



ingly. Your interview questions should be tailored specifically to assess how the candidate's overall experience relates to your department's employment needs. These questions should be well structured and applied consistently with all candidates you interview for a particular position. You should avoid asking questions that are personal or unrelated to the job. Please remember to avoid any inappropriate questions and be consistent. To increase comparability between candidates, we recommend interviewing in a structured format. Prepare your questions ahead of time and ask each candidate the same questions so you aren't swayed by your overall perceptions or your expectations.

Reference Checking

Your HR Generalist is available to assist you with the post-interview candidate assessment. Reference verification is another important part of the recruitment process and should be a collaborative effort between Human Resources and the department. Once you have decided to hire an external candidate, references and background information need to be checked and properly documented.

The reference verification process should be viewed as an opportunity to obtain additional information about an individual that may be useful in making a hiring decision. When at all possible, you should request to speak with the individual's direct supervisor who is more likely to have detailed information about the employee's responsibilities and work habits. If unable to speak with a supervisor or other reference, all attempts should be documented. Referrals to the company's Human Resources Department should not be viewed as negative reflections on the candidate, but a common organizational practice.

It is common practice for a company representative to request a signed release form before releasing information. The last paragraph of the employee application along with the candi-

date's signature will usually satisfy this request. Once obtained from the reference, information should be compared against the information provided by the applicant to see if any discrepancies exist. Any discrepancies must be discussed with the HR Generalist and a copy of the references must be forwarded to your HR Generalist. All information should be thoroughly documented and kept confidential. The Human Resources Department will conduct verification of all education and professional licensure.

Human Resources Affirmative Action Authorization

After the interviews have been conducted and a preferred candidate has been identified, a Human Resources Affirmative Action Authorization form will be generated by the HR Generalist. It must be completed and signed prior to our making an offer of employment. The Human Resources Affirmative Action Authorization form requires at least a Level 2 signature (Level 2 or Level 1 signature). Link to the current signature authority document from the controller's website: <http://www.temple.edu/controller/> for more information.

Positions which are graded T26 or above require an additional signature from the Office of Affirmative Action. Once these signatures are obtained the form should be forwarded to the Human Resources Generalist so that it may become part of the official record maintained for this position.

Acceptance

After the employment offer has been accepted, certain documents are legally required. A supply of U. S. Department of Justice Immigration and Naturalization Employment Eligibility Verification (I-9) forms and Employee's Withholding



Allowance Certificates (W-4's) are available in both the Dean's Office and the Human Resources Departments. Human Resources Departments are located both in the University Services Building at 1601 North Broad Street in Room 203 on Main Campus, and in the Faculty Student Union Building in Room 300 of the Health Sciences Center. Only trained, designated individuals are permitted to sign the I-9 form as authorized representatives of Temple University. All newly hired employees must pass a pre-employment, post offer drug test before they start work. Your HR Generalist will arrange this.

It is the newly hired employee's responsibility to complete section one (1) of the (I-9) form and provide acceptable documentation to establish both identity and employment eligibility. **If the I-9 is not completed within three (3) days of employment, pay may be delayed and termination will result** as mandated by the Immigration Reform and Control Act of 1986.

If an employee is an Alien authorized to work in the United States until a specified date, they need to declare their tax residency status. The employee should contact Payroll Management at 1-8793 for more information. Letters confirming the offer will be mailed

from the Human Resources Department to the newly hired employee and the Hiring Department.

The Human Resources Department will formally notify unsuccessful candidates.

Grant Expiration

In the second section of this employment guide the grant stages are listed as: "Grant Proposal Stage," "Grant Funding Evident Stage" and "Grant Acquisition Stage." A fourth stage could be added to this list entitled "Grant Expiration (Stage)." When a grant is scheduled to end and the chance of renewal is either non-existent or uncertain, notify the Departmental Administrator or school/college Business Manager and the Human Resources Generalist. A specific amount of notice, including a severance payment, may need to be given to the employees to end their employment as part of a negotiated bargaining unit contract or Temple University policy. Any notification letters must be reviewed by Human Resources prior to their distribution to employees.



Employment Guide for Sponsored Projects

A Quick Reference to Temple's Employment Process

Introduction

This synopsis of the Sponsored Project employment guide is intended for the Principal Investigator, departmental or other designated person who serves as liaison between the Human Resources Generalist and the department. This guide will assist with hiring Non-Faculty employees specifically into Grant-Funded/ Sponsored Project positions. It is designed to supplement your relationship with the Human Resources Department by helping you navigate through the employment process. It is not intended to replace our assistance to you, our customer. The Human Resources Generalist will continue to work with you to coordinate all aspects of recruitment. The entire guide is available at <http://www.temple.edu/hr/gmh/>.

