



HARVARD
Human Resources
CENTER FOR WORKPLACE DEVELOPMENT



CENTER FOR WORKPLACE
DEVELOPMENT

HIRING MANAGER PACKET

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This document was created by the Central Administration Recruitment team in partnership with Talent Acquisition & Diversity as a resource for university-wide recruiters and hiring managers. Please contact the Talent Acquisition & Diversity office with questions pertaining to the information outlined below.



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INTRODUCTION

The Hiring Manager Packet was developed by Harvard Human Resources (HHR) to facilitate collaboration between recruiters and hiring managers to ensure an effective, consistent, and fair hiring process. By following these helpful guidelines, hiring managers and recruiters are better equipped to ensure successful collaboration, a superior candidate experience, as well as a sustainable, lasting hire for the university.

The information contained within this packet includes:

Recruitment Strategy Meeting Checklist

Outlines the recruitment strategy agreed upon between the hiring manager and recruiter, including, but not limited to, the scope and qualifications of the role, department structure/dynamic, diversity goals and sourcing strategies, interview process, and hiring timeline.

Understanding Your Role as a Hiring Manager

A guide that explains the important function a hiring manager plays in the process, including open communication and collaboration with Talent Acquisition and best practices to ensure a smooth hiring process and positive candidate experience.

Behavioral Interviewing Guide

An overview of the practice of behavioral interviewing, its purpose, and examples of questions to ask in the style of behavioral interviewing.

Sample Behavioral Interviewing Guide-Exempt

Competency-based, situational questions to ask candidates in exempt roles. Competency questions can include managerial or leadership level questions to determine a candidate's ability to manage or lead a team now or in the future.

Sample Behavioral Interview Guide-Non-Exempt

Competency-based, situational questions to ask candidates in non-exempt roles. Focus on soft skills and inherent qualities, such as resourcefulness and inventiveness.

Legally Permissible Interview Questions

A guideline for what questions are not permitted to be asked in an interview and alternative ways of asking. This document is of the utmost importance to ensure Harvard follows federal employment guidelines.

Recruitment Do's and Don'ts: Best Practices

Helpful tips and recruitment best practices to remember as you move through the hiring process.

Onboarding Checklists

Detailed checklist for managers, transfers and new hires intended to assist them with necessary steps to be completed two weeks in advance of the start date, before the start date, and during the first day/week and beyond.

RECRUITMENT STRATEGY MEETING CHECKLIST

Hiring Manager:
Recruiter:
Date Posted:
Department:
Open Position:
Requisition Number:

CHECKLIST

- | | |
|--|--|
| <input type="checkbox"/> Day-to-day responsibilities | <input type="checkbox"/> Recruiter reviews all resumes |
| <input type="checkbox"/> Background for ideal candidate/overview of Basic Qualifications | <input type="checkbox"/> Ways to share |
| <input type="checkbox"/> Internal leads | <input type="checkbox"/> Particular questions |
| <input type="checkbox"/> Referrals/Sourcing (LinkedIn) | <input type="checkbox"/> Schedule for position |
| <input type="checkbox"/> Timeline | <input type="checkbox"/> Salary |
| <input type="checkbox"/> Posting Options | |
| <input type="checkbox"/> Affirmative Action Goals, Diversity Sourcing | |
-
-

In-person Interviews

- First interview with hiring manager(s)
 - Second interview* who will schedule?
 - Finalist identified
 - Final round with Human Resources
 - Reference check (typically 3-4 business days)**
-
-

Conditional Offer Stage

- Background checks (typically 2-3 business days)
-
-

Final Offer Stage

- Offer Letter
 - Out of Office Dates
-
-

UNDERSTANDING YOUR ROLE AS A HIRING MANAGER

Hiring is an important part of your job and Talent Acquisition's function.

When we make the wrong hiring decisions, we suffer with decreased new hire performance, and the new hire will be less engaged and less likely to stay at Harvard.

Hiring decisions are both the hiring managers' and the candidates' decision to make.

Only 50% of selection decisions are win-win for both you and the new hire.

Calibrate logistical and communication expectations with your recruiter.

- Be aligned with your recruiter regarding likely applicant quality and recruitment timelines.
- Does the recruiter have a solid understanding of the job, can they screen thoroughly, and send only qualified applicants?
- Remember to give careful consideration to internal candidates and Harvard lay-off candidates.
- Be sure to understand that Harvard is a government contractor and must comply with Affirmative Action/ Equal Opportunity protocols.

Assessment

Provide accurate information during the interview.

