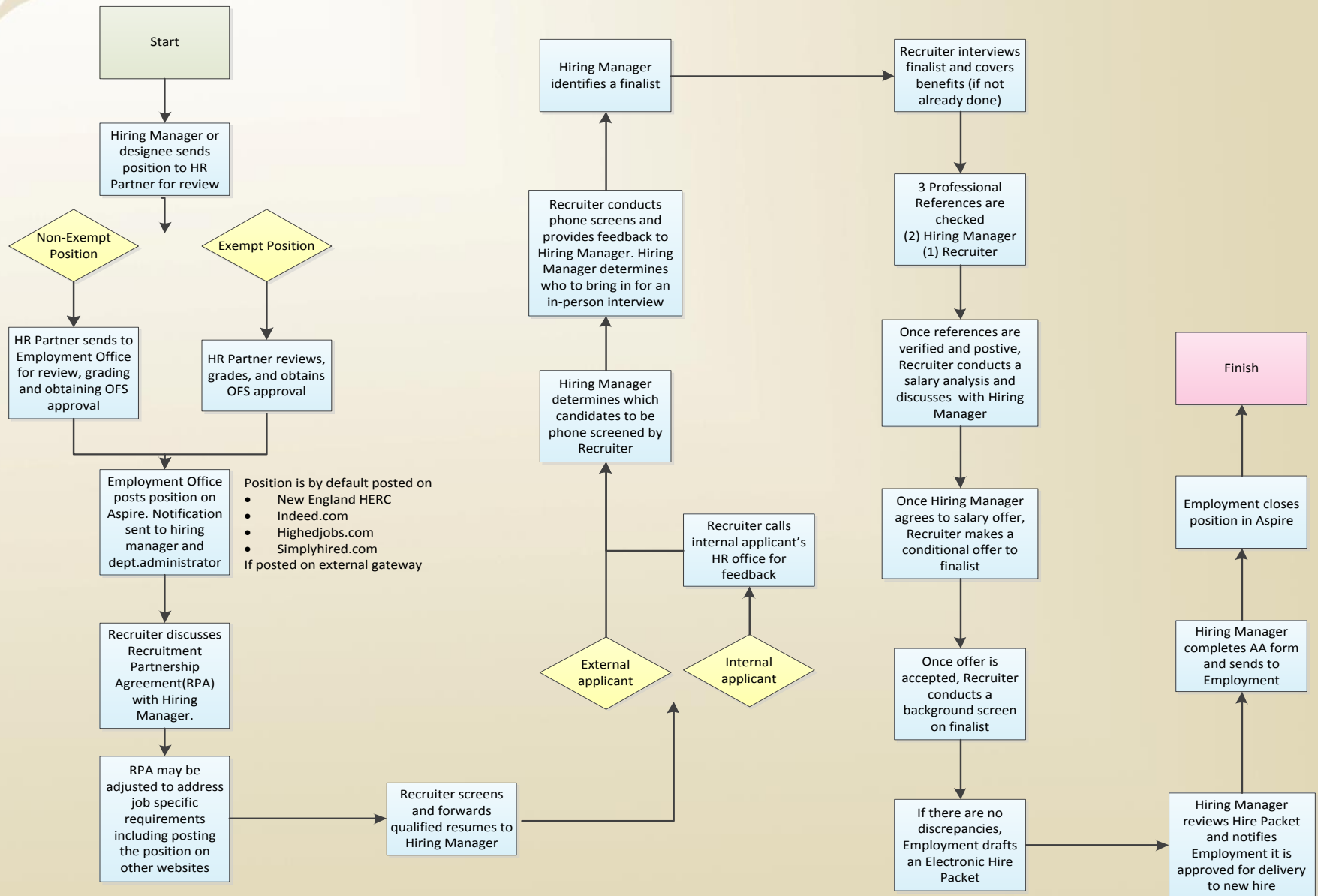




Agenda

- Overview
- Identifying Recruitment Need
- Position Posting Process
- Screening and Interviewing
- Legalities
- Offer and Negotiations
- Closing the Position
- Onboarding
- Common Recruitment Challenges
- Resources

