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 **Recruitment Partnership Agreement (RPA)**

Recruiting efficiently and in accordance with best practices, attracting high quality applicants, and hiring the best candidates requires a consultative partnership between the Hiring Manager and the Employment. The Recruitment Partnership Agreement (RPA) creates a business partnership between the Hiring Manager and Employment, and ensures that the roles and responsibilities of each party are clearly defined and understood.

**Administrative Information**

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| --- | --- | --- | --- |
| **Department** |  | **Date** | Click here to enter a date. |
| **Hiring Manager** |  | **Requisition #** |  |
| **Department Administrator** |  | **HR Recruiter** |       |
| **Diversity/Minority Recruitment Goal** |  | **Female Recruitment Goal** |  |

**Section I: Discussion of the Recruitment Process**

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| **Hiring Manager** | **Employment** |
| Prior to the start of recruitment, or advertising for any position outside of ASPIRE, the Hiring Manager should meet with Employment to discuss key components to the recruitment process. This will happen after the Position Posting Form is submitted to HR, and after the position has been posted to ASPIRE. | Employment discusses the following areas:* RPA (this document)
* Overall hiring process
* Hiring Manager’s Toolkit
* Sourcing and advertising options
* Minority Goals/Diversity initiatives
* Screening criteria
* Salary range
* Pre-employment background screens
* Offer process
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**Section II: Sourcing and Advertising Strategy**

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| **Hiring Manager** | **Employment** |
| Determines eligibility of existing staff and/or previous applicants for the new requisition. | Consults with the Hiring Manager to develop a comprehensive sourcing strategy. |
| Reviews recent layoff pool from department/center for possible re-employment of unemployed Harvard staff. | Posts open requisition in all sources as determined by the advertising strategy. |
| Refers all candidates to apply online through Harvard’s employment site: www.employment.harvard.edu. | Reviews existing candidate pool to screen for any potential candidates with similar skills and experience. |
| Helps Employment identify external advertising sources that are position-specific such as professional organizations or list-servs. | Reviews layoff pool for possible re-employment of unemployed Harvard staff. |

**Section III: Resume Screening and Interviewing**

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| **Hiring Manager** | **Employment** |
| Reviews resumes received from Employment as soon as possible (typically 1-3 days). | Screens and forwards qualified resumes based on discussed criteria. |
| Works with Employment to identify applicants to be phone screened. | Check in with Hiring Manager to determine if resumes are of the quality desired -- will re-strategize as necessary. |
| Based on outcomes of phone screens, will coordinate first round (and additional rounds, if necessary) of in-person interviews with the candidates. | Conducts phone interviews and provides feedback to the Hiring Manager. |
| Provides timely feedback to Employment on interviewing experiences. | For internal candidates, checks for confidential feedback with the appropriate Harvard Human Resources representative (this is typically completed prior to sending resumes to the hiring manager, unless not allowed by local HR office policy/practice). |

***\*Please note: Resumes are considered confidential information. Please consider proper storage methods of resumes and their confidential information, and contact HR with any questions.***

**Section IV: Finalist Identification and Initial Offer**

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| **Hiring Manager** | **Employment**  |
| Works with Employment to identify a finalist. | HR will conduct any pending, internal references for current and former SPH/Harvard employees,and will initiate the SkillSurvey reference checking process (if applicable). |
| Conducts three professional reference checks on finalist (if verbal or written). These reference calls must be completed using the reference check form provided by Employment. Once completed, Hiring Manager forwards references to Employment. | Develops salary recommendation based on the salary range, candidate experience and education, compensation surveys, and the department’s budget and internal equity, and shares the recommendation with the Hiring Manager. |
| Hiring Manager will be accessible to discuss salary offer/negotiations with Employment. | Confirms a starting salary offer with Hiring Manager. Once this is done, Employment will make a verbal, conditional offer and will negotiate with the finalist as appropriate. **Please note that Employment extends all offers.** |
| Reviews and approves position-specific details of the offer letter. | If an offer is accepted, drafts the conditional offer letter and initiates the background screening process (once written consent is received). Employment keeps both the finalist and the Hiring Manager informed once the backgrounds screens are complete. |
| Provides Affirmative Action form once offer has been accepted. | Drafts and sends Hiring Manager and Department Administrator the conditional offer letter for review and approval. Once approved, Employment sends new hire packet to finalist. |
| Manages Affirmative Action information/reporting. |

**Section V: Onboarding**

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| **Hiring Manager/ Department Administrator/Designee** | **Employment**  |
| Meets with new employee to complete new hire packet materials. Will also inform new employee of any special processes that need to be completed prior to start date. **Please note that Human Resources must receive the completed Affirmative Action Form to approve new hire information for Payroll.**  | Upon receiving approvals from the Hiring Manager, Employment emails the conditional the offer letter and formal offer letter to finalist (including the Confidentiality Agreement, Voluntary Self-ID form, Computing Account Application form, Harvard University Sexual Harassment policy, Online Absence and Time Reporting Security training information document, etc.). |
| The Department Administrator/Designee will:* Meet with the new hire to complete new hire paperwork.
* Forward I-9 and supporting hire documents to HR, preferably two weeks in advance of the start date.
* Complete and submit the New Hire Action form in Wasabi to process new hire information for payroll purposes (\*\*for additional information related to this step, please refer to the “Special Notes and Reminders” section below\*\*).
* Encourage new employee to attend and register for the Cambridge Harvard Orientation, as well as the HLC Orientation (details in offer letter).
* Encourage employee to complete the online Confidentiality Agreement ASAP upon starting.
 | Employment/HR will:* Finalize all HR-related documentation.
* Close position in ASPIRE.
* Review and submit the I-9 information to Central Payroll for approval and processing.
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**Section VI: Additional Agreements**

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| **Hiring Manager** | **Employment**  |
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**Section VII: Special Notes and Reminders**

* HR Forms, Resources and Tools are available at [www.SPH.harvard.edu/hr](http://www.hsph.harvard.edu/hr), listed under “Employment & Recruitment Services.” Here, you will find an abundance of recruitment-related information and resources, including the Hiring Manager’s Guide, Position Posting Form, etc.
* All positions must be posted for a minimum of 10 business days. Union positions are posted internally-only for the first 10 business days, and non-union positions are posted on both the internal and external gateways as of the first day of the posting.
* We work to ensure that recruitment processes are completed in a timely manner. Thus, once interviews have begun, Hiring Managers are requested to make every effort to complete the department interviews as quickly and efficiently as possible. The recruitment process should ideally take 1-2 months in total – with a maximum of 90 days (from time posted to time closed).
* If a requisition has been open for 3-4 months with little or no activity, Employment will contact you to discuss the status of the position and to determine if the posting should be canceled or re-posted.
* Hiring Managers should inform Employment if they plan to be out of the office for an extended period of time (and/or if any delays in the process are to be anticipated).
* HR must speak with all final candidates, and must extend all offers.
* Onboarding Resources: <https://www.hsph.harvard.edu/human-resources/forms-resources/>
* Link to HUCTW Benchmarks/Job Descriptions: <http://hr.harvard.edu/huctw-generic-job-descriptions>
* Link to Harvard salary grade ranges:<http://hr.harvard.edu/salary-ranges#ranges>