Use your interactions with candidates to ensure they have accurate and complete information about the job and organization. Ask relevant, legal, and behavioral interview questions.

Example: Create a list of the best and most challenging aspects of the jobs you are hiring for using information from current employees in the role to sharpen your conversations with candidates.

Consider the candidate's skills and abilities, but also "culture add."

What the new hire will add to the culture, how they will work with colleagues, and their competencies and values.

Example: The degree to which a new hire's competencies and experiences add to the portfolio of skills in the department.

Respect the candidate's time throughout the process.

For all candidates – but particularly executive hires – respecting the candidate's time is a critical driver of quality of hire.

Tips for the interviewing process for hiring managers:

- Set a reasonable limit to the number of interviews
- Be sure to invite people to participate in your interview panel and provide background on the role. Also, let the panel know if there is a particular area the interviewer should cover to avoid redundancy
- Have a diverse interview selection committee
- Provide feedback on the candidate to your recruiter so that they can provide the candidate with a realistic timeline for follow-up
- Emphasize to the interview team the importance of starting and ending the interviews on time

Making the Hire Decision

Reach a decision on whom to extend the offer to in a timely fashion.

With every day that you may wait to extend an offer, the quality of hire declines as the best candidates remove themselves from consideration

Onboarding

Send a congratulatory email to the new hire and provide additional information about the job before the new hire's start date.

Providing specific information about the job during the pre-start period can increase the engagement of your new hires

Work closely with your recruiter and HR to ensure all new hire questions and concerns are addressed during the onboarding period.

When new hires feel they can communicate their concerns to you openly and get resolution, their performance level increases significantly

BEHAVIORAL INTERVIEWING GUIDE

Behavioral Interviewing

Behavioral-based interviewing is one of the most effective and useful styles for candidate selection. This interview style is comprised of questions that focus on asking the candidates to provide examples of what they **have done** in the past instead of focusing on what they **would do** in a situation. This type of questioning is often most revealing as it provides a more accurate prediction as to how the candidate will perform when presented with similar situations. The theory is that past performance is (often) the best indicator of future performance. This style also allows the interviewer to dig more deeply into the *actual* experience of the candidate by asking follow-up questions to those experiences.

Before using this technique (or any other), be sure to have a clear understanding of the job requirements and the importance behind each of those requirements. Understand the “must-have” qualities versus the “nice-to-have” qualities as well as what may automatically disqualify the candidate.

Basic Guidelines for Successful Interviews

- Ask open-ended questions
- Use responsive listening techniques

Open-Ended Questions

One of the main challenges when interviewing is how to word questions to elicit the desired information from the candidate. The most effective way to do this is to ask open-ended questions that allow the candidate to answer with a full, spontaneous, and free-flowing response. These open-ended questions encourage the candidate to provide a more in-depth answer because the questions cannot be answered with a simple “yes” or “no.” These questions are used to encourage candidates to provide more information about their strengths, development needs, interests, attitudes, and behaviors (and to provide examples).

Open-ended questions usually begin with words such as “How,” “Why,” or “What” or phrases such as “Describe to me” or “Tell me.”

Open-Ended Question Examples:

- What were your responsibilities in your last job?
- Describe a project you feel was a success.
- What do you think your biggest challenge will be if you were to be offered and accept this role?
- Why did you apply for this position?
- How does this fit into your overall career plan?
- Tell me about a time when you made a mistake at work (and what you did about it).

Responsive Listening Technique

Responsive or “active” listening should be used throughout an interview to gather additional information and keep the flow of the conversation going. This also can make the candidate more comfortable (and often more open to answering honestly and fully).

Responsive Listening Technique Examples:

- Gestures such as nodding the head to indicate understanding and to continue.
- Eye contact.
- Encouraging words like “That’s interesting,” and “Please tell me more.”
- Pausing to give the candidate more time to respond.

Sample Behavioral Interview Questions

Experience

- What do you think this position requires? Tell me how your skills match those requirements.
- Why do you think you're suited for this position?
- How does this position fit into your long-range goals?
- Tell me about your previous job. What is your largest take-away? What did you learn about yourself?
- What did you like/dislike about your last job?
- With whom did you interact with regularly? To whom did you report? Who reported to you?
- What has been your most challenging work situation?
- What was your most important project? What was the most difficult problem you had to solve?
- What was the toughest decision you had to make? Would you change your decision?
- What do you consider to be your best skills?
- What matters to you most in your next job?
- What do you expect to get out of a career?
- How would you describe your management style?
- How would your manager describe you? What would your colleagues say about you?
- Describe a time when you had to meet a lot of different demands at once under a deadline.
- Describe a time when you had to make sense of a large amount of conflicting data or information.
- Tell me about a time you voiced a concern or disagreement to a colleague or a supervisor.