Overview of the Process





Identifying Recruitment Need

- Replacement, reorganization, new grant, new projects and programs, increased workload in the department
 - Discuss the opening with your HR Partner to determine:
 - Overall duties and responsibilities
 - Type of employment (FT, PT, Temp/LHT, Contractor)
 - Fit within the department/center
 - Overall impact
 - If replacement, ensure all employee departure forms are completed



Position Posting Process



Position Posting Form

- Complete the Position Posting Form only for FT or PT roles in an appointment > 3 months
- For HUCTW positions, refer to the [benchmarks](#) for assistance in crafting a description
- For other roles, please contact HR Partner for assistance
- When completing the Position Posting Form please consider the following:
 - Title and Grade
 - Align job title and grade to job responsibilities
 - For HUCTW positions, position title must match those listed in contract
 - Working titles allow some flexibility but must be in line with org/department
 - Work schedule
 - Full-time versus part-time
 - Hours



Position Posting Form

Candidate in Mind (CIM) – individual that you have identified as a new hire for a position prior to posting. Can be internal or external to Harvard. CIM's should have an understanding of the job description, grade, and associated salary range.

Internal CIM	External CIM
Current Harvard employees	Non-Harvard candidates, temporary, and LHT employees
Will be listed in ASPIRE as Strong Internal Candidate (SIC)	Not documented in ASPIRE but recorded within HR
Must apply for position in ASPIRE	Must apply for position in ASPIRE
Requires reference checks	Requires reference checks
Does not require identity screen. May require criminal and/or credit screens	Requires identity screen. May require criminal and/or credit screens

**Employment will not forward resumes unless indicated by department/center*



Position Posting Form

Funding Information:


Grant Funded	Term
Funded 50% or more by grants	School funded positions that are not permanent
Term end date must appear in ASPIRE	Term end date must appear in ASPIRE
Can be extended with confirmation of additional funding	Can be extended with confirmation of funding and need within the department



Position Posting Form

- Job Description
 - Is the basis for the role and responsibilities of the new hire
 - The most detailed description will help attract top talent for your position
 - Allocation of Effort for Grades 54 and above
- Basic Qualifications
 - “Required” attributes
 - Must be quantitative
 - Must be easily identifiable on a resume
 - Should be based on University benchmarks (HUCTW)
 - Subject to revision by HR to ensure compliance (OFCCP)
- Additional Qualifications
 - “Preferred” attributes
 - Subjective qualifications

Please note: Recruiters may have a hard time finding what you are looking for if your job description and qualifications are not well articulated



Writing a Job Description

- Templates for HUCTW job descriptions are posted on Harvie
- If the position is a replacement, use the incumbent's job description as a benchmark
- Craft a job description based on the needs of the department
- Job description should entail all facets of the employee's workload
- Consult HR if you have any questions or concerns
- 4,000 character limit for job descriptions



Example I

Qualifications:

College degree preferred, three years related financial and administrative experience required. Must have accounting training and knowledge. Experience with complex financial systems and applications, including management of restricted funds, endowments and sponsored research. Competency with word processing and experience in preparing complex spreadsheets required; experience with database software desirable. Excellent analytical skills; accuracy and attention to detail with ability to work in a fast-paced environment essential. Ability to work independently with minimal supervision. Must be able to work well with others, and handle sensitive matters with tact. Experience with Harvard financial systems preferred.



Example I Revised

- **Basic qualifications:** Three years related financial and administrative experience required. Must have accounting training and knowledge. Experience with financial systems and applications including management of restricted funds, endowments and sponsored research. Word processing skills and experience in preparing spreadsheets required.
- **Additional requirements:** College degree preferred. Excellent analytical skills; accuracy and attention to detail with ability to work in a fast paced environment essential. Ability to work independently with minimal supervision. Must be able to work well with others, and handle sensitive matters with tact. Knowledge of database software and experience with Harvard financial systems preferred.



Example II

Qualifications:

A Bachelor's degree in Biological Science or related field and AALAS certification at the LATG level is required. Must have 5+ years of animal care experience plus a minimum of 2 years experience in providing adult education with preference for providing training in a laboratory or research animal facility. Demonstrated experience with laboratory animal care and management. Excellent communication, presentation and organizational skills are necessary. The ability to work professionally with a diverse group of faculty, staff and managers is required. Proficiency in Microsoft Word, Excel, PowerPoint, and relevant database software or ability to learn quickly. Familiarity with Internet research. Experience with the development of web-based training materials is preferred. Offers of employment are contingent upon the satisfactory completion of a pre-placement medical evaluation.



