

# Hiring Officer Handbook

Recruitment and Staffing  
Division of Human Resources

March 2016



## TABLE OF CONTENTS

|       |   |    |
|-------|---|----|
| I.    | Introduction to the Hiring Officer Handbook.....  | 1  |
|       | A) About Recruitment and Staffing.....  | 1  |
|       | B) Recruitment and Staffing Contacts.....   | 1  |
| II.   | Determining Your Hiring Need.....   | 4  |
|       | A) New Position or Reclassified Position .....  | 4  |
|       | B) Replacement Position .....   | 4  |
|       | C) Waiver Request .....   | 5  |
| III.  | Creating an Effective Job Description.....  | 6  |
|       | A) Position Information Questionnaire (PIQ) .....   | 6  |
|       | B) Job Description/Posting Information.....   | 7  |
| IV.   | Obtaining a Viable Applicant Pool .....   | 7  |
|       | A) Posting Open Positions on Jobs@Penn.....   | 7  |
|       | B) External Advertising.....  | 7  |
|       | C) Sufficient Applicant Pool .....  | 7  |
| V.    | Using the Online Employment System .....  | 8  |
|       | A) Overview .....   | 8  |
|       | B) Applicant Site Features .....  | 8  |
|       | C) Hiring Officer and HR Liaison Site Features.....   | 9  |
|       | D) Applicant Reviewer (Individual).....   | 9  |
|       | E) HR Liaison (Department).....   | 10 |
| VI.   | Keeping Posted Positions Updated.....   | 11 |
|       | A) Requisition Statuses and Their Definitions .....   | 11 |
|       | B) Reclassification .....   | 11 |
|       | C) Reposting a Requisition.....   | 11 |
|       | D) Expiration of Requisition .....  | 12 |
| VII.  | Screening Applicant pools.....  | 12 |
|       | A) Reviewing Resumes .....  | 12 |
|       | B) Contacting Applicants .....  | 12 |
| VIII. | Interviewing .....  | 14 |
|       | A) Preparing for the Interview.....   | 14 |
|       | B) Types of Interviews .....  | 15 |
|       | C) Conducting the Interview .....   | 17 |
|       | D) Candidate Attire .....   | 18 |
|       | E) Pre-Employment Inquiries .....   | 19 |
|       | F) References .....   | 22 |
|       | G) After the Interview .....  | 22 |
| IX.   | Hiring Your Preferred Candidate .....   | 23 |
|       | A) The Online Employment System .....   | 23 |
|       | B) Developing a Hiring Proposal .....   | 23 |
|       | C) Implementing the Hiring Proposal .....   | 24 |
|       | D) Extending a Conditional Offer .....  | 25 |
|       | The offer letter should reflect any offer contingencies, including funding for the position,<br>compliance with the Federal Immigration and Control Act and continued work eligibility, |    |

- review of records and references, compliance with performance expectations for the position, etc. .... 26
- E) When the Offer Is Accepted..... 27
- F) If the Offer Is Declined ..... 28
- G) Background Check Information ..... 28
- X. Visa Basics ..... 29
  - A) Employment-Based Immigrant Visas (Permanent Residence, Green Card)..... 29
  - B) To Work: Nonimmigrant Visas (Temporary Residence)..... 30
  - C) To Visit: Nonimmigrant Visas (Temporary Residence) ..... 30
  - D) To Study or Participate in Exchange Program: Nonimmigrant Visas (Temporary Residence) ..... 31
  - E) Miscellaneous ..... 31
- XI. Communicating with Candidates Not Selected for Hire ..... 32
- XII. Appendix ..... 32

**Note: Visit the [Hiring Officers Resources](#) webpage for the most current information and additional resources for hiring officers.**

**<https://www.hr.upenn.edu/for-managers/hiring-and-recruitment>**

## I. INTRODUCTION TO THE HIRING OFFICER HANDBOOK

This handbook is intended to assist hiring officers throughout the recruitment and hiring process. Each section provides key information about that stage of the process. The appendix provides sample forms and letters, relevant policies, and worksheets.

### A) About Recruitment and Staffing

The University of Pennsylvania has a unique culture: an historical perspective coupled with a commitment to the future. Penn offers the advantages of an Ivy League University in a major city and a generous total compensation package, so it's clear why job seekers pursue employment here.

The University of Pennsylvania takes pride in being an Employer of Choice, and to help maintain this designation, Recruitment and Staffing provides a variety of services to both internal and external candidates and hiring officers. We also actively explore ways of reaching out to the community to attract highly qualified candidates and to share our latest advancements and accomplishments.

Recruitment and Staffing consults with hiring officers on a many issues, including:

- Posting job opportunities on Human Resources' [Careers at Penn webpage](https://www.hr.upenn.edu/PennHR/careers-at-penn) (<https://www.hr.upenn.edu/PennHR/careers-at-penn>).
- Prescreening applicant pools and forwarding resumes
- Rating candidates based on credentials
- Advertising and sourcing candidates
- Interviewing practices
- Hiring candidates

Recruitment and Staffing also provides instruction to internal and external candidates on the application process and serves as a resource for job seekers on topics such as cover letters, resumes, and common interview questions.

### B) Recruitment and Staffing Contacts

The general contact information for Recruitment and Staffing is below.

Division of Human Resources  
University of Pennsylvania  
3401 Walnut Street, Suite 521A  
Philadelphia, PA 19104-6228  
215-898-7287  
[www.hr.upenn.edu/jobs](http://www.hr.upenn.edu/jobs)  
[recruitment@hr.upenn.edu](mailto:recruitment@hr.upenn.edu)

Job applicants may contact the Applicant Contact Line for general information at (215) 898-7284 or by visiting the [Careers at Penn webpage](https://www.hr.upenn.edu/careers).

Recruitment and Staffing personnel, their areas of responsibilities, and contact information are listed in the table beginning on the next page. The table also contains contact information for Penn's temporary staffing partner, employment verification, and relocation services.

| Division of Human Resources - Recruitment and Staffing Contacts |  |   |   |
|---|--|---|---|
| Donna Showell<br>Manager, Recruitment                           | (215) 898-1307<br><a href="mailto:showell@upenn.edu">showell@upenn.edu</a>             | Business Services<br>Facilities and Real Estate Services<br>Finance<br>Graduate School of Education<br>Human Resources<br>Information Systems and Computing<br>Morris Arboretum<br>Office of the Executive Vice President | Office of the President<br>School of Arts and Sciences<br>School of Dental Medicine<br>School of Design<br>School of Veterinary Medicine<br>Student Financial Service<br>University Library |
| Valerie Burnett<br>Office Administrative Coordinator            | (215) 898-1303<br><a href="mailto:vburnett@upenn.edu">vburnett@upenn.edu</a>           | Office coordination and assistant to Recruitment Manager  |   |
| Oforie Murray<br>HR Administrator                               | (215) 898-6522<br><a href="mailto:oforie@upenn.edu">oforie@upenn.edu</a>               | Perelman School of Medicine   |   |
| Beverly Carter<br>Sr. Staff Recruiter                           | (215) 898-3370<br><a href="mailto:becarter@upenn.edu">becarter@upenn.edu</a>           | Audit and Compliance<br>Development and Alumni Relations<br>Public Safety<br>School of Social Policy and Practice<br>Wharton School   |   |
| Nicole Torsella-Harris<br>Executive Recruiter                   | (215) 898-6050<br><a href="mailto:ntharris@upenn.edu">ntharris@upenn.edu</a>           | All posted positions grade 29 and above<br>Annenberg School<br>Law School<br>School of Nursing  |   |
| Kathy Swartz<br>Associate Director, HR, Provost Centers         | (215) 746-2795<br><a href="mailto:swartzk@upenn.edu">swartzk@upenn.edu</a>             | Annenberg Center<br>College Houses and Academic Services (CHAS)<br>Department of Recreation and Intercollegiate Athletics (DRIA)<br>Institute of Contemporary Arts (ICA)  | Interdisciplinary Center<br>Office of the Provost<br>Provost's Interdisciplinary Programs<br>International Programs<br>University Museum  |
| Anthony Farero<br>HR Director                                   | (215) 898-8919<br><a href="mailto:farero@denal.upenn.edu">farero@denal.upenn.edu</a>   | School of Dental Medicine   |   |
| Donna Hamilton<br>HR Director                                   | (215) 573-5640<br><a href="mailto:hamilto3@seas.upenn.edu">hamilto3@seas.upenn.edu</a> | School of Engineering and Applied Science   |   |
| Claudia Quinton<br>Associate HR Director                        | (215) 898-1915<br><a href="mailto:cfq@sas.upenn.edu">cfq@sas.upenn.edu</a>             | School of Arts and Sciences   |   |
| Larry O'Rourke, Vice President and General Manager              | (215) 222-2246<br><a href="mailto:uniquadv@advhr.com">uniquadv@advhr.com</a>           | Temporary administrative and support staff positions across all schools and centers   |   |