Other

- What do you consider your biggest success? Failure?
- What has been your proudest professional achievement?
- What have you learned from failures/mistakes?
- In previous jobs, what areas have you been told that you need improvement? What is your assessment of your areas of continued development? What was the hardest thing for you to learn in your last job (course)?
- Tell me about a situation in which you made a mistake that affected others.
- Describe a time when you took the initiative to accomplish something you had never done before.
- Describe a situation where the instructions you were asked to follow didn't make sense.
- Describe the type of manager that brings out the best in you.
- What have you done on your own to improve your skills?
- Describe a project in which you went beyond what was expected of you.
- Describe how you build an effective working relationship with a difficult colleague or business partner.
- Tell me about a time when you had to persuade someone to see your point of view. What tactics did you use? What were the outcomes? What did you learn?
- Tell me about a time you made a mistake. What did you do about it?
- Describe the most difficult decision you've made in the last 6 months.
- Describe an important goal you have achieved, and how you achieved it. Tell me about the setbacks you experienced.
- Describe a time when you had difficulty communicating your thoughts clearly to an individual or group.
- What else should we know about you?

COMPETENCY-BASED INTERVIEW QUESTIONS FOR EXEMPT ROLES

This packet contains a list of sample behavioral interview questions, arranged by competency, that could be utilized during the interview with candidates. Hiring managers should share an interview plan with their interviewing team members and assign questions that seem to be the most important to the position.

To meet compliant recruiting guidelines, and to maintain consistency, all candidates should be asked the same questions during each round of interviews. Don't forget to leave time for the candidate to also ask questions.

Please also refer to the Legally Permissible Interview Questions Handout in this packet for guidance on questions to avoid.

Please be sure to send your recruiter candidate feedback via email within 24 – 48 hours of the interview.

Collaboration & Team Competency:

1. Tell me about a situation when you provided full support for a team decision that you didn't agree with.
2. Share an example when you placed the priorities of your team above your agenda. Walk me through how you did that.
3. We believe that it is best to appropriately consider others' opinions on matters that affect them. Tell me about a time when you did this.
4. Describe a time when you challenged an idea in a way that promoted constructive discussions of alternative views. How did you do so?
5. Tell me about a challenging situation when you worked to earn trust and credibility within your team by completing your share of the team's overall work.

Communication & Presenting Competency:

1. Describe a situation you were involved in that required a multi-dimensional communication strategy.
2. Share an example where you had to use your written communication skills to influence a particular person or group.
3. Describe the most significant written project or presentation that you had to complete and what the outcome was from that project/presentation.
4. Share an example of when a written project that you created was not received well. What would you have done differently on that particular project and why?
5. Give an example of a difficult or sensitive situation that required extensive communication.
6. Describe a time when you had difficulty communicating your thoughts clearly to another person or group. What message were you trying to convey? Where did the difficulty in communicating lie? How did you end up getting your point across?
7. Describe the most significant or creative written presentation you had to complete.
8. Describe a time you wrote a report that was well received by others.

Data Management Competency:

1. Describe a decision you made that shows your use of good judgment in routine, day-to-day decisions.
2. Tell me about a time when you independently made a decision and took action in a non-routine situation.
3. Share an example of a time when you carefully considered the impact of various options when making decisions.
4. Describe a situation when you firmly believed your point of view was correct, but you agreed to a different alternative to accommodate others within your department or unit. Why did you agree to do this? What was the routine?
5. Give a specific example of a time when you failed to handle a problem or situation effectively. Why do you think your solution was effective? What, if anything, did you do after you recognized the problem was not handled appropriately?

Flexibility & Change Competency:

1. Due to a continuous flow of internal and external projects, in this position you will need to adapt to shifting priorities. Describe a project or activity that would display your ability to manage changing priorities within this role.
2. Think of a situation in which information, instruction or objectives were ambiguous. Describe what you did to clarify the situation.
3. Often people are uncomfortable embracing an organizational change. Describe a time when you supported an organizational change effort – regardless of personal comfort in doing it.
4. Think of a situation in which you dealt positively with a change that affected your job requirements.
5. Tell me about a time you had to meet a scheduled deadline while your work was being continually interrupted. What caused you the most difficulty and why?