Example II Revised

Basic qualifications: A Bachelor's degree in Biological Science or related field and AALAS certification at the LATG level is required. Must have 5+ years of animal care experience plus a minimum of 2 years experience in providing adult education. Demonstrated experience with laboratory animal care and management.

Additional requirements: Excellent communication, presentation and organizational skills are necessary. The ability to work professionally with a diverse group of faculty, staff and managers is required. Proficiency in Microsoft Word, Excel, PowerPoint, and relevant database software or ability to learn quickly. Experience providing training for a lab or animal research facility. Familiarity with Internet research. Experience with the development of web-based training materials is preferred. Offers of employment are contingent upon the satisfactory completion of a pre-placement medical evaluation (occupational health screening).



Organizational Information

- Similar Positions
 - Helps in determining grade level of position
 - HR can advise if it is an equitable comparison
- Organization and Org Chart
 - Describes overall FTE's within group
 - Any supervisory responsibilities (direct and indirect)
 - Overall scope
 - Insight into hierarchy



Pre-Employment Screening

- Identity Screens
 - Applicable to all new hires
 - Verifies social security # is valid
- Criminal
 - Unsupervised access to hazardous materials, chemicals, or lab agents
 - Supervision of minors
 - Disrupting highly sensitive/confidential, school-wide databases or systems (namely IT positions)
- Criminal + Credit
 - Access to credit card data of external constituents
 - Ability to authorize and/or approve financial transaction of \$50k or more
- Occupational Health Screening
 - Required for all lab employees working with animals




Grade 56 Positions

- As of 2010, can be HUCTIONW/overtime eligible or exempt based on the nature and level of responsibility
- Recruiters will determine exemption status
- If there is any question regarding exemption status, Compensation Office will review and make final determination
- If a determination has not been reached by the time an offer has been made, HR will issue a tailored offer letter to notify the new employee of the possible shift in the role



OFSP Approval

- Once you have submitted the Position Posting Form, it will be reviewed by HR to ensure compliance and fit
- The form is sent to the Office of Financial Strategy and Planning (OFSP) for funding approval
- OFSP ensures that the indicated funds are available for use & adequate for the position
- The Workforce Working Group (WFWG) will review any new positions on school funding that have not been approved in current budgets



Workforce Working Group

- Committee convened in March 2011 due to financial standing of the School
- WFWG will review and approve new, school funded staff positions
- Criteria used in decision-making:
 - Justification of the need
 - Cost to fill the position
 - Implications for not filling the role
 - Grade level of the position and impact on the department
 - Number of grants the department manages with dollar value (if applicable)
 - Number of staff versus faculty/academic appointees within the department (if applicable)
 - Department budget



WFWG Approval Process

1. Department submits the Position Posting Form, SPH Position Justification Form, Department Org Chart and a list of current staff to their HR Partner
2. The HR Partner will assign a grade to the position, submit to OFSP for comment
3. The WFWG will meet to review documentation, listen to presentation by department and make a decision
4. HR will notify the department of the decision



Posted to ASPIRE

- Once approved by OFSP, your position will be posted on ASPIRE (www.employment.harvard.edu)
- You will be notified by the Employment team via email including the following information:
 - Job code
 - First possible date of hire (for HUCTW positions, will be the same date the position is posted externally)
 - Reference Check Form
 - Affirmative Action Form
- The assigned recruiter for your position will contact you to discuss the recruiting strategy and review the Recruitment Partnership Agreement (RPA)
- HUCTW positions are posted internally for the first 10 business days
- Exempt positions are posted externally immediately
- Positions must be open for 10 business day before an offer can be made



Recruitment Partnership Agreement

- Template designed to outline recruiting services and responsibility for our departments and Employment team
- Intake meeting takes place generally within 2-3 business days of when position was posted
- Through the conversation with the hiring manager, the agreement can be tailored to the specific position
- RPA outlines the steps departments can take to have the most successful placement
- Discuss minority/female placement goals



Advertising

- Advertising plans can be developed by recruiters in conjunction with hiring managers
- Departments are responsible for paying advertising fees
- Advertising can begin once the 10 day internal posting period is complete for HUCTW postings
- All external advertising must refer candidates to apply via the ASPIRE website
- All positions will be automatically posted on Indeed.com, SimplyHired.com, HigherEdJobs.com and NEHERC



Screening and Interviewing



First, Check the Existing Candidate Pool!