| Recruitment and Staffing Related Services          |   |   |
|--|---|---|
| Penn Job Center –<br>Temporary Staffing<br>Partner | Unique Advantage<br>3624 Market Street, Suite 1SD<br>Philadelphia, PA 19104<br>(215) 222-2246<br><a href="http://www.uastaffing.com">www.uastaffing.com</a>         | Larry O’Rourke<br>Vice President and General Manager<br><a href="mailto:lorourke@uastaffing.com">lorourke@uastaffing.com</a>  |
| Employment<br>Verification                         | HireRight, Inc.<br>5151 California Avenue<br>Irvine, CA 92617<br>(800) 400-2761<br><a href="mailto:CustomerService@HireRight.com">CustomerService@HireRight.com</a> |   |
| Relocation Services                                | SIRVA Relocation<br>Tara Tesmer, CRP<br>(630) 570-3866<br><a href="mailto:tara.tesmer@sirva.com">tara.tesmer@sirva.com</a>  | <p>Approved Vendors:</p> <p><u>A-1 Freeman</u><br/>Lindsey Gallagher<br/>Corporate Relocation Coordinator<br/>(972) 506-1761<br/>(972) 556-1261 (fax)<br/><a href="mailto:lgallagher@a-1freeman.com">lgallagher@a-1freeman.com</a></p> <p><u>Corrigan Moving Systems</u><br/>Alexandra Volk-Behnke<br/>National Account Coordinator<br/>(800) 333-0763 ext. 234<br/><a href="mailto:abehnke@corriganmoving.com">abehnke@corriganmoving.com</a></p> <p>John Silvernail<br/>Corporate Relocation Consultant<br/>(800) 333-0763 ext. 232<br/><a href="mailto:jsilvernail@corriganmoving.com">jsilvernail@corriganmoving.com</a></p> <p><u>Whalen's Moving &amp; Storage LLC</u><br/>Chris Scheu, CMC, MAT<br/>(800) 759-4253 ext. 240<br/><a href="mailto:cscheu@alliedagent.com">cscheu@alliedagent.com</a></p> |

## II. DETERMINING YOUR HIRING NEED

When you have a hiring need, you will either be hiring for a new or reclassified position or replacing an existing position. The steps required to post these types of positions are outlined below.

Regardless of the posting type, all regular full-time, part-time, and limited service staff positions must be posted on the Division of Human Resources' [Careers@Penn website](https://jobs.hr.upenn.edu) (<https://jobs.hr.upenn.edu>) for at least seven calendar days, according to Affirmative Action policy. In some cases, the seven day posting requirement may be waived as described in Section C below.

### A) New Position or Reclassified Position

A new position is one that did not previously exist. A reclassified position is a one in which there has been a significant change in duties and/or qualifications since the position was last posted or classified.

The posting process for new and reclassified positions is described below.

The hiring officer completes a [Position Information Questionnaire \(PIQ\)](#) and submits it to the department's Human Resources liaison (HR liaison) for entry into the HR Manager Electronic Requisition System. The hiring officer communicates to the HR liaison if the position is new or reclassified.

The hiring officer or a designee inputs information from the PIQ into the HR Manager Electronic Requisition System.

Compensation classifies the position by assigning an official University title, grade, and job class code.

Recruitment and Staffing posts the position on the Human Resources website [within 24 hours](#) and an automated email is sent to the HR liaison.

The HR liaison informs the HR contact or hiring officer that the position has been posted.

The Hiring Officer goes to the online employment system (People Admin 7.0) at <https://jobs.hr.upenn.edu/hr/shibboleth> to enter the position information.

Note: Logging in to PeopleAdmin 7.0 requires your PennKey and password.

### B) Replacement Position

A replacement position is a position for which there have been no significant changes to the duties and/or qualifications since it was last posted or classified; the position title and grade remain the same.

The posting process for a replacement position is outlined below.

- The hiring officer completes the PIQ and submits it to the departmental HR liaison for entry into the HR Manager Electronic Requisition System. The hiring officer communicates to the HR liaison that the position is a replacement.

- The HR liaison inputs the PIQ information into the HR Manager Electronic Requisition System.
- Compensation reviews the position to ensure there have been no significant changes in the duties and/or qualifications. If significant changes are found, Compensation will change the job to a reclassified position.
- Recruitment and Staffing posts the position on the Human Resources website within 24 hours and an automated email is sent to the HR liaison.
- The HR liaison informs the Applicant Reviewer (hiring officer) that the position has been posted.
- The Hiring Officer goes to the online employment system (People Admin 7.0) at <https://jobs.hr.upenn.edu/hr/shibboleth> to enter the position information.  
Note: Logging in to PeopleAdmin 7.0 requires your PennKey and password.

### C) Waiver Request

A waiver of posting is defined at the University of Pennsylvania as the filling of a regular part-time or full-time staff position without posting as required by the Division of Human Resources and the Office of Affirmative Action.

The process for requesting a waiver is outlined below.

- Create a position for a new, reclassified, or replacement position as normal, and inform your department HR liaison that you are requesting to have the position waived.
- Complete the PIQ, check the box that indicates a waiver request on the Recruitment tab.
- Forward the PIQ to Compensation for review and approval.
- After Compensation has classified the position, it will be transferred over to PeopleAdmin and your recruiter will post as Quicklink Only
- Provide your selected applicant the quicklink so he/she can apply online.
- Once the applicant has applied, go into job and mark as Finalist
- Start hiring proposal and go to the Affirmative Action web site and copy and fill out the Request for Waiver of Search form. Save as a PDF.
- Scan the completed Request for Waiver of Search form and save as a PDF and attach to the Hiring Proposal.
- After receiving the waiver request with appropriate supporting documentation, the Office of Affirmative Action reviews the request based on established criteria to determine if a waiver will be approved.



- **Waiver Approved:** The position is forwarded to the Compensation office in the Division of Human Resources, which contacts the hiring officer to authorize a salary and start date.
- **Waiver Denied:** The position is forwarded to Recruitment and Staffing. If the hiring officer chooses not to withdraw his/her request for the position, and wants to fill the posting, it will be posted as required by Human Resources and the Office of Affirmative Action.

### III. CREATING AN EFFECTIVE JOB DESCRIPTION

Developing a full and accurate job description is crucial to the hiring process. A well-written job description can serve as both a classification and a recruitment tool. Such a description must fully identify the essential duties of the position and how it fits within the organization; it also should describe the responsibilities, necessary functions, working conditions, and minimum qualifications for an individual to successfully perform the job.

#### A) Position Information Questionnaire (PIQ)

Prior to completing a job description, the [Position Information Questionnaire](#) (PIQ), it is necessary to use the online Requisition Management System (<https://apps.hr.upenn.edu/portal>). Business administrators, hiring officers, and their direct reports can create and manage PIQs and requisitions in this system.