Leadership Competency:

1. Think of a time when you acted as a role model for others. Why did they consider you a role model? How did you influence others?
2. Tell me about a time when you were the “leader” of a team where you knew little and the team members had the specific expertise. How did you deal with the situation? How did you establish credibility with your team?
3. Tell me about a time you completed a goal or objective despite resistance from others. What specific actions did you take to overcome the resistance?
4. Leaders often take unpopular positions on organizational issues. Describe a time when you took an unpopular position. What was the result?
5. Describe a time when you successfully demonstrated your technical knowledge. Contrast this with a time when you weren’t able to do so. What did you do differently?

Learning Predisposition Competency:

1. Think of something you did well because you had learned from past successes and failures. Please describe it and highlight how you changed your behavior as a result of what you learned.
2. One way to grow within your position is to look for ways to build challenges and add value to your current assignment. Describe a time when you did this.
3. Describe a time when you were able to learn something complex quickly.
4. It is important to learn as much as possible about internal clients/stakeholders. Tell me about one of your most important internal clients and how you learned about their needs and priorities. What sources of information did you utilize?

Organizational Savvy Competency:

1. Describe a time when you handled a situation in a way that fit the organizational culture, even though you preferred a different approach.
2. Describe a time when your awareness of formal and informal decision-making channels helped you achieve desired results.
3. While independence and self-sufficiency are highly valued, there are still times when it is best to bring an issue to someone higher up in the organization. Describe a time when you used good judgment in doing this.
4. Think of a time when it was challenging for you to find the information you needed within your organization. How did you navigate through the organization to get that information?

Problem Solving & Analysis Competency:

1. Describe a time when you anticipated problems and developed contingency plans to deal with those problems.
2. Describe a recent problem you were asked to solve. What did you do? What alternative did you consider?
3. Can you give me an example of an innovative idea or concept you used to solve a problem that had a positive impact on the business?
4. Describe the steps you take to identify the criteria and gather the information needed to solve a problem.
5. Tell me about a decision you made in which you had to consider serious risks. How did you go about determining the impact of those risks?

Relationship Building Competency:

1. Having a network of technical and business contacts can help you in a variety of ways. Describe a time when you used such a network to help you meet the responsibilities of your job.
2. Describe a time when you networked your way to an influential person. How did you go about it?
3. Describe a challenging situation that demonstrates your skill in dealing effectively with people to get your work accomplished.
4. Describe a situation where you adjusted your interpersonal approach to fit the interpersonal style or needs of others.

Staff Development Management Competency:

1. Tell me about one of your direct reports/team members and teams who became more successful as a result of your coaching. How did you assist him or her?
2. Share a time when your coaching efforts were not successful. Share an example when you worked with someone, but they failed to improve from your coaching efforts.
3. Give me an example of a time when you gave feedback to a direct report that was having difficulty with completing an assigned task.
4. Have you ever conducted on-the-job training? Give me an example. What steps did you follow? How did you prepare for the training and how effective was it?
5. How would you describe your management style?

Technology Competency:

1. Give me an example of an assignment you worked on that shows your expertise in:
_____ (software systems, etc.)
2. What technical training have you received? How have you applied this technical knowledge?
3. Have you ever had to orient a new hire on a technical task or area? Describe that example and the outcome.
4. What are some aspects of your work/technical field that you are still trying to master?
5. How does technology play into your approach to working with various stakeholders in a fast-paced and deadline driven environment?
6. How have you worked with utilizing and analyzing data to make a business decision in your past experiences?
7. Share an example of how you faced a technical problem in your past role. How did you approach and solve that particular issue?

Valuing Diversity Competency:

1. Diversity of perspectives, backgrounds, and experiences is something that we value strongly within our department. Share an example of how you have incorporated diverse perspectives, ideas, backgrounds, etc., into a past work project and what the outcome was as a result.
2. Think of a time when you worked closely with someone who had a different perspective, background, or work style than you. Tell me what you did to be able to work effectively with this person despite your differences.
3. Working with people from diverse backgrounds or cultures can be a challenge in any workplace. Can you tell me about a time when you faced a challenge adapting to a person from a different background or culture? What happened? What did you do? What was the result?
4. Tell me about the most diverse group/team in which you've participated. Give me an example of an issue/problem that needed to be resolved within the group/team. How did you handle that specific issue/problem?