- Layoffs
- Internals
- Previously interviewed candidates

Please work directly with your recruiter for best options.



Layoff Candidates

- Qualified layoff candidates that apply for your position should be given hiring preference over all candidates for any vacant job
- Recruiters will interview layoff candidates and provide feedback to the hiring team
- If you have identified a layoff candidate you would like to hire prior to posting, the position can be “Waived” and there will be no 10 business day posting window



Internal Candidates

(existing/previous Harvard employees)

- Recruiter will confidentially check with other HR Departments within Harvard to:
 - Ensure eligibility for transfer
 - Identify red flags such as performance issues and/or attendance
 - Identify strengths related to position
 - Obtain current grade and salary of candidate

References should be coordinated with HR to ensure compliance.



Resume Screening

- Recruiters are required to screen applicants based on the basic qualifications
- Qualified resumes will be sent to the hiring manager for review
- Screening criteria can be tailored to the desire of the hiring team to narrow the pool
- Feedback on the candidate pool can help recruiters to send resumes that are a fit for the position
- Please let recruiter know who on your team will be reviewing candidates so we can allow access to applications



Visas

- SPH does not typically sponsor visas for staff positions. Candidates are screened out if they are not authorized to work in the U.S.
- If applicants have work authorization, they can work through the duration of their visa
- All offers of employment are contingent upon proof of work authorization



ASPIRE and eLinks

- Applicant resumes will come to you electronically via eLinks (email)
- eLinks are HUID and PIN enabled so only designated recipients will be able to open (must be sent to Harvard email)
- eLinks are valid for only 14 days
- eLinks give you access to talent records
- eLinks are considered confidential information



Talent Record

A talent record contains all the information about a candidate including their resume and cover letter. It may include additional information such as writing samples, transcripts and references.


eLinks

The screenshot displays the ASPIRE eLinks application interface. At the top left is the ASPIRE logo, which includes a stylized green leaf icon. To the right of the logo is a horizontal navigation bar with five tabs: "Overview", "Text resume/CV", "PDF resume/CV", "Forms", and "? Help". The "Text resume/CV" tab is currently selected. Below the navigation bar is a browser window displaying the resume content. In the top right corner of the browser window, there is a label "For HR Use Only" and two buttons: "Respond" and "Print". The main content area of the browser window is titled "Text resume/CV" and contains the following text:

Date loaded: 25-May-2011 12:56:11 (English (US))
Cesar Mieses
1144 N. 198th Place
Shoreline, WA 98133
(617)459-6772
comieses@gmail.com

Professional Summary

Professional Experience



Candidate “Shelf Life”

- Good candidates will not stay on the market long
- If you identify a strong candidate for your position, work with your recruiter to keep the candidate engaged until you are ready to make a hiring decision



Phone Screens

- Best practice is to notify your recruiter that you would like screening conducted as soon as you review the resume
- Recruiters will conduct in depth telephone interviews with candidates that are of interest to the department to learn additional information prior to in-person interviews
- In-person pre-screens can be conducted at the hiring manager's discretion
- Phone screen notes and recommendations will be shared with departments as they are completed



Interviews

- Departments are responsible for coordinating and scheduling interviews for their positions
- We recommend a team within the hiring department to provide multiple perspectives and points of feedback on candidates
- Interview feedback is helpful for recruiters to stay abreast of progress in the position and notify candidates who are no longer in consideration
- Recruiters can assist in developing questions and/or join interview teams



Interviews


What to Consider When Interviewing:

1. Set the tone
2. Explain the purpose of the interview
3. Go over SPH, it's mission and culture
4. Exchange information/ask questions to determine fit for the position
5. Close the interview by discussing next steps



