

# Hiring Best Practices



**Human Resources**

PEPPERDINE

# A SUPERVISOR'S HIRING RESPONSIBILITY

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- Hire for best fit, both for the position and for the University
  - Skills fit
  - Mission fit
- Create goodwill for the University throughout the process
- Adhere to employment laws
- Position new employee for success



# BEFORE YOU BEGIN

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“We know, for example, that the academy affirms diversity as one of its most cherished commodities. But I would suggest that the Christian faith affirms diversity as one of its most cherished commodities as well. Consider Jesus, for example, who consistently reached out to the powerful and to the marginalized, to Jews and to Greeks, to men and to women, to slaves and to free Roman citizens, to prostitutes, to tax collectors, and to thieves. Today, His compassionate concern extends to every man and woman in this multicultural world in which we live. [...] When it comes to compassionate concern, Jesus leaves no one out. This means that if we ask Jesus to define for us the meaning of diversity, we must be prepared for an answer that is absolutely inclusive. In Jesus’ world, all human beings are infinitely valuable. And so we are left with the question, Can we serve Jesus and celebrate diversity at one and the same time? If we understand anything at all about Jesus, the question answers itself. The truth is, we cannot serve Jesus without serving the diversity of peoples and cultures that abound in our world.

Richard T. Hughes  
Distinguished Professor of Religion and Director, Pepperdine Center for Faith and Learning  
“The Idea of a Christian University,” September 19, 2000



# BEFORE YOU BEGIN

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## Errors to Avoid

- The “like me” bias
- Stereotyping
- The “halo effect”



# HIRING PROCESS

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**1**

**Position  
Description**

**2**

**Job  
Posting**

**3**

**Recruitment/  
Screening**

**4**

**Offer/  
Onboarding**

# THE POSITION DESCRIPTION



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# THE POSITION DESCRIPTION

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## **Serves as a reference for:**

- The employee
- The supervisor
- Human Resources



# THE POSITION DESCRIPTION: PURPOSE

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## PURPOSE

Please describe the basic purpose of this position and how it contributes to the University's mission and strategic plan?:\*

The Onboarding and Employment Specialist serves as a Human Resources ambassador to University employees regarding all details involved in the employee onboarding process.

This position will manage the post-job offer onboarding process, guiding employees through new hire tasks, and acting as their primary contact for questions related to their employment, both in their first weeks and throughout their tenure at Pepperdine.

The successful candidate will have excellent attention to detail and possess a welcoming spirit with extraordinary communication skills, as well as the demonstrated ability to manage numerous competing priorities in a fast-paced, high-volume environment, reflecting the University's mission and values in all interactions.





# THE POSITION DESCRIPTION: **PURPOSE**

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- Your #1 piece of advertising
- Describes why the position exists and how it contributes to the University's mission and strategic plan

# THE POSITION DESCRIPTION: PURPOSE

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## Office Coordinator

West LA Campus 18 May 2022

The primary purpose of this position is to provide assistance to student visitors, faculty, and staff, maintain the GSEP lobby, and manage office functionality. This includes working at the front desk as a receptionist identifying and assisting GSEP guests, visitors, potential and enrolled students' questions and concerns. The Office Coordinator serves as the liaison between GSEP, building management and external vendors. This position also offers support for room scheduling, staff and faculty events and special projects.

## Resident Director

Malibu Campus 18 May 2022

In this 10-month position, July 18-May 15, Resident Directors (RDs) serve as ministers, professionals, mentors, educators, and scholar-practitioners. Their primary function is to build community within an assigned residential area, to support students, and to foster respect for the policies of the institution. This position contributes to and supports the University's mission and strategic plan by enhancing the learning experience and by fostering a safe, caring, respectful, and dynamic residential community. Resident Directors oversee 6-15 student leaders including Resident Advisors (RAs) and Spiritual Life Advisors (SLAs); develop communities of 250-450 freshmen, sophomores, or upperclassmen/graduate students; and provide support to campus via an on-call RD rotation.