COMPETENCY-BASED INTERVIEW QUESTIONS FOR NON-EXEMPT ROLES

This packet contains a list of sample competency-based behavioral interview questions that could be utilized during the interview with candidates. Hiring managers should share an interview plan with their interviewing team members and assign questions that seem to be the most important to fill the position.

To meet compliant recruiting guidelines, and to maintain consistency, all candidates should be asked the same questions during each round of interviews. Don't forget to leave time for the candidate to ask questions also.

Please also refer to the Legally Permissible Interview Questions Handout in this packet for guidance on questions to avoid.

Please be sure to send your recruiter candidate feedback via email within 24 – 48 hours of the interview.

Adaptability/Flexibility Competency:

1. Tell me about a situation when you had to adjust quickly to a change in organizational, departmental, or team priorities. What did you do to adjust and what was the outcome?
2. Tell me about a time you had to meet a scheduled deadline while work was being continuously interrupted.
3. Sometimes we have to work under policies that we don't agree with. Tell me about the last time you disagreed with a new policy or procedure instituted by senior management and how you approached that particular situation.
4. Share an example of a project/assignment at work where the specifications changed before its completion.
5. Tell me about a customer or client, either internal or external, with whom you have had the most effective relationship and why. Please share an example of one with whom you have had a difficult relationship and why.

Attitude/Motivation Competency:

1. Tell me about a time when you had to handle multiple tasks/projects at once.
2. Describe a project/experience where you had to work independently to meet a deadline. What tactics did you implement to complete the project successfully?
3. Share an example where you needed to complete a project following very detailed steps and protocols.
4. Describe a project where you were designated as the leader and needed to manage other staff members that you did not necessarily supervise.
5. What steps do you take to integrate into a new team to build trust and develop positive working relationships with others?

Communication Competency:

1. Describe a situation you were involved in that did not go as well as it could have due to miscommunication. How would you have handled this situation differently?
2. Share an example where you had to use your written communication skills to influence a particular person or group.
3. Describe the most significant written project or presentation that you had to complete and what was the outcome from the project/presentation.
4. Share an example of when a written project that you created was not received well. What would you have done differently on that particular project and why?
5. Share an example where you needed to present a project or idea to a group in order to influence a decision. Share the steps you took and the outcome from this example.

Customer Service Competency:

1. Describe a time you had to ask several questions and listen carefully to fully understand the customer's request.
2. Describe a recent situation when you had to handle a disgruntled customer.
3. How do you define going the extra mile for your client/customer? Give me an example of when you have done this.
4. What skills/qualities are important when dealing effectively with internal/external stakeholders?
5. Tell me about a particular situation with a customer where you wish the interaction had been handled differently. Share what you would have done differently.

Initiative and Resourcefulness Competency:

1. Describe a time when you performed a task that was outside your job responsibilities. What was the outcome?
2. Describe a time when you suggested a new idea to your manager/supervisor. Describe the project and the outcome from that suggestion.
3. What steps have you taken, if any, to improve your skills or job performance? Give an example of when you have done this.
4. What have been your greatest achievements in your current position?
5. Share an example of a goal that you exceeded during one of your work projects or assignments.

Learning Ability Competency:

1. Think of something you did well because you had learned from past successes and failures. Please describe it and highlight how you changed your behavior as a result of what you learned.
2. Describe a time when you were able to learn something complex in a short period of time.
3. It is important to understand as much as possible about internal customers. Tell me about one of your most important internal customers and how you learned about their needs and priorities. What sources of information did you use?

Teamwork Competency:

1. Give an example of a successful team where you had a contribution or impact.
2. If you ask a team member to describe your strengths, what three words would they use to describe you?
3. Tell me about a time when you had to provide critical feedback to a team member. How did you communicate this feedback and what was the outcome?
4. Describe a work example when you had to help build enthusiasm with others for a success of the overall team.
5. Describe a time when you were the team leader. What actions did you take with this team to lead to a successful outcome?

Technical and Data Management Skills Competency:

1. What technical trainings have you undertaken?
2. Give me an example of an assignment you worked on that shows your expertise in:
_____ (software systems, etc.)
3. Describe a project where you had to enter, manipulate, and report on data. Share the tool that you used and the reports that were created and generated.
4. Describe a time when you had to solve a technical problem.
5. How do you successfully learn new technology/systems/tools?
6. What has been your approach in researching and implementing best practice approaches in your previous roles? How have you used technology to improve efficiencies in your work practices?