Behavior-Based Interviewing


- Behavioral interviewing is a technique used by employers in which the questions asked assist the employer in making predictions about a potential employee's future success
- Research shows that past behavior predicts future behavior and will be a better indicator of future performance rather than using responses to hypothetical questions
- In behavior-based interviews, interviewees are asked to give specific examples of when they have demonstrated particular behaviors or skills
- Candidates must describe in detail a particular event, project, or experience and how they dealt with the situation, and what the outcome was



Behavior-Based Interviewing Questions

Commitment to an Organization


- **Can you tell me of a time when you had to go above and beyond your regular job responsibilities? What was the situation and how were you able to accomplish this?**
- **Can you tell me of a time when you streamlined a process or procedure that made the department/organization more effective?**
- **What would you say was the most difficult aspect of your previous or current position and how were you able to manage the stress associated with that?**
- **What major obstacle(s) did you face that threatened your success in your last role, and how did you overcome it?**



Behavior-Based Interviewing Questions

Positive Relationship Building


- **Can you give me an example when you had to deal with a difficult person? What was the situation? How were you involved? How did you approach the conversation? What was the end result?**
- **Can you tell me of a time when you had to pitch an idea to a manager? What was your approach? What was the outcome?**
- **Can you tell me about a time when you had to communicate complex information to someone who was not knowledgeable with the “language”?**



Behavior-Based Interviewing Questions

Producing Results (Deliverables)


- **Tell me about a project or task in which you were involved and are proud of the outcome. What was the task? What were the results? How did you face challenges?**
- **Tell me about a task you were given and had no previous knowledge on how to accomplish it. What was the situation? How did you react? What was the outcome?**
- **Tell me of a time when a major issue pop up at the end of the workday. What happened? How did you handle it?**
- **Tell me about a time when you just could not accomplish a task within a deadline. Why not? How did you address this with your superior?**



Behavior-Based Interviewing Questions

Organizational Skills


- **When have you found it necessary to develop checklists, procedures, or methods to help cope with a high volume of work?**
- **Tell me of a time when you have had to adapt to a new process.**
- **Tell me about a time when you had to deal with an unstructured work environment.**
- **How do you determine which tasks are priority? What methods do you use to ensure that all priorities are met?**



Behavior-Based Interviewing Questions

Management/Leadership

- **Tell me about a time when as a manager you were successful at coaching someone to change an ineffective behavior.**
- **When did you feel your leadership was most tested?**
- **Tell me about a time when you felt that your team did not agree with your decisions and how did you go about persuading them to see your perspective.**



Behavior-Based Interviewing Questions

Communication Skills

- **Give an example of how you carefully consider your audience prior to communicating with them. What factors influence your communication?**
- **Describe a time you used your communication skills to negotiate with an angry person.**
- **Describe a time when you were able to overcome a communication barrier(s).**
- **Tell me about your presentation skills. Describe to me the most recent presentation you have made. How do you approach the presentation? How do you present the materials?**



Legalities



Legalities of Interviewing

- Federal law regulates the types of questions that can be asked during an interview
- Title VII of the Civil Rights Act prohibits discrimination based on race, sex, color, national origin and religion
- The Age Discrimination Act prohibits questions about a person's age
- The Americans with Disabilities Act of 1990 protects qualified individuals with disabilities from discrimination



Legalities of Interviewing

Topic	<u>Cannot Ask</u>	Can Ask
Address/Length of residence	<ul style="list-style-type: none">• Foreign address that would indicate national origin• Names or relationships of people with whom the applicant lives• Whether applicant owns or rents	<ul style="list-style-type: none">• How long have you lived in city/town?• Phone number and other contact information
Age	<ul style="list-style-type: none">• Age or date of birth• Birth certificate (prior to hiring)• Questions that would tend to identify persons who are 40 and older	<ul style="list-style-type: none">• If minor, require proof of age in the form of a work permit or a certificate of age• If age is a requirement, can ask. "If hired, will you be able to furnish a proof of age?"
Arrest and conviction	<ul style="list-style-type: none">• Have you ever been arrested?	<ul style="list-style-type: none">• Consult with HR
Attendance, Reliability	<ul style="list-style-type: none">• Number and/or ages of children?• Who is going to baby-sit?• What is your religion?• Do you have pre-school age children at home?• Do you have a car?	<ul style="list-style-type: none">• What hours and days can you work?• Are there specific times that you cannot work?• Do you have any responsibilities that will interfere with specific job requirements?