The PIQ is used as a classification tool. All regular staff positions are evaluated on the basis of job descriptions using a factor comparison approach to position evaluation. The system is based on the compensable factors detailed in the PIQ and principles established by Human Resources' Compensation office. A well-thought out, detailed PIQ assists Compensation in accurately classifying a position and determining the salary band. Please refer to [HR Policy 303, Classification and Salary of Staff Positions](#), for more information.

Prior to completing a PIQ, consider the following questions:

- What are the principal responsibilities of this position? Approximately how much time is spent on each responsibility?
- What skills will the successful candidate need to possess? Which skills can be learned on the job?
- What key competencies and outcomes will be used to evaluate this person's performance?
- What is your organization's structure? To whom will this position report? Will this position supervise others? If so, how many positions will this position supervise? Are they full-time staff positions or student workers?
- Will this position have any impact on budgets? If so, how much impact? What is the approximate size of the budget?
- What are the working conditions of this position? Does the position require travel, driving, lifting objects, use of machinery, and/or exposure to sensitive or confidential information?

## **B) Job Description/Posting Information**

Once the duties, factors, conditions, and organizational structure have been identified, a description of the duties and qualifications should be written. This description serves as a recruiting tool as it will be posted to the [Careers@Penn](#) website and external websites and job boards. For that reason, the job description should both accurately depict the position and attract qualified applicants.

- **Duties**

Briefly describe the school, department, and/or program in which this position resides. Outline the purpose of the position, and provide a summary of the goals and work to be performed. It is not necessary to include every responsibility. Avoid using jargon or acronyms that are not widely known.

**Qualifications**

Succinctly list the qualifications necessary to successfully perform the job.

Required qualifications, such as minimum level of education, and years of experience and skills, should be listed first. Including preferred qualifications is not required, but this can help attract a more qualified applicant pool.

Remember that your final candidate must possess the minimum qualifications provided in the job description.

Include any physical requirements, such as lifting, that are related to the essential functions of the job.

## **IV. OBTAINING A VIABLE APPLICANT POOL**

### **A) Posting Open Positions on Careers@Penn**

All open positions are posted on the [Careers@Penn](#) website and must remain posted for a minimum of seven calendar days. Open positions are also posted on [Inside Higher Ed](#) and the [Higher Education Recruitment Consortium](#) (HERC). Other job boards, such as [Indeed.com](#), also browse and index our job postings.

### **B) External Advertising**

All positions must be posted on the [Careers@Penn](#) website prior to placing an external advertisement to ensure compliance with Affirmative Action policies. A hiring officer or a designee must contact Recruitment and Staffing prior to placing an external advertisement for a staff position. See [HR Policy 102, Employment Advertising](#).

Additionally, your recruiter can develop an advertising strategy to help ensure the job posting reaches the right audiences.

### **C) Sufficient Applicant Pool**

Applicant reviewers will be able to access a posting's applicant pool via PeopleAdmin. When a sufficient number of applications have been received, your HR recruiter can change the posting status to "No Longer Accepting Applications"

(NLAA). If the applicant pool is insufficient in either quantity or quality, the recruiter can assist you in generating a more robust pool.

## V. USING THE ONLINE EMPLOYMENT SYSTEM

In 2014, Recruitment and Staffing implemented an updated online employment system hosted by PeopleAdmin. This system is customized to meet the complex recruiting and staffing needs of an academic institution.

The basic features and functions of the system are below. More [information is online](#), including an in-depth tutorial on the system.

### A) Overview

The online employment system consists of two sites: one for job applicants and one for hiring officers and HR liaisons. The applicant site is the [Careers@Penn](#) site. The hiring officer site is accessible from <https://jobs.hr.upenn.edu/hr/>. The sections below further describe these sites.

The updated online applicant system includes:

- Real-time applicant status updates
- Improved storage of online employment applications
- More defined and secure access levels for reviewing applicant pools
- Ability to ask qualifying questions to assist in screening applicants
- Resume storage with original formatting via Adobe PDF
- Affirmative Action information gathering and storage
- New function for hiring approval called the Hiring Proposal
- Single sign-on using PennKey, which allows applicant reviewers (hiring officers) to view all of their open jobs in one account

Please note: The online application site for faculty positions is located at <https://facultysearches.provost.upenn.edu>, but it is not discussed in this handbook. This handbook is intended as a guide for hiring staff only.

### B) Applicant Site Features

From the applicant site, job seekers may search open positions by various search criteria, create an online application, create a job profile, and manage job searches. Details about these features include:

- **Search Criteria.** Applicants may search by job description key words, working title, reference number, position type, salary grade, job family, date posted, school, and organization.
- **Online Application.** The online application is the formal employment application that must be submitted with the final candidate when processing new hires. Before a candidate completes an employment application, the following message is displayed:

This Application is the formal Employment Application that will be included in your employment records if you accept an employment

offer at the University of Pennsylvania. Therefore, it is important that you complete all fields as thoroughly as possible.

Prior to submitting confirmation for their application to each job, candidates are provided with the opportunity to edit their attached documents and Employment Application. Attached documents can include resumes, cover letters, reference lists, etc. After candidates click “confirm,” they are not able to edit these documents.

- **Your Applications.** The Your Applications section allows a candidate to view the status of all applications he/she has made for staff positions at Penn.

The status of an application may be, but is not limited to:

- Under Review
- Will Not Be Selected for Interview
- Interview to Be Scheduled
- Posting Closed
- Position Filled

An applicant may also withdraw or complete an application for a specific position from the Your Applications page.

### **C) Hiring Officer and HR Liaison Site Features**

One of the most powerful and useful features of the online employment system is the option for hiring officers and other authorized users to view job posting information and manage applicant pools from the hiring officer/HR liaison site. The site has two levels of access

- Applicant Reviewer (individual)
- HR Liaison (department)

These access levels are described in the next two sections.

### **D) Applicant Reviewer (Individual)**

Applicant Reviewer accounts give access to individuals involved in the hiring process. Up to three Applicant Reviewer accounts may be created for each job posting. Generally, these are used for the hiring officer, a delegate or designee of the hiring officer, and a contact person. Each account is based on an individual’s PennKey and cannot be shared. You may contact your HR recruiter if you need more than three active Applicant Reviewer accounts for a posting.

Applicant Reviewer accounts remain active when a position is in a posted status. Accounts are deactivated automatically when a job is filled or withdrawn.

Applicant Reviewer accounts are able to perform the following functions:

- View jobs for which they are an applicant reviewer. Available information includes a posting’s working title, reference number, job open date, job close date, total applicants, applicant list, posting details, posting-specific questions, history/notes of requisition organization, and posting status.

- View applicant pools of jobs for which they are an applicant reviewer. Available information includes names of applicants and their applications, documents, phone number, score, history/notes, date applied, and status.
- View and print employment applications and documents individually or in groups.
- Change applicant status individually or in groups, using the following statuses:
  - **Applicant Will Not Be Selected for Interview.** Indicates hiring officer will not interview the applicant. Applicant will see “Not Selected for Interview” when this status is selected.
  - **Applicant May Be Interviewed.** Indicates the applicant is qualified but does not possess all preferred qualifications. Applicant will see “Under Review by Hiring Officer” when this status is selected.
  - **Applicant Will Be Interviewed.** Indicates the applicant is highly qualified and the hiring officer intends to interview him/her. Applicants will see “Interview to Be Scheduled” when this status is selected.
  - **Interviewed.** Indicates the applicant has been interviewed for the position. The applicant will see “Interviewed” when this status is selected.
  - **Interviewed, Not Hired.** Indicates the applicant has been interviewed but will not be selected as a finalist for the position. Applicant will see “Interviewed” when this status is selected.
  - **Finalist.** This status is used for the applicant for whom a hiring proposal is being completed. This status must be selected in order to begin a hiring proposal.
  - **Finalist, Not Hired.** Indicates that a finalist has turned down an offer of employment, or the hiring officer decided not to make an offer of employment after the hiring proposal was started.