Valuing Diversity Competency:

1. Share an example of how you have incorporated diverse perspectives, ideas, backgrounds, etc., into a past work project and what outcome resulted.
2. Think of a time when you worked closely with someone who had a different perspective, background, or work style than you. Tell me what you did to be able to work effectively with this person despite your differences.
3. Working with people from diverse backgrounds or cultures can be a challenge in any workplace. Can you tell me about a time when you faced a challenge adapting to a person from a different background or culture? What happened? What did you do? What was the result?
4. Tell me about the most diverse group/team in which you've participated. Give me an example of an issue/problem that needed to be resolved within the group/team. How did you handle that specific issue/problem?

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 goal is to find a qualified person to fill a position. Employment and civil rights 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 a part of the interview. Everyone who will have contact with candidates should understand which areas are appropriate for questioning and discussion.

The chart below offers some guidelines as to specific questions you may and may not ask. As a precaution, check with your recruiter or HR Consultant if you are unsure about whether or not certain types of questions would be appropriate to ask.

TOPIC	<u>CANNOT ASK</u>	CAN ASK
Address/Length of Residence	<ul style="list-style-type: none"> • About foreign addresses that would indicate a national origin • Names or relationships of people with whom the applicant lives • Whether the 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 (before hiring; it is okay to require proof of age after hiring) • Questions that would tend to identify persons who are 40 and older ("Do you remember being at work before e-mail was introduced?") 	<ul style="list-style-type: none"> • If a 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? 	If you wish to ask about someone's criminal record, consult your HR Consultant

Attendance, Reliability	<ul style="list-style-type: none"> • The 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 such as traveling?
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 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 ever 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 (describe duties to candidate)? • Can you meet the attendance requirements? • What was your attendance record at your prior job?
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, vocational 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? Ms.? Mx.? What is your maiden/birth name? 	Generally, no questions may be asked about gender unless gender is a bona fide occupational qualification (e.g. locker room attendant).
Language	<ul style="list-style-type: none"> What is your native language? Inquiry into how the candidate acquired the 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 the candidate's membership in organizations which the candidate considers relevant to their ability to perform job.
Parental Status	<ul style="list-style-type: none"> Inquiry into whether the candidate has children, plans to have children, or has childcare arrangements. 	<ul style="list-style-type: none"> May ask if the candidate can meet specified work schedules or has activities, commitments, or responsibilities that may prevent them from meeting work attendance requirements. If such questions are asked, they must be asked of all candidates.
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
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 references.

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. 	<ul style="list-style-type: none"> • Can advise candidate about normal hours and days of work required by the job to avoid possible conflict with religious or other observances.
Salary Expectations	<ul style="list-style-type: none"> • Is your salary expectation for this position higher or lower than your current/prior salary? 	<ul style="list-style-type: none"> • May obtain the expected salary range from the applicant tracking system as part of the application process but cannot use it to establish a salary offer. The salary offer should be equitable with others performing comparable work with comparable experience and skills and in consideration of the hiring range for the position.
Salary History	<ul style="list-style-type: none"> • No questions 	<ul style="list-style-type: none"> • No questions
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

RECRUITMENT DO'S AND DON'TS: BEST PRACTICES

DO:


- Establish a relationship with your recruiter that is based on open communication and honesty.
- Be certain all role requirements, including any pre-employment assessments, are clearly outlined in the job description before recruiting begins.
- Be cognizant of timelines and be responsive to recruitment team.
- Provide feedback to recruiter within 48 hours of interviews. Time is the greatest driver in hiring and top talent is often working with multiple opportunities and entertaining several offers.
- Acknowledge thank you notes you receive from candidates.
- Ensure you are asking legally permissible interview questions; ask your recruiter or HR representative if you have any uncertainty about interview questions.
- Think about “culture add” along with experience while avoiding biases.

DON'T:

- Allow your previous experiences with hiring dictate the process going forward. Every candidate is unique.
- Use promising language (“Looking forward to seeing you again!”) when responding to candidates’ thank you notes or other correspondence.
- Let the lack of a minor skill or qualification cloud your judgment. Think of the big picture, including “culture add.”
- Expect the candidate to be willing to come to campus for several rounds of interviews. Limit interviews to no more than three (3). Top talent is already employed and respecting their time strengthens our appeal as an employer.
- Change the process or requirements (change expectations, add assessments, etc.) once the process has started.
- Forget there is no such thing as the perfect candidate; everyone will need training or grooming and there are always areas of opportunity.

SAMPLE MANAGER CHECKLIST


PLEASE NOTE: Below is an example specific for CADM – HHR. Please update to reflect your school/unit's appropriate information, steps, and contacts.