Legalities of Interviewing

Topic	<u>Cannot Ask</u>	Can Ask
Citizenship/ National Origin	<ul style="list-style-type: none">• What is your national origin?• Are you native-born or naturalized?• Where are your parents from?• What is your maiden name?• (Before hiring) Can you show proof of citizenship?	<ul style="list-style-type: none">• Are you authorized to work in the United States?• Have you ever worked under a different name?
Credit Record	<ul style="list-style-type: none">• Do you own your home?• Have your wages ever been garnished?• Have you ever declared bankruptcy?	<ul style="list-style-type: none">• No questions
Disabilities, Handicaps, Illness	<ul style="list-style-type: none">• Do you have any (job) disabilities?• About the nature of or severity of a disability/handicap• Have you ever been addicted to illegal drugs or treated for drug or alcohol abuse, received workers compensation, or been hospitalized/treated for physical or mental health conditions, or even been absent from work due to illness?	<ul style="list-style-type: none">• Can you perform the duties of the job you are applying for?• Can you meet the attendance requirements?• What was your attendance record at your prior job?
Physical Features	<ul style="list-style-type: none">• It is illegal to ask about weight, height, impairment or other non specified job-related physical data	<ul style="list-style-type: none">• No questions



Legalities of Interviewing

Topic	<u>Cannot Ask</u>	Can Ask
Education	<ul style="list-style-type: none">When did you graduate from high school or college?	<ul style="list-style-type: none">Do you have a high school diploma or equivalent?Do you have a university or college degree?What academic, professional, vocation schools did you attend?Can you provide us with an official transcript?
Gender	<ul style="list-style-type: none">Do you wish to be addressed as Mr.? Mrs.? Miss? Or Ms.?What is your maiden/birth name?	<ul style="list-style-type: none">Generally, no questions may be asked unless gender is a bona fide occupational qualification
Language	<ul style="list-style-type: none">What is your native language?Inquiry into how candidate acquired ability to read, write or speak a foreign language	<ul style="list-style-type: none">What languages do you speak and write fluently? (if the job requires additional languages)
Military Record	<ul style="list-style-type: none">What type of discharge did you receive?	<ul style="list-style-type: none">What type of education, training, work experience did you receive while in the military?
Organizations	<ul style="list-style-type: none">List all clubs, societies and lodges to which you belong	<ul style="list-style-type: none">Inquiry into candidate's membership in organizations which the candidates considers relevant to his or her ability to perform the job



Legalities of Interviewing

• Topic	<u>Cannot Ask</u>	Can Ask
Parental Status	<ul style="list-style-type: none">• Inquiry into whether candidate has children, plans to have children or has child care arrangements	<ul style="list-style-type: none">• May ask if candidate can meet specified work schedules or has activities, commitments or responsibilities that may prevent him/her from meeting work attendance requirements
Race or Color	<ul style="list-style-type: none">• Complexion or color of skin	<ul style="list-style-type: none">• No questions
Reference Checking	<ul style="list-style-type: none">• What is your father's surname?• What are the names of your relatives?	<ul style="list-style-type: none">• By whom were you referred for this position?• Names of people willing to provide reference
Religion or Creed	<ul style="list-style-type: none">• Inquiry into candidate's religious denomination, religious affiliations, church, parish, pastor or religious holidays observed• Willingness to work any particular religious holiday	Can advise candidate about normal hours and days of work required by the job to avoid possible conflict with religious or other observances
Sexual Orientation	<ul style="list-style-type: none">• No questions	<ul style="list-style-type: none">• No questions
Worker's Compensation	<ul style="list-style-type: none">• Have you ever filed for worker's compensation?• Have you had any prior work injuries?	<ul style="list-style-type: none">• No questions




