

Carnegie Mellon University has developed the following guidelines to promote an equitable and fair recruiting experience on behalf of our employers as well as our students. It is our expectation that employers who participate in on-campus recruiting become familiar with the following policies as well as reference these policies throughout the year. If any of the following expectations conflict with internal company hiring procedures, please do not hesitate to reach out to **Heather Walmsley**, Assistant Director for Employer Relations, to discuss prior to your on campus recruiting. Heather can be reached at HeatherWalmsley@cmu.edu.

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1. Job and Internship Hiring & Offer Guideline

The offer guideline was created in the spirit of being respectful of employers' timelines and hiring needs while providing students with sufficient time to consider offers of employment. It is designed to minimize incidents of renegeing (pursuing and accepting an employment offer after accepting another offer). It has been our experience that students who feel undue pressure to make an employment decision are often more prone to renege after accepting; adhering to the time-frames detailed in the offer guideline is therefore in the best interests of both employers and students.

- For all return offers* received after completing a summer internship**, students should be given at least until October 15th or three weeks (whichever is later) to respond.
- For all other offers with a start date in the following calendar year, students should be given until Nov. 15th or three weeks (whichever is later) to respond.
- All offers with a start date in the current calendar year should provide students a minimum of three (3) weeks to respond.

Offer* with a start date in **following calendar year** (January 2023-December 2023)

Type of Offer Extended	Earliest Student Response Dates
Any offer as a result of a summer internship** (return offer)	October 15 th or three weeks (whichever is later)
All other offers	November 15 th or three weeks (whichever is later)

Offer with a start date in **current calendar year** (January 2022-December 2022)

Type of Offer Extended	Earliest Student Response Dates
All offers	Minimum of three weeks

**At a minimum, an offer of employment for a full-time or internship position should be in writing, and should contain the following information: job title, anticipated start date, and basic financial information such as salary, bonus, stock options, and/or relocation support.*

***An internship constitutes a work experience that provides students with practical knowledge in a particular field or area of study. They are a type of hands-on, experiential learning that occurs in a professional work setting for a specified period of time (10-12 weeks, 20-40 hours). Students are assigned an on-site supervisor who creates specific learning objectives to be achieved throughout the duration of the internship.*

2. CMU Adheres to NACE

Carnegie Mellon University CPDC adheres to the National Association of Colleges and Employers (NACE) [Principles for Professional Conduct](#). In addition, all employers must review and adhere to the [U.S. Department of Labor Guidelines for Unpaid Internships](#)

Working with us implies that you have read and agree to adhere to these principles.

3. Confidentiality Agreement

Participating companies are expected to maintain the confidentiality of all student and alumni information. Sharing information about a candidate with another organization is not acceptable unless the company receives prior written consent from the candidate.

4. Discrimination

The Career and Professional Development Center will not tolerate illegal discrimination in any form. Any acts of such discrimination by representatives will be reported to the hiring company or organization.

5. Special Guidelines for Third-Party Recruiters

Employment agencies and search firms may list openings on Handshake as long as they clearly identify themselves as third-party recruiters in their employer profile, as well as in their job descriptions. It must also be made clear that the organization does not charge students fees of any kind for utilizing their service. Please note, although third party recruiters and search agencies/firms may post employment opportunities, **they may not recruit on campus**. When conducting on campus interviews, only direct representatives or recruiters of an employer may interview CMU students.

All third-party employment agencies and search firms must:

- Provide information on the identity of the employer being represented and the nature of the relationship between the agency and the employer. The agency must permit CPDC to verify this information by contacting the company being represented. If the CPDC has an existing relationship with the client, we will inform the third-party agency and decline to post the position.
- Provide position descriptions for valid openings.
- Agree to release candidate information only with the written permission of the employment candidate, and only to the identified employer.
- Represent and follow all federal and state employment laws.

Please note that the CPDC reserves the right to evaluate exceptions to this policy based on industry-specific trends, research, and expert consultation. Contact our office if you have questions.

