

**STAFFING AND POSITION MANAGEMENT PROCESS FOR ALL POSITIONS**  
**From the Office of the Executive Dean for Administration**  
**Policy Effective Date: April 1, 2003**

***Please note: The procedures outlined in this memo significantly and intentionally lengthen the process of initiating job posting, recruitment and hiring of all positions. Please adjust your resource planning accordingly so that you are able to fill critical positions in a timely manner.***

*The following memo outlines Harvard Medical School's requirements for the hiring of staff into newly created or vacant positions, and the hire confirmation process for all positions. It also details the procedure for engaging recruitment firms, temporary help agencies, and making employment offers, including any potential signing bonuses, performance based pay, moving expenses, or other financial perquisites for staff.*

*These measures will be implemented early in calendar year 2003, in order to ensure that the staffing levels in all departments are being managed within the frame of a tightening budget and the need for controlling administrative spending.*

**Position Review:**

ALL requests for staffing a replacement position or for creating a new position must be discussed with the department's Human Resources consultant prior to any communication with potential candidates. (If you do not know your department's representative in the Office of Human Resources (OHR), contact the office of the Associate Dean for Human Resources at 432-3004).

**Note: approved budget funding does not guarantee that the posting or hire will be approved, even if it is a replacement position at no additional cost.** Upon submission of a request to fill a vacated position, you will be provided with a list of criteria to help you consider alternatives to filling the position. These will include (but may not be limited to) whether the work can be redistributed to others in the department, whether portions of the existing job can be allocated to existing positions as development or promotional opportunities, and whether work priorities can be adjusted to postpone hiring. Financial support for alternative cost-saving initiatives such as these will be provided and included in your budget.

In the case of a new position, the consultant will review your current approved staffing budget, to see whether funding for the position is in place. Each proposed hire (including replacements) will be reviewed with the department administrator (or appropriate manager or budget administrator). This review will include workflow and work process discussion, and may involve interviews with relevant staff in the department.

Paperwork that must accompany each request – including posting for a vacancy that is budgeted -- includes the following: A "Position Documentation Form", (PDF) including the name of the hiring manager AND immediate supervisor (if different); an organization chart; and a hiring salary recommendation within the approved budget. This policy applies to ALL staff positions, including those graded 59 and above. The PDF, used currently to evaluate the FLSA status of positions, contains detail about daily work, the amount of time spent on the routine tasks of the position, and the level of responsibility the position represents within the department structure.

The human resource consultants for all departments will meet to review the completed packets weekly. Your HR consultant will get back to you after that meeting with questions or suggestions that may arise. In addition to exemption status, University salary grade and title, the review will include a salary comparison overview relative to school-wide, University, and Boston employment market data as appropriate.

At the end of the review, if the posting is approved, you will be asked to submit a posting form, with the brief description of the position as it will be listed on the University's web site. Every effort will be made to complete the review and post the position within one week after all the appropriate information is gathered.

In the rare instance that a new position is proposed, the approval of both the Finance Dean and the Executive Dean for Administration must be obtained prior to posting. If budget allocation has not been included in your approved annual budget, the hiring department representative, OHR consultant, and FOA representative will meet to discuss how best to fund the position.

The interview process should be arranged with the OHR, who can provide a full range of staffing services. OHR must coordinate all reference conversations, even those conducted by the hiring department, and will perform at least one of the pertinent employment reference checks.

## **Offers of Employment**

**No offer of employment can be made**, either formally or informally, without the above process steps. **Any/all offers of employment** must come from OHR or must be reviewed by OHR prior to mailing. Should a manager or administrator make a verbal or written offer of employment, it will be considered invalid until the above outlined review is conducted, and may be amended upon conclusion of that review. Hiring managers – faculty managers included -- are not authorized to make specific salary quotes without checking with OHR, and any additional financial prerequisites (such as signing bonuses, housing allowances, moving expense reimbursement, etc.) must have prior approval. Financial responsibility or legal liability for an offer of employment that has not followed these process steps will be at the department's or individual faculty member's expense.

## **Engagement of Search Firms, Contractors and Temporary Help Agencies**

*As we move into more austere fiscal times, and in this environment of heightened attention to legal compliance relative to employment, it is critical that the Medical School capture and record all expenses relative to the performance of staff work or consulting work. For that reason, it is critical that we track all "external" sources of person hours being spent. The following categories of expenses and work providers will be closely monitored so that we can better report current expenditure and project future budget needs.*

### **Search (Recruitment) Firms:**

Such assistance can only be used for positions graded 59 or higher, with the exception of those positions in lower salary grades determined by OHR to have a very limited number of highly specialized available candidates. The proposed expense should be included in your staffing budget as part of the cost of hiring for a specific and highly specialized position. The Associate Dean for Human Resources must

execute any contractual agreement between Harvard Medical School and any search firm prior to commencing the search, and after the approval of the position (see above). The hiring department and OHR will negotiate terms and conditions of the engagement together. All expenses incurred in the use of such third party contractors are at the department's expense.

The department's Human Resources consultant will work closely with the department and the search firm representative as the recruitment process continues, monitoring progress and ensuring a search process that provides as diverse and inclusive a range of qualified candidates as possible. OHR will work directly with the firm to coordinate and review all employment reference checks.

**Contracted or Consulting Agreements:**

Every non-employee engaged in work in any department of Harvard Medical School must have a contract provided by the Office of Human Resources, who will be responsible for pre-audit of the work to ensure it meets the criteria necessary for non-employment status. The department and OHR will negotiate the details of the contract, including fees, specification of the work to be performed, and length of the agreement. All expenses relative to the engagement of contractors or consultants are at the department's expense.

**External Temporary Help Agencies:**

Each quarter, OHR will receive from the Finance office a list of the Agency employees used in each department. Your consultant will review external staffing patterns with you to determine whether the use of agency personnel is appropriate within the framework of our bargaining unit contract, budget constraints and efficient work process.

## **Appeals Process**

Should the department head or administrator choose to appeal any decision of the Office of Human Resources, that process can be initiated by calling Cathie Cisternelli at 432-3004. The review committee is comprised of Eric Buehrens, Cynthia Walker and Mary Dupont. This committee will meet as needed to discuss appeals, and make every attempt to do so within ten business days.

*If you have any questions about this process, please contact Mary Dupont (432-0705), Cynthia Walker (432-1142), or Eric Buehrens (432-2556).*