 HARVARD HUMAN RESOURCES	
Manager/Staff Assistant HR Checklist for Regular Hire	
<i>Key Contacts</i>	
Hannah Protzman, Human Resources Specialist	hannah_protzman@harvard.edu
Maria Mejia, Director of Human Resources	maria_mejia@harvard.edu
Davielle Pierrette, HR & Recruitment Coordinator	davielle_pierrette@harvard.edu
Anne Piedrahita, Payroll Coordinator	anne_piedrahita@harvard.edu
Chris Lanciani, Financial Coordinator	christopher_lanciani@harvard.edu
Gracy Walsh, Associate Director of Finance and Payroll	gracy_walsh@harvard.edu
<i>What do I do right now?</i>	
	Confirm with HR contact that new hire has been contacted to complete required paperwork
	Immediately email Chris Lanciani to initiate new hire set up (e-mail, equipment, phone, computer, workspace, etc.)
<i>What do I prepare one/two weeks before the first day?</i>	
	Order new business cards, if applicable
	New workspace will be prepared by Chris Lanciani. Please check in for all workspace questions.
	Contact Gracy Walsh if access to People Soft Admin Role or Harvard Careers is needed
	Write an organizational announcement to send to the department on the employee's first day
	Call or email new hire to make sure they know when and where to arrive and the itinerary for first day
	Identify trainings, CWD , or other courses required and list helpful sites to bookmark for reference
	Identify key contacts and stakeholders, set up meetings within first weeks (can be delegated to new EE)
	Compile a schedule for first week to help ease the transition
	Consider set up of Job Shadow or Onboarding buddy (optional)
	In collaboration with Chris Lanciani, hold time for IT to meet with new hire to provide IT onboarding and set up computer. Ask IT to provide printer, copier and fax instructions.
<i>What should I do during the first day?</i>	
	Be sure you or another colleague is there to greet the new employee upon arrival
	Send to Campus Services for HUID card at ID Card Services (Smith Campus Center)
	Tour building/your area and introduce to new colleagues
	Present the new hire with a schedule for the first week
	Provide Office Safety Procedures, review emergency exits
	Share budget codes (if appropriate)
	Check the university directory to ensure the new hire's information is accurate. If not, contact HR
	Take new hire out to lunch (optional but recommended)
<i>What should I do during the first week?</i>	
	Review department practices and procedures with new hire
	Provide a copy of their job description and local organizational chart. Submit a signed copy of the job description to Hannah Protzman in HR, to confirm review and acknowledgement.
	Ensure that new hire has been added to staff meeting schedule and key distribution lists.

	Schedule weekly check-ins during 90-day orientation and review period to answer questions and identify training gaps.
	Share Performance Management Process and forms. Develop goals for first three months with employee using Job Description.
	Ensure that the department buddy has connected with the new hire (optional)
<i>What should I do during the first three months?</i>	
	Regularly (once a week) check-in to see how the transition is going
	Arrange further training and support as needed
	Keep HR Consultant informed of onboarding progress and/or performance issues during the 90-day orientation and review period.
	Complete 90-day Orientation and Review form and conduct review conversation within the last two weeks of the 90-day orientation and review period.


SAMPLE NEW HIRE CHECKLIST

PLEASE NOTE: Below is an example specific for CADM - HHR. Please update to reflect your school/unit's appropriate information, steps, and contacts.