#### **E) HR Liaison (Department)**

The HR Liaison account allows the user to view all jobs within an organization (ORG) number. To obtain HR Liaison access, users must complete a training session with their HR recruiter.

HR Liaison accounts are most appropriate for those who handle applicant pools, hiring paperwork, and Human Resources administration functions for their organizations.

HR Liaison access allows the user to:

- Review, change, and approve hiring proposals created by the organization’s Applicant Reviewers.
  - Please note that only an Applicant Reviewer account can initiate a hiring proposal. If the person with the HR Liaison account must start a hiring proposal, the individual must also have a role as an Applicant Reviewer.

- View prior history of applicant pools for filled positions in the organization.
- View prior history of filled, closed, and withdrawn positions in the organization.

## **VI. KEEPING POSTED POSITIONS UPDATED**

### **A) Requisition Statuses and Their Definitions**

Recruitment and Staffing aims to maintain an up-to-date job board that accurately reflects open opportunities at the University of Pennsylvania. As a partner in the hiring process, we work to ensure that the status of open positions are current and that hiring officers are actively reviewing and interviewing for posted positions.

The following provides the various job statuses and their accompanying definitions:

- Posted
  - Job is posted on the job board and the hiring officer is actively reviewing candidates.

#### No Longer Accepting Applications (NLAA)

- Final candidate identified. Hiring officer will not review any more candidates.
- Hiring officer has a sufficient candidate pool to review.
- Reclassification desired; paperwork is in progress.

#### Withdrawn

- Funding for position is no longer available.
- Department is undergoing reorganization and position may change.
- Hiring officer will not be reviewing/interviewing candidates due to a leave of absence or sabbatical.
- Position has been posted on the job board for more than four months, and the hiring officer has not provided Recruitment and Staffing with position status update.
- Duplicate posting.

### **B) Reclassification**

The process for reclassifying a posted position is the same as for posting a new position. A hiring officer must submit new paperwork to reclassify a position if it is determined that the posted job does not accurately reflect the duties needed for the position or is not effectively targeting the type of applicants needed to perform the duties of the job.

Please consult with your compensation specialist if you want to reclassify a position that has already been filled.

### **C) Reposting a Requisition**

Recruitment and Staffing will repost a position for the following reasons:

- Final candidate withdrew from consideration after paperwork was completed or did not show up for work on his/her start date.
- Hiring officer wants to begin actively reviewing and interviewing candidates for a position that is in NLAA status.

Recruitment and Staffing will NOT repost a position for the following reasons; new paperwork will be required:

- Position has been in the Withdrawn status for more than two months.
- Position was withdrawn due to funding issues, and funding is now available.
- Original paperwork was received more than one calendar year from the date requested.

#### **D) Expiration of Requisition**

Positions that have been posted for more than four months will continue to expire and be withdrawn from the [Careers@Penn](mailto:Careers@Penn) website when the hiring officer does not provide status updates to Recruitment and Staffing.

If you are actively seeking a candidate to fill a position more than four months old and you have not been in touch with your HR recruiter, contact him/her immediately.

An HR recruiter may contact you after a job has been posted for three to four months for status information. Please respond promptly to these requests. Recruiters will withdraw positions that have reached expiration when status information is not provided.

Contact your HR recruiter for clarification on any of the above situations.

## **VII. SCREENING APPLICANT POOLS**

Hiring officers are responsible for screening, interviewing, checking references, and verifying candidate application information for vacant positions. This section provides an overview of screening applicants and contacting them to schedule an interview. The next two sections (Interviewing and Hiring Your Preferred Candidate ) address the other aspects of this process.

#### **A) Reviewing Resumes**

After an open position has been entered in the HR Manager Electronic Requisition System and the job request has been approved within the hiring department and the Division of Human Resources, the position will be posted in the applicant tracking system. You will have access to the applications and resumes of applicants. Remember, login requires a PennKey and password.

#### **B) Contacting Applicants**

After you have reviewed resumes and identified potential applicants, contact the applicants directly. You can change the applicant status to “Will Be Selected for an Interview.” This will prompt a system-generated email informing the applicant that you will be contacting him/her.

Recruitment and Staffing recommends conducting a brief telephone interview with each potential candidate prior to the face-to-face interview. This interview should be a short dialogue that allows you to ascertain the candidate's salary history and clarify gaps in his/her employment. Detailed questions regarding work experience, specialized skills, management experience, etc., should be saved for a face-to-face interview. If you are satisfied with the applicant's qualifications after this initial conversation, invite him/her for an in-person interview.

All candidates for staff positions who are interviewed must apply via Penn's [online employment system](#).<sup>\*</sup> Many applicants may route resumes to hiring officers directly; however, they must apply via [Careers@Penn](#) for applicant tracking and compliance purposes.

We encourage hiring officers to direct candidates to the Jobs@Penn website prior to the interview.

\* The online application system for faculty positions is located at <https://facultysearches.provost.upenn.edu>.

Below is sample text that may be used to remind a candidate to ensure his/her online employment application is completed prior to a scheduled interview.



“The University of Pennsylvania uses an online application process for all open positions. No individual will be considered an applicant until he/she has filled out an application through the system. Learn more at <https://www.hr.upenn.edu/career>.”

We look forward to meeting you on (Date) at (Time) to further discuss the (Job Title/Reference #) position. Prior to this interview, you will need to complete an online application for this position. This is the formal Employment Application that will be included in your employment records if you are offered and accept employment at the University of Pennsylvania. It is vital you complete all fields. To complete the application, refer to the following instructions:

1. Please visit <https://www.hr.upenn.edu/PennHR/careers-at-penn>.

If you are unable to access the Internet to complete this application, we invite you to visit Penn’s Job Center from 8am to 5:30pm at 3624 Market Street, Suite 1SD, 215-222-2246.

Computers and assistance with applying are available during these hours. Please bring a computer disk that contains your documents if you wish to cut-and-paste or attach cover letters and resumes when applying.

2. On the left-hand side, use the menu where you can either login if you are a returning user, or create an application if this is your first time entering the site.
3. Search for job reference number XXXXXXXX, and apply to the position.
4. Print a copy of your application, sign it, and bring it to the interview.

## VIII. INTERVIEWING

### A) Preparing for the Interview

After you have contacted the candidates, begin preparing for the interview by preparing a list of questions regarding the duties and qualifications of the position. Reflect upon the key competencies that are required for the job including technical expertise, customer service skills, communication skills, decision-making skills, relationship skills, etc. In developing interview questions, you should also refer back to the PIQ and job description. For a more comprehensive discussion on competencies, please refer to the [Performance and Staff Development Program website](#).

Avoid questions that pertain directly or indirectly to race, color, religion, national origin, ancestry, or sexual orientation. See page 20 for more about acceptable and unacceptable pre-employment inquiries.

Establish a standard set of questions for all candidates. It is important to be consistent with the questions that you ask each candidate as well as the format of the interviews to comply with Affirmative Action policies. Taking concise notes during each interview will provide you with a comparison tool for each candidate.

Sample interview questions include the following:

- What are/were the main responsibilities in your current/last position? Which responsibilities did you enjoy the most? Which did you enjoy the least? Why?
- Describe your particular style of management or the style of management you would choose if you were a manager.
- Have you worked in a team environment or independently? Which do you prefer? Why?
- What are three of your strongest work-related qualities, and how were you able to demonstrate these in your current/last position?
- What areas in your work would you like the opportunity to develop?
- Why are you seeking to/did you leave your current/last position?
- Of all the jobs you have held, which one did you like the most, and why? The least, and why?

## **B) Types of Interviews**

Think about the type of interview you wish to conduct. There are several interviewing methods that you may choose to use. Penn Human Resources recommends and practices behavioral interviewing in the majority of hiring situations; however, it is up to you as the hiring officer to decide what best fits your needs, including a combination of several methods.

Highlighted below are several styles that fit well with Penn's culture.

