

## BUSINESS TACTICS

# Recruiting & Hiring in a Remote Work World

# FEATURING

## Carol Fletcher

President  
CR Fletcher &  
Associates

## Susan Crossett

CEO  
CPS Recruitment

## Rob Didio

Director of Human  
Resources  
Pyramid Companies

## Laura Harshbarger

Labor Attorney  
Bond, Schoeneck & King



# Carol Fletcher

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# General Principles of Hiring Still Apply in a Virtual Interview

- There can be no discrimination based on:
  - Age;
  - Race;
  - Creed;
  - Color;
  - National origin;
  - Sex, Gender identity, Gender Expression;
  - Sexual orientation;
  - Disability;
  - Pregnancy;
  - Genetic predisposition to certain diseases or carrier status;
  - Marital Status, Caregiver Status;
  - Military Status;
  - Victim of Domestic Violence
- Informal setting should not lead to overly informal interview

# Interviewing and Disability-related Questions

- Before making a job offer, an employer:
  - may not ask any disability-related questions or require applicant to undergo a medical examination
  - may ask questions about an applicant's ability to perform specific job functions
  - may require a drug test (but not an alcohol test)
  - may make a job offer that is conditioned on satisfactory completion of a post-offer medical examination or inquiry



# Hiring and Disability-related Questions

- After a conditional job offer has been made and before an individual starts work, an employer may:
  - Require the applicant to undergo a medical examination or respond to disability-related inquiries, provided all candidates who receive a conditional job offer in the same job category are required to take the same examination and/or respond to the same inquiries

- May an employer screen applicants for COVID-19 symptoms?
  - Yes, after a conditional offer of employment has been made.
- May screening of applicants include taking their temperatures or requiring medical documentation about COVID-19 status?
  - Yes, after a conditional offer of employment has been made.

- If an applicant is positive for COVID-19 or experiencing COVID-19 symptoms, what happens then?
  - Employer may delay the start date.
  - Employer may withdraw the job offer if the employee is needed to start on-site immediately.

# High Risk Applicants

- How should an employer approach the interview and hiring of a high-risk applicant?
  - The same as any other applicant
  - Applicants cannot be denied employment merely because they are high-risk
    - Age
    - Pregnancy
    - Underlying health conditions
  - Narrow exception: being high-risk could render an individual unfit for the job

# How to conduct a successful virtual interview?

# How to hire a remote worker?

# **How to recruit new staff during the time of a crisis?**

# H/R Compliance associated with hiring?



# Q&A

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