# THE POSITION DESCRIPTION:

## JOB DUTIES

### JOB DUTIES

#### JOB DUTIES

% of time	Duties / Responsibilities	Essential
5%	Represent Pepperdine University as an employer by attending job fairs and engaging with student organizations. Provide superior customer service to prospective employees, creating goodwill for the University throughout the application and onboarding process.	Essential
5%	Perform other duties as assigned.	Essential
100%	Uphold University mission through work performed.	Essential
55%	Manage the faculty and staff onboarding process, including sending offer letter and overseeing completion of new hire paperwork, background check, and Form I-9. Meet with employee on employee's first day, providing a welcoming spirit and high touch customer service. Communicate closely with faculty contract originators and dean's office managers about faculty onboarding status. Enter employee data into custom PeopleSoft HCM module.	Essential



# THE POSITION DESCRIPTION: JOB DUTIES

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- Percentage breakdown
  - Helps employee understand the amount of time they can expect to allocate to each duty
  - For exempt positions, aids HR in assessing whether position passes the exempt duties test
- All position descriptions must include the following duties:
  - Perform other duties as assigned
  - Uphold University mission through work performed

# THE POSITION DESCRIPTION: QUALIFICATIONS

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## QUALIFICATIONS

Please consider the essential duties for this position and define the minimum requirements an individual will need in order to meet the expectations of this position.

Required Education/Training/Experience:

Bachelor's degree.

Preferred Education/Training/Experience:

2-3 years' experience in human resources, higher education, or a related field.



# THE POSITION DESCRIPTION: QUALIFICATIONS

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- **Required qualifications**
  - Non-negotiables
  - Candidates who do not meet these need not apply
  - Setting too many qualifications as “required” may deter capable candidates from applying
  - Consider softening the language (“familiarity with,” “some previous experience in,” “basic knowledge of”)
  - Not setting any required qualifications means everyone is qualified. Consider requiring certain soft skills like communication, attention to detail, critical thinking, ability to work as part of a team
- **Preferred qualifications**
  - Favorable for a candidate to have and likely to give a candidate a competitive edge over other applicants
  - Candidates possessing these will often require less training



# THE POSITION DESCRIPTION: **QUALIFICATIONS**

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- Stick to gender-neutral pronouns
- Avoid language that could be perceived as discriminatory (e.g. “energetic” or “recent grad”)

# THE POSITION DESCRIPTION: PHYSICAL REQUIREMENTS

## PHYSICAL REQUIREMENTS

Please indicate the amount of time this position spends performing each of the following activities

KEY: Never -- Occasionally=1-33% of time -- Frequently + 34-66% of time -- Constantly = 67-100% of time

Sitting:\*

Constantly

Standing:\*

Frequently

Overhead Reaching:\*

Occasionally

Making Repetitive Motions:\*

Constantly

Lift/Carry 10 lbs or less:\*

Frequently

Lift/Carry 11-15 lbs:\*

Occasionally

Lift/Carry 16-20 lbs:\*

Occasionally





# THE POSITION DESCRIPTION: **PHYSICAL REQUIREMENTS**

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- Used for pre-employment physicals (when applicable), ADA accommodations, and workers' compensation.

# THE JOB POSTING



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# THE JOB POSTING: POSTING POLICY AND DETAILS

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- Posting duration - All full-time, regular staff positions must be posted on [jobs.pepperdine.edu](https://jobs.pepperdine.edu) for a minimum of five (5) business days, and all applicants must be given fair consideration.
  - No offer may be extended until the full five (5) days have elapsed
- Salary - Can be included as a range or listed as “commensurate with experience”
- Remote location - Language promising remote or hybrid work is prohibited. Upon hire, an employee and their supervisor may submit a Remote Work Request to be reviewed and approved on a case-by-case basis by the University in accordance with the University Policy Manual.

# RECRUITMENT



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# RECRUITMENT: ADVERTISING THE POSITION

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Advertising broadens and diversifies the applicant pool.