- Behavioral Interview

This style has become increasingly popular based on its premise that a candidate's previous behavior indicates future performance. In these interviews, the hiring officer uses standardized methods to mine information relevant to the candidate's competencies in a particular area or position. Depending upon the responsibilities of the job and the working environment, questions might focus on situations that required problem-solving skills, adaptability, leadership, conflict resolution, multi-tasking, initiative, or stress management.

A complete response to a behavioral-based question has three parts: situation, action, and result. The situation is the candidate's description of the situation faced. The action specifies what the candidate did in the particular situation. The result describes the outcome of the candidate's behavior.

As the interviewer, you may have to probe for these answers, asking questions such as what were the circumstances, what action did you take, and what was the outcome? Your goal is to lead the candidate to providing you with a complete behavioral example. Suggested behavioral interview questions are listed below:

- Give an example of a time when you had to deal with a dissatisfied customer. What difficulties did you encounter? How did you overcome them? What was the result?
- Describe a situation when your decision was successful. What actions did you take? What were the outcomes of those actions?
- Describe a major work problem you have faced. How did you overcome the problem? What were the outcomes of those actions?

Candidates may respond to your questions in three ways: specific behavioral example, partial behavioral example, and non-behavioral reply.

#### Audition Interview

An audition interview can be useful because it demonstrates a candidate's abilities through interactive means. For some positions, such as computer programmers or training specialists, you may wish to observe candidates in action before making a hiring decision. For this reason, you might consider taking candidates through a simulation or brief exercise to evaluate their skills. Such simulations and exercises should be an accurate reflection of the working environment.

#### Panel Interview

This method of interviewing is useful to organizations that rely heavily on team cooperation. Hiring officers can identify if a candidate's skills will provide balance to their school/center and if a candidate can get along with potential coworkers. In some instances, several potential team members may interview candidates simultaneously.

Panel interviews have a leader who is responsible for keeping the group on topic. Other interviewers are present to observe and ask fact-finding and follow-up questions for clarification. These interviewers should not bring pre-prepared questions to the interview. Instead, it is helpful for the leader to develop questions for the group that are specific to the interviewers' areas of expertise.

Questions developed beforehand maintain consistency among the interviews and allow for easier evaluation of the candidates. Leaders will also ensure each topic is explored completely with follow-up questions, fact-finding, and examples.

It is critical in a panel interview that all interviewers review each candidate's resume and are aware of the measured competencies prior to the interview. Unless all members of the interviewing team have a clear understanding of the

specific performance objectives of the position, the panel interview will not be an effective tool.

If you choose to conduct a panel interview, it is vital that you inform the candidate of the interview format beforehand. In addition, the panel should be limited to three or four people to avoid intimidation.

#### Follow-up Interview

Follow-up interviews are typically conducted with a limited number of candidates. After initial face-to-face interviews and an evaluation of candidates, it is recommended that you ask the top candidates back for a second or third interview. The reasons for this include introducing the candidate to other supervisors, confirming a first impression, and/or solidifying a decision from a short list of candidates.

### C) Conducting the Interview

These pointers will help you conduct the most effective interview:

- **Consider the Environment**  
Put candidates at ease by creating a comfortable environment. For example, you may want to tell candidates where to hang up their coats, let them know the location of the restroom, or offer water or a cup of coffee. It might help to ask them easy warm-up questions: "Did you have a hard time finding the building?" or "How was traffic?" Be careful, as this is a time when you could innocently ask illegal questions. (See page 20 for more about pre-employment inquiries.)
- **Set Expectations**  
Inform candidates of the interview structure and the flow, and that you will be taking notes. Let candidates know if you prefer that they hold their questions until the end of the interview.
- **Take Notes**  
Taking concise notes during each interview will provide you with a comparison tool for each candidate. You can also use the [Candidate Matrix](#) found in the appendix to help maintain consistency in how candidates are evaluated.
- **Obtain Thorough Answers**  
Some candidates may not answer your questions thoroughly. While it is tempting to move to the next question, it is important to ask follow-up questions until you feel your question has been answered. Allow the candidate time to formulate an answer. Interviewers may find silence uncomfortable and move to the next question; however, be patient. If the interviewee is concerned about spending too much time answering a question, provide assurance that accuracy is more important than speed.

- **Seek a Balanced View**  
Sometimes you may start to form an opinion about someone after a brief conversation. The opinion could be based on a misunderstanding requiring further investigation to validate your opinion. Ask questions that could bring out another side of the story.
- **Stay in Control**  
Sometimes the interviewee will provide non-essential details and give you information on areas that are not helpful. Do not hesitate to interrupt and redirect the inquiry. Your time is limited, and you need to ensure it is used to obtain the essential information.

### **Questions Related to Possible Criminal Background**

The Fair Criminal Record Screening Amendment Act of 2014 (also known as Ban the Box) prohibits employers from inquiring about an applicant's arrest history. It also prohibits asking questions regarding an applicant's criminal record during the employment application process. The original ordinance went into effect on July 12, 2011. Amendments and Ban the Box went into effect on January 13, 2012 and March 14, 2016.

Questions about the possible criminal background of a job candidate are prohibited during the application process, from the time the applicant inquires about employment to the time the employer extends a conditional offer to the applicant. You should inquire about an applicant's criminal history or run a background check only after a conditional offer has been made.

**Do not discuss a candidate's criminal record during the application process, even if the candidate offers the information.** If candidates disclose a criminal conviction to you, inform them that criminal convictions are considered and addressed only if a candidate receives a background check as part of a conditional offer of employment.

See the Pre-Employment Inquiries section below for more guidance on questions that may or may not be asked during an interview.

#### **D) Candidate Attire**

Penn is a highly diverse community, and workplace cultures vary greatly from center to center and school to school. For this reason, Recruitment and Staffing cannot provide strict guidelines for how hiring officers should regard a candidate's attire at an interview. If a candidate seeks your guidance on attire for the interview, you may suggest that they dress appropriately for a professional interview.

If your school, center, or department has a specific dress code policy, you may share relevant information about this with a candidate. Also, ensure that you share such information with your preferred candidate prior to his/her first day of work.

**E) Pre-Employment Inquiries**

You must be careful what information you ask for when interviewing a candidate. The chart below provides a guide for what you may and may not ask prior to employment.

| Topic                           | Unacceptable Pre-Employment Inquires  | Acceptable Pre-Employment Inquires   |
|---------------------------------|---|--|
| Reliability and Attendance      | How many children do you have?<br>Who is going to babysit?<br>Do you have pre-school age children at home?<br>Do you have a car?  | What hours and days can you work?<br>Are there specific times that you cannot work?<br>Do you have responsibilities other than work that will interfere with specific job requirements, such as traveling?   |
| Citizenship/<br>National Origin | What is your national origin?<br>Where are your parents from?<br>What is your maiden name?  | Are you legally eligible for employment in the United States?<br>Have you ever worked under a different name?  |
| For Reference Checking          | What is your father's surname?<br>What are the names of your relatives?   | There are no acceptable questions.   |
| Criminal Background             | Have you ever been convicted of any crime?<br>Will you to agree to a criminal background check?<br>Thanks for being up front about your criminal record. Can you share any details? | There are no acceptable questions. If candidates disclose a criminal conviction to you, inform them that criminal convictions are considered and addressed only if a candidate receives a background check as part of a conditional offer of employment. |
| Disabilities                    | Do you have any disabilities?   | Can you perform the duties of the job you are applying for?  |
| Emergency                       | What is the name and address of the relative to be notified in case of an emergency?  | May be asked only after the individual has been employed:<br>What is the name and address of the person to be notified in case of an emergency?  |