Offer and Negotiations



Identifying a Finalist

- Recruiters will work with the hiring manager to identify a finalist
- Recruiter is required to interview a finalist if a pre-screen interview has not already been conducted
- Three professional references are checked on finalists (current and/or former supervisors)
 - 2 contacted by the department, 1 contacted by HR
 - Or use SkillSurvey
- HR needs authorization from candidate to check references before they are contacted



SkillSurvey

- Web-base reference check process currently being piloted
- Candidates submit contact information for references electronically
- References are emailed 25 job-specific questions
- Once all references respond, report is generated summarizing results



Salary Recommendations

- HR will work with the department to set an appropriate salary offer
- Factors included in a review include:
 - Salary grade
 - Department's budget
 - Department/School/University Equity
 - Candidate's background and experience
 - Current market rate
- Recruiter should make all verbal salary offers
- Departments can set the parameters of a salary negotiation with the recruiter e.g. between \$45 -47k/per year




Offer Process

- Offers of employment are contingent upon the following:
 - Authorization to work in the United States
 - Required background screens
 - Current supervisor reference, if applicable
- If verbal offer is accepted, the recruiter notifies the department and conducts the required background screens. Generally, a conditional offer letter is sent to the new hire upon acceptance
- HR will draft an offer letter for the position and send to the hiring manager and department administrator for approval
- Upon department approval and completion of screens, the offer packet will be sent to the new hire with instructions to contact the department administrator



Closing the Position



Affirmative Action Form

- AA Form is included in the notification email from the Employment Team
- As a Federal Contractor, Harvard University is required to retain records of candidates interviewed
- Must include all candidates who were phone screened or interviewed for the position
- Recommendation is to keep the form updated throughout the interview process
- Once completed, the AA Form needs to be returned to HR and recorded in Wasabi to ensure the new hire will be placed on the payroll. **Employees will not be entered into the payroll system without a completed AA Form on file!**
- Employment uses the information from the AA Forms to create the annual Affirmative Action Plan for the school



On-boarding



On-boarding

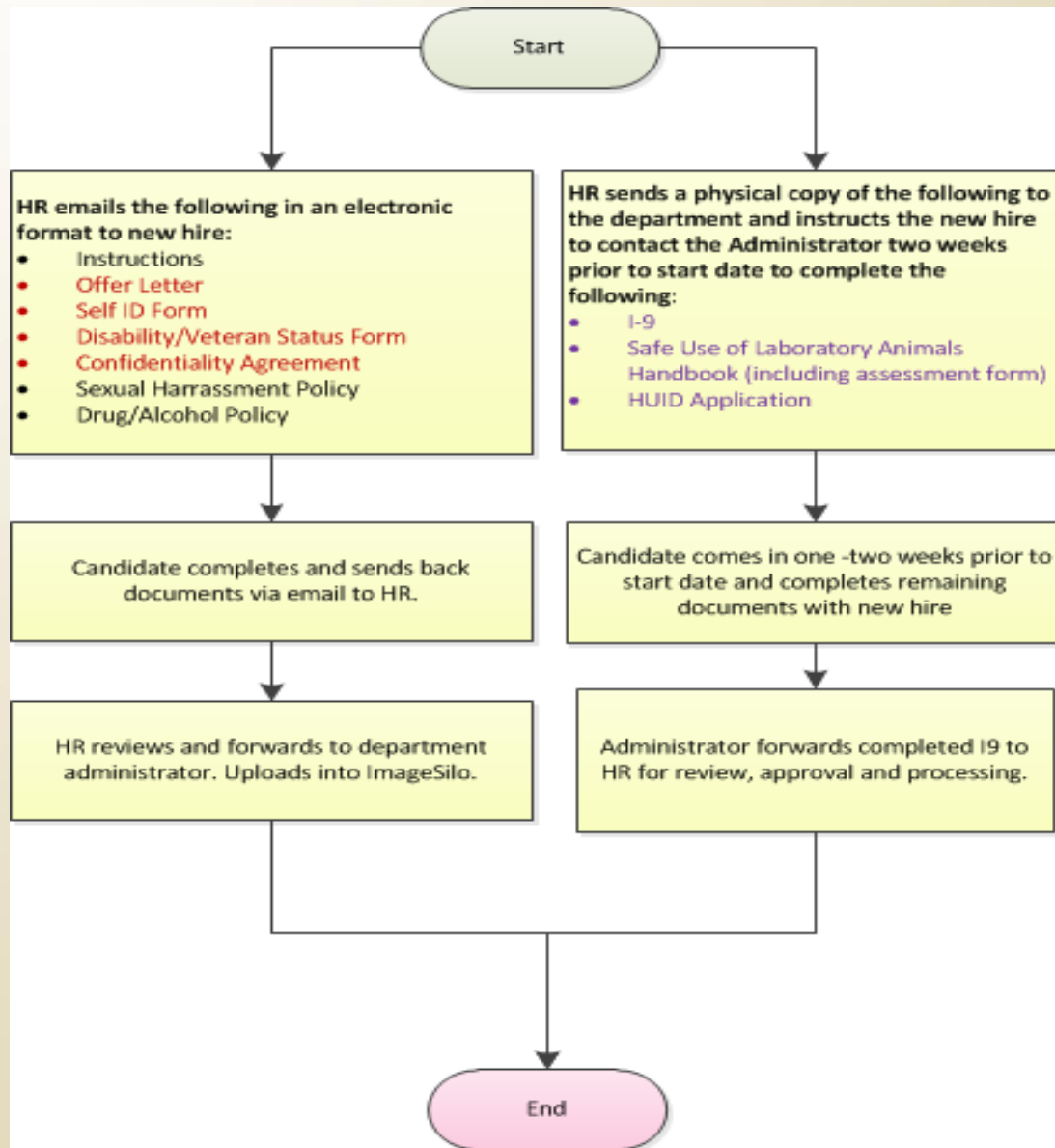
- Hiring managers and/or department administrators will complete the on-boarding paperwork for new employees
 - I-9, electronic Computer Account Form, ID application & Risk Assessment form
- Hiring department is responsible for submitting New Hire form in Wasabi
- Hiring managers and/or department administrators are responsible for coordinating logistics for the new employee
 - ie. Temporary ID, desk, computer, phone, tour, introductions
- HR will schedule mandatory new employee orientation sessions to cover benefits and policies
 - Cambridge sessions are always on Monday
 - SPH sessions fall on the following Tuesday
- HR recommends assigning a buddy to your new employee that can guide them through the on-boarding process