A Temple employee whose salary, all or in part, is supported through grant funding or a contract is considered an employee of the university and is not an employee of the supporting grant or contract.

When creating your grant proposal, you should budget appropriately so that adequate funding is incorporated into your grant. Enough money should be allocated for salary, potential increases and benefits. We recommend that budgets for full-time positions be based on a forty-hour work week. You may view the Administrative "T" structure Salary Scale by utilizing the following web page link: <http://granthiring.temple.edu> and click on the Job Classification Forms link.

If you intend to hire Postdoctoral Fellows, please refer to the Postdoctoral Fellows Policy for established minimum salaries. You can view it within the online Policy and Procedures Manual at http://policies.temple.edu/search_keyword.asp. When navigating online use the keyword search and find "Postdoctoral Fellows, Policy On" in the drop down menu. For further clarification, contact the Postdoctoral Fellow Coordinator in the Office of the Vice President for Research and Graduate Studies at 1-6587.

The fringe benefit rate is determined by the Controller's Office and is applied automatically to compensation accounts depending upon the funding source of the Center. These rates are subject to change every subsequent year. Contact the grant accounting office for additional information or visit their Web site at http://www.temple.edu/controller/grant_accounting/granrates.htm

The scope and duties of a job description determine its classification, not the availability of funds. To help classify the position and develop a description that accurately outlines its responsibilities;



you may use either the role inventories on the Web, the semi-generic descriptions on the Web, or the descriptions maintained by the department.

To assist you with identifying your employment needs, the Administrative "T" -Salary Structure and role inventories for non-bargaining positions categorized by family are located at: <http://granthiring.temple.edu> and click on the Job Classification link, and semi-generic position descriptions can be found online at: <http://granthiring.temple.edu> and click on Job Descriptions.

The Position Questionnaire and instructions for completion can also be found on-line at: <http://granthiring.temple.edu>, then click on HR Forms and select New Position Questionnaire.

When the contract seems likely, you should meet with the Human Resources Generalist to discuss the focus of the grant, address the immediate and long-term staffing needs for the grant or contract, and develop a recruitment strategy. During this meeting, you and the Human Resources Generalist will assess which positions need to be filled and determine a timeline for filling the positions that are contingent on the approval of grant funding.

Identify Category of Employee Needed

Fulltime Regular employees are those who are those who are not in a temporary or introductory status and who are regular-

ly scheduled to work Temple University's full-time schedule. Generally, they are eligible for Temple University's standard benefit package, subject to the terms, conditions, and limitations of each benefit program and any applicable collective bargaining agreement.

An **Independent Contractor Consultant** is a non-university employee who possesses the appropriate skills and expertise to fulfill a department's needs that cannot be provided by regular employees. This individual must meet the IRS tests for Independent Contractors as outlined in the Consultant/Independent Contractor Policies and Procedures issued by Financial Affairs. You may utilize the following link for further information:

http://www.temple.edu/controller/accounts_payable/

Temporary employees are those who are hired as interim replacements to temporarily supplement the work force or to assist in the completion of a specific project. Employment assignments in this category are not to exceed six (6) months. Employment beyond any initially stated period does not in any way imply a change in employment status or any right to continued employment. Temporary employees retain that status unless and until notified in writing of a change. While temporary employees receive all legally mandated benefits (such as Workers' Compensation insurance and Social Security), they are not eligible for any of Temple University's other benefit programs.

Temporary Employee (Employment Agency) Several staffing agencies are under agreement with Temple University to provide the University with temporary personnel, at contracted rates. Although requests to add an agency will be considered, only authorized agencies may be used. Requests should be forwarded to the Department of Human Resources. Temporary personnel may be used for a variety of reasons; however, if the staffing need is due to a vacancy, the department must contact Human Resources at 215-204-7174 to initiate the placement. You may utilize the following link for further information regarding temporary employees: <http://granthiring.temple.edu> and click on Staffing Agency Form.

An **Employee Consultant** fulfills a temporary, non-faculty assignment (less than six months) by a non-University Employee who does not meet IRS Independent Contractor/Consultant Definition. The duties and tasks can not be practically classified within the context of an existing position classification.



Temple Student Workers are an important asset to many departments and offices. For details on hiring a Temple student worker, contact your Departmental Administrator or School/College Business Manager. To check on the processing of student workers, contact a representative from Payroll Management at 1-8793. For details on hiring a Temple University graduate student through an Assistantship, contact the Graduate School at 1-1380.

Complete the Electronic Employment Requisition

In order to hire a regular or temporary employee (non-Postdoctoral Fellow) on Temple University payroll, an employment requisitions must be completed on iHiring Manager, a web-based software system. It is part of the more comprehensive iGreentree system, used by Human Resources. iHiring Manager allows HR to integrate hiring, employment requisitions, approvals, and reports.