| Topic                 |   |  |
|-----------------------|---|--|
| Credit Record         | Do you own your own home?<br>Have your wages ever been garnished?<br>Have you ever declared bankruptcy?   | Credit references may be used if in compliance with the Fair Credit Reporting Act of 1970 and the Consumer Credit Reporting Reform Act of 1996. <b>Otherwise, there are no acceptable questions relating to a candidate's credit record.</b> |
| Military Record       | What type of discharge did you receive?   | What type of education, training, or work experience did you receive while in the military?  |
| Language              | What is your native language?<br>How did you acquire your ability to read, write, or speak a foreign language?  | What languages do you speak and write fluently?<br>(Request only if the job requires additional languages.)  |
| Organizations         | To which clubs, societies, or lodges do you belong?<br>Are you a union member?  | Do you have membership in any organizations that you consider relevant to your ability to perform this job?  |
| Race or Color         | What is your complexion or color of skin?   | There are no acceptable questions.   |
| Worker's Compensation | Have you ever filed for worker's compensation?<br>Have you had any prior work injuries?   | There are no acceptable questions.   |
| Religion or Creed     | What is your religious denomination?<br>What are your religious affiliations?<br>What is your church, parish, or pastor?<br>What religious holidays do you observe? | There are no acceptable questions.   |
| Gender                | Do you wish to be addressed as Mr., Mrs., Miss, or Ms.?   | There are no acceptable questions.   |

| Topic     |  |   |
|-----------|--|---|
| Addresses | What was your previous address?<br>How long did you reside there?<br>How long have you lived at your current address?<br>Do you own your own home? | There are no acceptable questions.  |
| Education | When did you graduate from high school or college?   | Do you have a high school diploma or equivalent?<br>Do you have a university or college degree? |
| Personal  | What color are your eyes and/or hair?<br>What is your weight?  | Only permissible if there is a bona fide occupational qualification.                            |

Source: Society for Human Resources Management, White Pages, January 1998, reviewed May 1999 and May 2002.

Also, please note the following:

- Interview Questions and Government Security Regulations** – Where an employee is under government contract that requires information relative to applicable security regulations, it shall be proper for an agency to ask only such questions as are necessary in order to obtain the required security information.
- Interview Questions and Race, Color, Religion, National Origin, Ancestry, or Sexual Orientation** – Medical examination forms, group insurance, census and enrollment cards, and surety bond application forms containing inquiries directly or indirectly related to race, color, religion, national origin, ancestry, or sexual orientation may not be filled out prior to an applicant’s hiring for employment, but are permissible after hiring.



## F) References

- **Use of Reference Checks**  
Applicants should be asked to provide references at the interview. Strong candidates have strong references and are very willing to share this information. The lack of good references could signify a potential problem. Remember to keep an open mind when conducting reference checks. The reference check is used to confirm information obtained during the interview and validate the candidate's role in each major accomplishment. Weaknesses can also be assessed and tips obtained to help you better manage or motivate the potential employee.
- **Permission to Check References**  
Prior to contacting references, verify their contact information with the candidate and obtain the candidate's permission to call the references. Checking references prior to an interview for staff positions is not recommended, nor is it a good business practice. This could potentially put a candidate in an uncomfortable situation with a supervisor or compromise his/her employment, especially if the supervisor is unaware of the candidate's employment search. Keep this practice in mind when considering both external and internal candidates.
- **Minimum of Two References**  
For both internal and external applicants, you must obtain a minimum of two references from individuals who currently or previously acted as the applicant's direct supervisor. If the applicant is a finalist for the position, one of the references must be from the applicant's current supervisor. For internal candidates, you are advised to also request a copy of the applicant's most recent performance appraisal.
- **Candidates Who Are Former Penn Staff Members**  
If the applicant is a former Penn staff member, you should contact the applicant's former supervisor from his/her previous Penn position, in addition to obtaining the required two references. Records of former staff members who were terminated involuntarily may be subject to review by Human Resources in order to determine the circumstances of the termination.

## G) After the Interview

After you have completed interviews, you should review your notes for all interviewees to select the final candidate. If you did not take good notes, recalling the details of the first interview could prove difficult. In evaluating the interviewees as a group, use the [Candidate Matrix](#) found in the appendix. This will help you objectively consider the aspects and competencies of the candidate.

## IX. HIRING YOUR PREFERRED CANDIDATE

### A) The Online Employment System

As you prepare to make an offer to your preferred candidate, ensure that he/she has completed the online application. All applicants must apply through our online employment system at [www.hr.upenn.edu/PennHR/careers-at-penn](http://www.hr.upenn.edu/PennHR/careers-at-penn). An individual is not considered an applicant until he/she has filled out an application.

Online employment applications are required for all University hires for the following reasons:

- Verifying employment history, including past salary levels
- Providing authorization to check references
- Obtaining information that may not have been covered during the interview
- Clarifying any discrepancies in employment history on the application and the resume
- Avoiding negligent hires and the risk of being held liable if a problem surfaces with a candidate

### B) Developing a Hiring Proposal

You may view the employment applications of all your candidates in the online employment system through your Hiring Officer/HR Liaison account or a Guest User account (used for outside reviewers). Prior to the interview, it is required that all applicants have their online employment application completed and signed. Per the HR policy, no individual will be considered an applicant until he/she has filled out an application through the system.

To ensure adherence to applicable University policies, salary practices, and federal law, after a search has been completed but before an offer is made, the hiring officer is required to obtain salary approval from Compensation.

- Salary Recommendations  
Before you develop a hiring proposal, you must consider the salary offer. Keep in mind the total compensation package Penn offers, including health benefits and tuition assistance. With this information in mind, you must consider a salary range that coincides with your budget while maintaining equity within your school/center/department and the University.
- Penn Salary Structure  
Penn's salary structure is divided into three parts: exempt (monthly paid), non-exempt (hourly paid), and broadband (monthly paid, Information Technology positions). This is important to consider when determining an appropriate salary. The appropriate Penn salary structure will be identified by your compensation specialist.

The components of the Penn salary structure include:

- a) Grade: The University's salary structure is a modified broadband and consists of 12 pay grades. Staff positions at the University are assigned a specific pay grade based on the results of the job evaluation system. Each pay grade has a corresponding salary range with minimum and maximum salaries that relate pay to the market.

The University's salary structure is reviewed and adjusted to maintain market competitiveness. The salary range adjustments do not result in automatic changes in individual salaries unless those salaries fall below the new salary range minimum. Please contact your compensation specialist for further information.

The University also has a salary structure designed for Information Technology (IT) positions. This structure is a true broadband and consists of eight bands. Broadbands are significantly wider from the minimum to the maximum of the pay range than traditional salary ranges.

- b) Range: The range on the grade level for both the University salary structure and the IT broadband structure is divided into thirds:

Minimum Top of First Third: For candidates who meet the minimum qualifications of the position as stated in the job description.

Top of First Third – Top of Second Third: For special combinations of education, experience, and skills.

Top of Second Third – Maximum: Candidates are very rarely hired into this range because it limits their growth within the grade level and could possibly skew the equity in a department and throughout the University. Hiring officers wishing to hire within this range need the additional approval of the Director of Compensation.

### **C) Implementing the Hiring Proposal**

**After the search has been completed but before an offer is made, the hiring officer is required to consult with his/her compensation specialist to ensure adherence to applicable University policies, salary practices, and federal law. Any school/center that makes an unauthorized offer of employment or a significant change in a staff member's conditions of employment assumes responsibility for any penalties, liabilities and expenses that may arise out of that action.**

Once you have decided on your final candidate and are ready to make an offer, you must complete the following actions and work with your HR liaison to initiate the hiring proposal:

- Update the status of all applicants in order to move forward with a finalist candidate
- Update the status of your finalist candidate
- Complete two reference checks for the finalist (they must be from the applicant's last two supervisors)
- Request that the Hiring Officer initiate and complete the hiring proposal in the system
- Initiate a background check
- Draft an offer letter ([See sample offer letters](#))

#### D) Extending a Conditional Offer

**Initiate a background check ONLY AFTER the conditional offer letter has been provided to the candidate. (It is recommended that the background check be initiated only after the candidate has accepted the conditional offer.) Once you have received salary and start date approval from your compensation specialist, the conditional offer may be extended. All conditional offers of employment to staff members must be confirmed in writing using a standard format. Offer letter templates (grant-funded, non grant-funded, etc.) are available in the [Forms section](#) of the Human Resources website and are also included in the appendix.**

The conditional offer letter must reflect any offer contingencies, including satisfactory background check results, satisfactory completion of the Form I-9, funding for the position, review of records and references, etc.

