

Temporary HR Processes: Staff Hiring – Virtual Recruitment/Hiring

Audience: Hiring Managers

Virtual Recruitment and Hiring Guidance

Hiring managers should work closely with [HR Recruiters](#) to determine which new and replacement positions to be hired are considered essential versus non-essential at this time. **Effective immediately, the Office of Human Resources is requiring all hiring managers to conduct interviews virtually (e.g. video conferencing or by phone).** Requests for recruitment of new staff positions will be held for a period of time and will follow a temporary approval process. More information will be shared regarding this approval process.

Departments may have active searches underway that are complicated by this extraordinary situation:

- Positions with responsibilities that cannot be performed remotely
- New hires with pre-existing health conditions which could potentially delay start dates
- New hires without the necessary equipment (e.g. laptop, internet access, etc.) to perform the essential job functions remotely

The guidelines below, broken down into stages, will assist supervisors with the hiring process including continuing recruitment efforts, interviewing, selection, and offers and hiring during this time:

- Stage 1 – A new position or replacement position has been identified (no applicant involvement)
- Stage 2 – Search is underway, pre-screening and/or interviews have begun
- Stage 3 – Verbal offer extended – background check and references are conducted
- Stage 4 – Offer letter extended and/or signed
- Stage 5 – Orientation and Onboarding

[A separate guide](#) will provide best practices for interviewing virtually.

Please note that each situation may vary and if your particular situation is not captured in this document, please contact your [HR Recruiter or HR Business Partner](#) to determine appropriate next steps.

Stage 1 – A new position or replacement position has been identified (no applicant involvement)

- CMU is likely to implement a hiring pause. Until that decision is made, HR encourages recruitment decisions to be delayed and held for a period of time. There will be a temporary revised approval process for any recruitments. HR will share this information as it is decided.
- If a position is currently in the approval process for posting, please work with your [HR Recruiter](#) to determine how the position will be impacted by current [guidance on remote working](#).
- If a position's responsibilities do not warrant work from home arrangements, consider whether or delay in posting or a hold is warranted.
- If the hiring manager, in consultation with HR Recruiter/HR Business Partner, has agreed put the search on hold, please note the following:
 1. The position will be removed from the CMU Career site and will no longer receive applications.

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2. HR Recruiter will communicate to any current applicants, if position was already posted. Once the search is reopened, all applicants will receive a notification to this effect. Those who wish to withdraw their application will have the ability to do so. All other applications will remain active.
3. Your [HR Recruiter](#) will work with the hiring manager to determine an agreed upon date to continue with recruitment efforts. Once the hiring manager is ready to re-post the position, the HR Recruiter will be able to re-post right away since approvals were already completed.

Stage 2 – Search is underway, pre-screening and/or interviews have begun

- Consult with your [HR Recruiter or HR Business Partner](#) to determine appropriate best steps and determine how the position will be impacted by current [guidance on remote working](#).
- In determining whether or not to proceed with a search, Hiring Managers should consider plans for interviewing, training, onboarding, and a new hire's access to necessary equipment to appropriately perform the duties of the position if working remotely.
- As noted, the **Office of Human Resources is requiring interviews to be conducted virtually via video conferencing or phone interviews**. In person interviews are prohibited. If you have already begun interviews, please work with your HR Recruiter directly to determine the next steps.
- **If the hiring manager decides to continue with the interviewing process**, your HR Recruiter will provide recruitment support during the search. We encourage all hiring managers to review our [OHR Staff Hiring Guidelines](#) and our guidance on virtual interviews.
- **If the hiring manager decides to cancel interviews or the search process**, please work with your HR Recruiter to ensure candidate communication is conducted and also discuss future recruitment planning needs.

Stage 3 – Verbal offer extended – background check and references are conducted

- Background checks and references will continue to be processed during this time. Your HR Recruiter and the compliance team will be actively conducting background checks and references.
- **If a start date for the new hire has not been discussed, and the selected candidate has not resigned from their current position**, it may be worth considering delaying a start date. Your HR Recruiter can assist with this conversation with the new employee.
- **If a verbal offer has been made and a start date has been discussed or determined, and if the new hire has given notice to their current employer**, please work closely with your HR Recruiter to navigate through this situation. The HR Recruiter will work with the HR Business Partner closely because delaying of start dates when a new hire has already given a notice, can cause both financial and benefits hardships.

Stage 4 – Offer letter extended and/or signed

- If an offer letter has been sent/signed we **cannot** change or delay start dates due to the potential impact of financial or benefits hardships.

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- If an offer has been extended for a position that cannot work remotely, employees should come to work, but supervisors should consider alternate work space on campus which afford social distancing or alternate job assignment (e.g. project work).
- Please work closely with your HR Recruiter or HR Business Partner if there is a necessary reason to make any changes to a signed offer letter.

Stage 5 – Orientation and Onboarding

- The HR Service Center will be open during business hours and a representative will be available in person. All other service center employees may be working remotely, but will continue to answer phones, respond to tickets and inquiries.
- All onboarding processes through Workday will be business as usual, but onboarding sessions will not be held during this time. All new hires will receive the handouts via email and a link to a recorded onboarding session will also be available.
- The HR Service team will schedule in-person I-9 verifications for each new hire as Form I-9 completions will be conducted by appoint only. Those needing to process an I-9 should utilize the [scheduling software](#) and schedule an appointment with a representative in the HR Service Center.
- The HR Service Center staff will be available to assist with any questions via phone or ticket. Please send questions to hr-help@andrew.cmu.edu or call 412-268-4600.