I-9 Reminder

- HR strongly recommends having your new employee come to complete the I-9 form 2 weeks before their start date
- I-9 form will put the employee on the payroll and will generate HUID
- Computer account form and ID application cannot be completed until the HUID has been created

New Hire Paperwork Flow





On-boarding

- When the new hire starts:
 - Clearly explain job responsibilities
 - Fit within the organization
 - Clearly explain performance expectations
 - Provide the tools, trainings, and resources for success
 - Check in occasionally to check match for both you and the new hire
 - Complete the 90 Day Orientation and Review Evaluation

Contact your HR Partner for any questions or concerns during this process.



Common Recruitment Challenges

Challenge	Solution
If recruitment need is unexpected and there is an immediate need for assistance	Consider Randstad to identify temporary placement options
Not enough qualified candidates	Advertising & sourcing
Candidates as a whole do not meet qualifications	Tighten screening and/or revise qualifications
Candidates contact hiring managers directly	Refer candidate to ASPIRE to apply or recruiter for assistance
Internal candidates with less than positive feedback	Must be handled confidentially by HR
Negative reference checks	Feedback should be provided by HR
Positions should be filled within 120 days	Fill, cancel or re-post



Recruiting Resources

- Forms on the HR Isite
 - Position Posting Form
 - RPA
 - AA Form
- HARVIE
 - HUCTW Benchmarks
 - Salary grades
- Hiring Manager's Guide
- Recruitment Partnership Agreement
- Job Advertisement Guide



HR Staff involved in Recruitment

Employment Team

- Cesar Mieses, Assistant Director
- Michelle Teitel, Recruiter
- Ashley Cisternelli, HR Assistant (currently Rasheedat Azeez)

HR Partners

- Linda Picard, Senior Director of Human Resources
- Diane Stacey-Wood, Assistant Director
- Elissa Chambers, Assistant Director
- Cesar Mieses, Assistant Director



Questions?

Evaluations