When discussing the offer with your candidate, be sure to introduce the complete compensation package. It is in your best interest to make Penn the most attractive choice by elaborating on the benefits and features that may appeal to the candidate, such as:

- One of the largest private employers in Philadelphia
- Fourth largest private employer in Pennsylvania
- Employer of Choice
- More than 25 research centers that budget more than a half-billion dollars per year
- Medical, dental, vision, and life insurance options
- Paid time off and holidays
- Generous retirement benefits
- Quality of Work Life programs and seminars
- Flexible work options
- Learning and Education courses and programs focusing on professional development

- Tuition assistance program for employees and dependents
- University resources, such as libraries, computer labs, gym facilities
- Wellness and fitness programs, including GlobalFit discounts available
- Home ownership program
- Mortgage programs
- Childcare program
- Relocation benefits for grade 29 and higher (contingent on the school's or center's budget)

After the search has been completed but before an offer is made, the hiring officer is required to consult with his/her compensation specialist to ensure adherence to applicable University policies, salary practices, and federal law. **Any school/center that makes an unauthorized offer of employment or a significant change in a staff member's conditions of employment assumes responsibility for any penalties, liabilities and expenses that may arise out of that action.**

Once you have received salary and start date approval from your compensation specialist, the offer may be extended. All offers of employment to staff members must be confirmed in writing using a standard format. Offer letter templates (grant-funded, non grant-funded, etc.) are available in the [Forms section](#) of the Human Resources website and are also included in the appendix.

**The offer letter should reflect any offer contingencies, including funding for the position, compliance with the Federal Immigration and Control Act and continued work eligibility, review of records and references, compliance with performance expectations for the position, etc.**

## E) When the Offer Is Accepted

To establish the minimum record for staff members, the following must be forwarded to the Records department in Human Resources **no later than 3 business days of the employee's first day of employment**:

- Signed offer letter
- A completed W-4 form
- A copy of employees' Social Security card for those employees who have a Social Security Number. The IRS allows employers to see and photocopy employees' Social Security cards to confirm that their W04 forms are accurate and complete.
- An [I-9 form](#) (required by the Immigration Control Act of 1986), along with photocopies of the documents used for verification in section 2.

For detailed instruction on completing Form I-9, visit <https://www.uscis.gov/i-9-central/complete-and-correct-form-i-9>.

Employers who fail to properly complete I-9 forms on time are subject to fines and penalties.

IRS guidance says you should ask the employee to show you his or her social security card.

You can ask specifically to see a Social Security card for payroll purposes separately from when the employee completes the I-9 form.

In the event that new hires cannot present their I-9 identification documents in person, please contact the Human Resources' Records department at 215-898-7288. Penn is a member of the CUPA I-9 Reciprocal Processing Consortium and the Records department will assist you with utilizing this remote processing service.

IRS guidance says you should ask the employee to show you his or her social security card. You can ask specifically to see a Social Security card for payroll purposes separately from when the employee completes the I-9 form.

Please use a sealed, confidential envelope when sending these documents. While a signed copy of the offer letter may be maintained locally within the department/school/center, copies of the W-4 and I-9 should not be maintained locally.

If new hires work in a location outside of the Delaware Valley region that makes it impossible for them to present their I-9 identification documents in person within 3 days of their first day of employment, please contact the Human Resources' Records

department at 215-898-7288 or records@hr.upenn.edu. The Records department will assist you with remote I-9 processing provided by the College and University Professional Association for Human Resources (CUPA) I-9 Reciprocal Processing Consortium.

If you have questions or concerns regarding the W-4 or I-9 forms, please contact your department's business administrator or Human Resources' Records department at 215-898-7288.

#### **F) If the Offer Is Declined**

Should the candidate decline your offer, please contact your HR liaison. If you have a runner-up and wish to make an offer, your HR liaison must provide authorization.

#### **G) Background Check Information**

**As of March 2016, under the amendments to the Philadelphia Fair Criminal Standards Law, also known as “ban the box”, you may not ask an applicant or potential applicant to disclose or reveal any criminal conviction information at any time during the application process. Only after a conditional offer letter has been provided to the candidate can the candidate’s criminal history information be obtained by ordering a background check through HireRight.**

- Penn partners with HireRight, one of the world's largest background screening providers, to provide employment screening and ensure the wellbeing of Penn's community. After the conditional offer has been extended in writing, the candidate will receive an email invitation directly from HireRight requesting for the candidate to review and electronically sign a background check disclosure and authorization form, in addition to providing information needed to conduct the background check. Once received, the candidate must complete and submit the form and information to HireRight in a timely manner. HireRight, Inc., is located at 5151 California Avenue, Irvine, CA 92617, and can be contacted at 1-800-400-2761.

If you or the candidate needs assistance, contact your HR recruiter. If you are not sure who your recruiter is, check the Recruitment and Staffing Contacts table on page 2, or call Recruitment and Staffing at 215-898-7287.

For more information about HireRight, [click here](#).

- **Criminal Background Check Results**

If a criminal background check reveals that an applicant was convicted of a misdemeanor or felony and may not be suitable for a particular job, this does not automatically preclude hiring that candidate. Please consult with your HR representative for further guidance upon receiving any pending background checks.

A background check must be completed before a candidate's start date.

## **X. VISA BASICS**

When hiring your preferred candidate, review the candidate's employment application to ensure he/she has the authorization to work in the United States. Your preferred candidate may hold an employment visa if he/she is not a U.S. citizen. This information can be found on the first page of the employment application. **IMPORTANT:** Always contact the Office of International Programs if you are interested in hiring a worker on a visa.

The following is a listing of the types of visas you may encounter and what you need to ensure the candidate is eligible for hire.

The following section includes the definitions and associated costs to the employer for hiring a non-U.S. citizen. This is not a comprehensive list of visas, but rather the most common ones encountered at Penn.

### **A) Employment-Based Immigrant Visas (Permanent Residence, Green Card)**

- **EB1 Employment Based First Preference**

In this category, U.S. employers\* may sponsor for permanent residence an individual of extraordinary ability, an outstanding professor/researcher, and certain intra-company executives and managers.

\*A U.S. employer may not be required. In some limited instances, a candidate can self-petition without the sponsor.

Cost: \$245 per employee's spouse and/or minor, dependent children over 14; \$160 per employee's minor, dependent children under 14.

#### **EB2 Employment Based Second Preference**

In this category, U.S. employers\* may sponsor for permanent residence an individual performing work in the national interest of the U.S. ("National Interest Waiver"), an individual with an advanced degree (such as a master's degree), or an individual with exceptional ability.

\*A U.S. employer may not be required.

Cost: \$245 per employee's spouse and/or minor, dependent children over 14; \$160 per employee's minor, dependent children under 14.

#### **EB3 Employment Based Third Preference**

In this category, a U.S. employer may sponsor for permanent residence an individual with a bachelor's degree or its equivalent, an individual with two years of training or experience related to the offered position, or other workers without experience.

Cost: \$460 per employee; \$245 per employee's spouse and/or minor, dependent children over 14; \$160 per employee's minor, dependent children under 14.



**B) To Work: Nonimmigrant Visas (Temporary Residence)**

- H1-B

A U.S. employer may sponsor an individual with at least a bachelor's degree or its equivalent for employment.

Cost: \$110 plus \$1,000 special competitive workforce fee per employee; \$120 per employee's spouse and/or minor, dependent children in the U.S. in lawful status.