6. Reporting New Hire Data

When requested by CPDC staff, participating companies will supply information regarding students who have been hired to fill full-time, internship, or other related positions. Requested information may include but is not limited to the student's name, their title and division or unit within the organization, the geographic

location of the position, the employment start date, and the compensation. Employers should also mark hired students as, "**Hired**" in Handshake as well, please refer to this [directions](#).

7. Job Type Restrictions

Commission-Only Employment

- Commission Sales Positions: If no initial base salary is provided, the form of remuneration should be clearly stated in the employer's job descriptions and at the time of the initial interviews.

Fee-based Employers

- Positions requiring candidates to pay an application fee or to purchase equipment, supplies, travel, or training are not eligible to be posted in Handshake or to be recruited for on campus. Exceptions may be made for positions requiring federal and/or state licensing requirements such as real estate, securities, etc.

Network Marketing or Pyramid Employers

- Network Marketing Organizations are not considered "employers" by the CPDC and are not eligible to participate in on-campus interviewing, resume referrals, job listings, employer presentations, and/or sponsorships for on-campus activities.
- The CPDC considers organizations that engage in the following to be Network Marketing Organizations:
 - Sponsoring an individual to set up his/her own business for the purpose of selling products or services and/or recruiting other individuals to set up their own business.
- AND-
- Requiring an initial cash or capital investment, account balance or similar fiscal requirements from this individual, with the organization itself serving as an umbrella or parent corporation. The initial investment may include but is not limited to such things as direct payment of a fixed fee, payment to attend an orientation or training session, and/or purchase of a starter kit.
- Another characteristic of a Network Marketing Organization may be that compensation is in the form of straight commission, fees from others under their sponsorship in the organization, and/or a percentage of sales generated by others.

Babysitting or other In-Home Employment is not permitted

8. Testing and Assessment

All tests and/or assessments used as part of the hiring process must be a valid measure of employability and must be compliant with Equal Employment Opportunity Commission (EEOC) standards, and testing procedures must comply with the Americans with Disabilities Act (ADA). Companies should provide testing information to students at least two full business days in advance. The information should include but is not limited to

- The type of test
- The purpose of test
- To whom the test results will be disclosed

Information on testing practices should be shared with our office. We encourage all testing information to be added to the job descriptions as early as possible.

9. Scheduling of Tests, Interviews, and Events

We expect every employer to take into consideration a student's class schedule. Students should not be expected to miss classes for tests, interviews, or employer sponsored recruiting events. Please note that we require 72 hours' notice to cancel a previously scheduled interview, or an on-campus event. If, for some reason, an employer is unable to attend a scheduled on campus interview session, we expect that they will contact students directly in order to reschedule, as well as letting our office know of the cancellation.

10. Reasons your Handshake Account was not Approved

- Employers without a working website
- On-campus solicitation or on-campus sales of goods or services
- Hiring students to recruit other students and alumni for the employer's purposes
- Organizations without valid company email addresses (from free services such as gmail, yahoo, etc.) or email that does not correspond with their website
- Fee-based opportunities or initial investments to be paid by student to gain employment Incomplete account profiles (Lacking email, website, phone, etc.)

11. Consequences for Recruiting Violations

The CPDC reserves the right to refuse service to participating companies for violations of these policies, as well as reasons including but not limited to:

- Failure to comply with the national and state guidelines listed above.
- Misrepresentation of employer information.
- Complaints by students and alumni.
- Harassment of CMU students, alumni, staff or faculty.
- Low trust scores

The CPDC will evaluate recruiting violations by employers on a case by case basis. Consequences of a violation may include:

- Loss of access to CMU's career management platform, Handshake.
- Loss of on campus recruitment privileges such as hosting events and conducting interviews.
- Flagging severe violations on Handshake. This flag may impact Employer Trust Scores, which are seen in the violating employer's Handshake profile across all institutions.