Electronic correspondence is not meant to preclude verbal discussions, but to foster them. iHiring Manager enhances communication by sharing employment information with the hiring manager, approvers, and the HR Generalist. The communication process starts prior to the creation of the employment requisition when the *possibility* of hiring is discussed. The originator must have knowledge about a position before going into the system to create it. Hiring Managers and Approvers review the employment requisition and consent to it based on accurate information. Generalists are informed about a vacancy in order to post, recruit, and fill a position with a qualified candidate.

Contact your HR Generalist to obtain a user name and password if you are an authorized originator and need this information. The iHiring Manager system may be accessed at <http://granthiring.temple.edu> and click on the iGreentree Hiring Manager link.

You must have the job code to begin to complete this template. If not, you may be able to locate it at the site: <http://granthiring.temple.edu> and click on Job Descriptions. If the job title or semi-generic position description is missing from the site, please speak to your Human Resources Generalist to update the site with the appropriate description.

Prior to creating the employment requisition you should know not only what the job entails, but also the logistics of the position. Is it new or a replacement? Is it temporary or regular? Is it full-time or part-time? You should also know the list of authorizers and the job code (also known as job class number) for the position.

If you are using an employment requisition to request a replacement for an individual and the position is essentially unchanged, the job code will remain the same. When a job code is correctly entered into iHiring Manager, many of the fields will populate with relevant information because templates have been created with information typically associated with particular job codes. Please review the data in the templates for accuracy and notify your HR Generalist of any changes that are necessary.

Additionally, you should have the following information available: hours, account number, center numbers, stewardship, allocation of pay, and the details of the position.

A Position Control Number (PCN) is required for all employment requisitions. For new, full-time, regular positions Grant

Accounting will assign a PCN, so use the number "999999." For part-time or temporary positions enter "888888" as an interim Position Control Number.

All employment requisitions must be approved by an individual with level-one signature authorization. You could link to the current signature authority document from the controller's website: <http://www.temple.edu/controller/>.

Processing the Employment Requisition

After the employment requisition has been through the approval process, the HR Department will assign it to the appropriate generalist for posting and recruitment purposes. The HR Generalist will be in contact with you throughout the hiring process.

Position Announcement

Human Resources will prepare and post the position's vacancy notice. This notice enables employees of Temple University to make formal application in the form of a "bid." Positions are posted on Tuesdays and Thursdays and remain posted until 3:30 p.m. of the seventh calendar day.

Concurrently or after this time, you have the option of advertising the vacancy to attract external candidates in accordance with the predetermined recruitment strategy. As defined by the Office of Federal Contract Compliance Programs (OFCCP), part of the Department of Labor, Temple University is a federal contractor with an Affirmative Action Program. Temple's recruitment procedures and practices are congruent with the goals of the program. We aim to attract a diverse applicant pool and to reflect the diversity of the area in which we do business. We intend to reach these goals by posting and advertising internal opportunities and documenting our efforts. Temple has an obligation to ensure by our employment practices "that all qualified applicants and employees are receiving an equal opportunity for recruitment and selection."

The Human Resources Generalist will review the internal bids and external applications. All internal candidates will have their personnel files reviewed for bidding eligibility prior to their referral to the department. Qualifying resumes will be forwarded to the hiring department for review. To assure validity of applicants' qualifications, the Human Resources Department may need to conduct software, typing, and any

other required proficiency assessments, whether an applicant is internal or external.

Advertising for Open Positions (Outside Vendor)

To attain our goal of attracting a diverse group of well-qualified candidates, Human Resources has contracted with an outside vendor for many advertising options. The HR Generalist will coordinate the cost estimates and advertisement placement between Temple University and this vendor.

Cost estimates are determined in different ways for different types of advertising, although the basis of cost is usually tied to circulation of a particular publication.

Department Interview

When you receive resumes of qualified applicants, you should schedule interviews with all candidates you are interested in. To prevent the loss of qualified candidates through delays in scheduling, arrange interviews as soon as possible, preferably within two weeks. We recommend you interview, at minimum, the top three to five candidates depending upon the size of the applicant pool.

You must provide your Human Resources Generalist with the names of internal and external candidates you are planning to meet with prior to the interview. The HR Generalist will review the diversity of the applicant pool at this time. You should then follow up with the Generalist on the status of those interviews. You must obtain a signed employment application and complete an Interview Evaluation form for all individuals interviewed for the position. This information will become part of the official file maintained in the HR Department and is therefore also subject to audit through the OFCCP and other Government agencies.

The interview, an important component of the recruitment process, deserves advanced preparation. If not conducted properly this can be one of the most sensitive areas of recruitment. When preparing for your interview you should take into account what specific skills and experiences are required of the employee and formulate your interview questions accord-