 HARVARD HUMAN RESOURCES	
New Hire Checklist	
What do I need to do at least two weeks before my start date?	
	Payroll paperwork meeting: Please plan to meet in person with HR at least two weeks prior to your start date to complete an I-9 form online at the office. You must bring current valid identity information as listed on page 3 of the I-9 form .
	Email your new manager to obtain details of your first day, where to meet, etc.
	Mark your calendar for your Harvard New Employee Orientation
What should I do during the first week? (Note: many links won't work until on or after your 1st day)	
	Obtain HUID card at ID Card Services (8 th floor, Smith Campus Center)
	Claim your HarvardKey for new CADM email. Chris Lanciani will assist you with this process on your first day.
	Visit HARVie to review New Employee Resources and University Policies
	Review Benefits package & enroll via PeopleSoft within 30 days from your start date (Benefits will mail the package to home address in 1st week)
	Sign up for Direct Deposit via PeopleSoft : Self Service tile >Payroll & Compensation>Direct Deposit
	Update Personal Details in PeopleSoft : Self-Service > My Personal Details tile: Review and accept Confidentiality Agreement in PeopleSoft : Self-Service > My Preferences and Agreements tile > Confidentiality Agreement
	Federal Tax Form – W4 – Complete online in PeopleSoft in the Self Service section
	Identify commuting options via Commuter Choice or Parking Services
	Review the Information Security Policy and read the Policy Statements, Requirements and How To's
	Enroll in MessageMe Emergency Notification System
	Familiarize yourself with the HU Police Department site
	Meet with your Manager. This will be a great opportunity to discuss performance goals, recurring meetings and learn about the needs of your team.
	Discuss with your Manager any training, CWD courses or LinkedIn Learning recommended for your role
	Enroll in a Retirement Account via the Harvard University Retirement Center online (OPTIONAL)
Where can I find helpful resources?	
Anne Piedrahita, Payroll Coordinator	anne_piedrahita@harvard.edu
Davielle Pierrette, HR and Recruitment Coordinator	davielle_pierrette@harvard.edu
Hannah Protzman, Human Resources Specialist	hannah_protzman@harvard.edu
Maria Mejia, Director of Human Resources	maria_mejia@harvard.edu
Benefits	(617) 496-4001
Central Payroll	(617) 495-8500
UIS Help Desk (<i>computer, e-mail, systems related problems</i>)	(617) 495-7777
Harvard's Employee Assistance Program	https://hr.harvard.edu/employee-assistance-program
Harvard University Intranet (HARVie)	https://hr.harvard.edu
Harvard University Overview	www.harvard.edu/about
University Health Services	https://huhs.harvard.edu/
Ombudsman	https://ombudsman.harvard.edu/
Outings and Innings	https://outingsandinings.harvard.edu/

SAMPLE EMPLOYEE TRANSFER CHECKLIST

PLEASE NOTE: Below is an example specific for CADM - HHR. Please update to reflect your school/unit's appropriate information, steps, and contacts.

 HARVARD HUMAN RESOURCES	
<h2 style="margin: 0;">Employee Transfer Checklist</h2>	
What do I need to do at least two weeks before my start date?	
	Email your new manager to obtain details of your first day, where to meet, etc.
What should I do during the first week? (Note: many links won't work until on or after your 1st day)	
	On your first day, HUIT will work with you to set up your new computer. Please check your directory listing to make sure it reflects your new office site.
	Identify commuting options via Commuter Choice or Parking Services
	Enroll or update your listing in the MessageMe Emergency Notification System
	Meet with your Manager. This will be a great opportunity to discuss performance goals, recurring meetings and learn about the needs of your team.
	Discuss with your Manager any training, CWD courses or LinkedIn Learning recommended for your role
	Enroll in a Retirement Account via the Harvard University Retirement Center online (OPTIONAL)
Where can I find helpful resources?	
Anne Piedrahita, Payroll Coordinator	anne_piedrahita@harvard.edu
Davielle Pierrette, HR and Recruitment Coordinator	davielle_pierrette@harvard.edu
Hannah Protzman, Human Resources Specialist	hannah_protzman@harvard.edu
Maria Mejia, Director of Human Resources	maria_mejia@harvard.edu
Benefits	(617) 496-4001
Central Payroll	(617) 495-8500
UIS Help Desk (<i>computer, e-mail, systems related problems</i>)	(617) 495-7777
Harvard's Employee Assistance Program	https://hr.harvard.edu/employee-assistance-program
Harvard University Intranet (HARVie)	https://hr.harvard.edu
Harvard University Overview	www.harvard.edu/about
University Health Services	https://huhs.harvard.edu/
Ombudsman	https://ombudsman.harvard.edu/
Outings and Innings	https://outingsandinnings.harvard.edu/

NEW HIRE ORGANIZATIONAL ANNOUNCEMENT TEMPLATE

Hello Everyone,

I am delighted to announce that [NEW EMPLOYEE] has joined our team here in [DEPARTMENT NAME], as a [NEW EE ROLE TITLE]. In this role [NEW EMPLOYEE] will [DETAIL NEW EE'S ROLE]. [NEW EMPLOYEE] will report to (DETAIL WHO NEW EE WILL REPORT TO).

[NEW EMPLOYEE] comes to us from [BRIEF OVERVIEW OF WHAT THE NEW EE DID IN PREVIOUS ROLE].

Please join me in welcoming [NEW EMPLOYEE]—we are so excited and happy to have them with us. [EMPLOYEE NAME] will be sitting in [PROVIDE DETAILS] and their email is [LIST EMAIL].

Best,
[NAME]