L-1A

A U.S. employer that has a subsidiary or affiliate company abroad may transfer a manager or executive to work at a U.S. office.

Cost: \$110 per employee; \$120 per employee's spouse and/or minor, dependent children in the U.S. in lawful status.

L-1B

A U.S. employer that has a subsidiary or affiliate company abroad may transfer an employee with "specialized knowledge" of the company's products or services to work at a U.S. office.

Cost: \$110 per employee; \$120 per employee's spouse and/or minor, dependent children in the U.S. in lawful status.

L Blanket

A U.S. employer that meets certain requirements may obtain a "blanket certification" to transfer managers/executives and specialized knowledge workers to work at a U.S. office without INS processing an individual petition for each employee.

Cost: \$110 per employee; \$120 per employee's spouse and/or minor, dependent children in the U.S. in lawful status.

TN

A U.S. employer may sponsor Mexican and Canadian citizens that meet certain education/experience requirements to work in the U.S. at a professional level.

Cost: \$110 per employee; \$120 per employee's spouse and/or minor, dependent children in the U.S. in lawful status

**C) To Visit: Nonimmigrant Visas (Temporary Residence)**

- B-1

This permits foreign nationals to visit the U.S. for business purposes.

Cost: \$120 per applicant; \$120 per applicant's spouse and/or minor, dependent children in the U.S. in lawful status.

**B-2**

This permits foreign nationals to visit the U.S. for vacations, personal matters, or medical reasons.

Cost: \$120 per applicant; \$120 per applicant's spouse and/or minor, dependent children in the U.S.A. in lawful status.

**D) To Study or Participate in Exchange Program: Nonimmigrant Visas (Temporary Residence)**

- F-1

This permits foreign nationals to take part in an accredited, full-time study program at an academic institution in the U.S.

Note: Special limitations exist for attending public elementary and high schools.

Cost: \$120 per applicant; \$120 per applicant's spouse and/or minor, dependent children in the U.S. in lawful status.

**J-1**

This permits foreign nationals to take part in an accredited exchange program in the U.S.

Cost: \$120 per applicant; \$120 per applicant's spouse and/or minor, dependent children in the U.S. in lawful status.

**E) Miscellaneous**

- I-751

This petition must be filed by all persons holding conditional status who thereafter seek to apply for permanent residence based on marriage. Petition to remove conditions must be filed with the INS within the three-month period prior to the second anniversary of the grant of conditional permanent residence.

Cost: \$125 per application.

For further details or questions concerning visas, please contact the Office of the Vice Provost for Global Initiatives.

**I-131**

Permits eligible foreign nationals to obtain permission to travel abroad while their I-485 applications for permanent residence are being processed by the INS. It also allows individuals with an alias to request a refugee travel document and travel permission for a number of other classifications, but only if authorized by law.

Cost: \$95 per applicant.

I-765

This application requests employment by certain foreign nationals, including those that have I-485 applications for permanent residence pending with the INS, those holding asylee status, and for a number of other classifications, but only if authorized by law.

Cost: \$100 per applicant.

Source: [www.visagroup.com](http://www.visagroup.com), provided by the Law Offices of Kerpel & Kerpel, PC.

## **XI. COMMUNICATING WITH CANDIDATES NOT SELECTED FOR HIRE**

The [online employment system's](#) "Manage Jobs" section allows candidates to check their status in the job search process. Therefore, we do not expect hiring officers to respond individually to each candidate in their pool after a final hiring decision has been made. However, we strongly recommend that you personally follow up with candidates who were interviewed but not hired. This may be done by email, telephone, or U.S. mail, depending on your comfort level and timeframe.

Recruitment and Staffing does not have a template rejection letter because of the diversity among positions and the many reasons a candidate may not be selected for a position. However, this wording may be helpful as you craft your own communication with candidates not selected.

*Thank you for your interest in the University of Pennsylvania and for taking the time to discuss your career goals with the members of our organization. While your background is impressive, we have selected another candidate for this position.*

*Your interest in the University of Pennsylvania as a potential employee is appreciated, and we encourage you to look into other opportunities at Penn. Best wishes in your career search.*

You may want to use the opportunity to encourage the most promising candidates to apply for other positions Penn. For example:

*We appreciated the opportunity to meet with you to discuss our position and your career goals. While your credentials are impressive, we have selected another candidate for this position.*

*We encourage you to revisit Penn's online employment system at <http://www.hr.upenn.edu/jobs> and apply to other positions that you are interested in pursuing. Human Resources encourages candidates to visit this site frequently as it is updated daily. I wish you the best in finding a rewarding opportunity!*

## **XII. APPENDIX**

**XIII.** [Affirmative Action Compliance Form](#)  
<http://oaaeop.upenn.edu/>

**XIV.** [Affirmative Action Compliance Officers](#)  
<http://oaaeop.upenn.edu/>

3. [Candidate Evaluation Form](https://www.hr.upenn.edu/myhr/resources/forms/recruitment#candidate)  
<https://www.hr.upenn.edu/myhr/resources/forms/recruitment#candidate>
4. [Candidate Matrix](https://www.hr.upenn.edu/myhr/resources/forms/recruitment#candidate)  
<https://www.hr.upenn.edu/myhr/resources/forms/recruitment#candidate>
5. [Employment Reference Check Form](https://www.hr.upenn.edu/myhr/resources/forms/recruitment#reference)  
<https://www.hr.upenn.edu/myhr/resources/forms/recruitment#reference>
6. [Position Information Questionnaire \(PIQ\) – Short Form](https://www.hr.upenn.edu/myhr/resources/forms/compensation#piq)  
<https://www.hr.upenn.edu/myhr/resources/forms/compensation#piq>
7. [Policy 101 – Staff Requisitioning, Recruitment, Selection, Reference Checks, Employment Offer, and Offer Letters](#)
8. [Salary Setting Worksheet](https://www.hr.upenn.edu/myhr/resources/forms/recruitment#salary)  
<https://www.hr.upenn.edu/myhr/resources/forms/recruitment#salary>
9. [Salary/Start Date Authorization Request Form](https://www.hr.upenn.edu/myhr/resources/forms/recruitment#salary)  
<https://www.hr.upenn.edu/myhr/resources/forms/recruitment#salary>
10. [Salary Structure – IT Broadband](https://www.hr.upenn.edu/myhr/payandperform/salary#section4)  
<https://www.hr.upenn.edu/myhr/payandperform/salary#section4>
11. [Salary Structures – Exempt](http://www.hr.upenn.edu/Compensation/salary)  
<http://www.hr.upenn.edu/Compensation/salary>
12. [Salary Structure – Non-Exempt](http://www.hr.upenn.edu/Compensation/salary)  
<http://www.hr.upenn.edu/Compensation/salary>
13. [Sample Appointment Letter – Temporary \(A-5\) Personnel](https://www.hr.upenn.edu/myhr/resources/forms/recruitment#hiring)  
<https://www.hr.upenn.edu/myhr/resources/forms/recruitment#hiring>
14. [Sample Offer Letter – External Candidates on Grant Funding](https://www.hr.upenn.edu/myhr/resources/forms/recruitment#offer)  
<https://www.hr.upenn.edu/myhr/resources/forms/recruitment#offer>
15. [Sample Offer Letter – External Candidates Not on Grant Funding](https://www.hr.upenn.edu/myhr/resources/forms/recruitment#offer)  
<https://www.hr.upenn.edu/myhr/resources/forms/recruitment#offer>
16. [Sample Offer Letter – Internal Candidates on Grant Funding](https://www.hr.upenn.edu/myhr/resources/forms/recruitment#offer)  
<https://www.hr.upenn.edu/myhr/resources/forms/recruitment#offer>
17. [Sample Offer Letter – Internal Candidates Not on Grant Funding](https://www.hr.upenn.edu/myhr/resources/forms/recruitment#offer)  
<https://www.hr.upenn.edu/myhr/resources/forms/recruitment#offer>