- Free, automatic job scraping:
  - LinkedIn
  - Indeed
- Human Resources-sponsored advertising:
  - HigherEdJobs
  - Career fairs



# RECRUITMENT: ADVERTISING THE POSITION

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- Paid advertising:
  - LinkedIn (promoted posting): \$399 for 30 days
  - Indeed (sponsored posting): varies, but HR's advertising vendor recommends \$100 per week
  - Chronicle of Higher Education: \$435 for 60 days



# RECRUITMENT: SCREENING APPLICANTS

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- Review all applications, resumes, and cover letters.
  - Red flags:
    - Spelling, grammar, and punctuation errors
    - Short-term work assignments or gaps in employment
    - Lack of attention to detail
    - Evidence that a career has plateaued or regressed
    - Failure to follow directions



# RECRUITMENT: SCREENING APPLICANTS

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- Send additional screening questions
  - Present a real-life scenario related to the day-to-day duties of the position
  - Include a question related to the applicant's desire to promote the mission of Pepperdine in the course of their day-to-day work



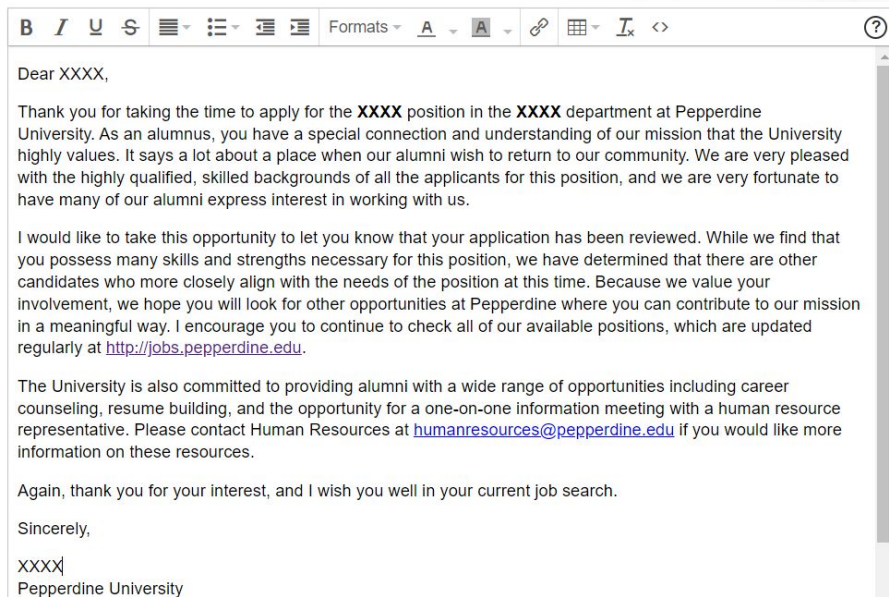


# RECRUITMENT: COMMUNICATING WITH APPLICANTS

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- Timely communication throughout the hiring process shows respect for the applicant and saves you time.
- HR provides sample language for each stage of the hiring process.

# RECRUITMENT: COMMUNICATING WITH APPLICANTS





# RECRUITMENT: PREPARING FOR THE INTERVIEW

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- Ask all candidates the same set of questions.
- Ask open-ended questions rather than “yes/no” questions.
- Stay away from questions that have more to do with a candidate’s personal lifestyle than with their job-related experience.



# RECRUITMENT: PREPARING FOR THE INTERVIEW

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- **DO NOT** ask candidates about their criminal history.
- **DO NOT** ask candidates about their gender, marital status, or personal relationships.
- **DO NOT** ask candidates about their national origin, surname, native language, race, ethnicity, skin color, or complexion.
- **DO NOT** ask candidates about their salary history (though asking about salary expectations for *this* position is OK).
- **DO NOT** ask candidates if they are married, pregnant, or whether they have kids.
- **DO NOT** ask candidates questions about their religious affiliation or what church they attend.
- **DO NOT** ask candidates if they have any disabilities. You can, however, ask them if they can perform the duties of the job for which they are applying.



# RECRUITMENT: INTERVIEWING CANDIDATES

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- Conduct a telephone pre-screen interview.
  - Prepare a set of questions to ask all candidates, but keep it conversational. Include a question about the mission.
- Invite candidates to campus for an in-person interview.
  - Include your supervisor and one or more trusted colleagues or key members of your team.
  - Prepare a set of questions to ask all candidates, but keep it conversational. Include a question about the mission.



# RECRUITMENT: INTERVIEWING CANDIDATES

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- Facilitate a meeting to introduce your finalist to members of your team or department.
- Arrange for your finalist meet with members of your area's senior leadership.



# RECRUITMENT: VETTING FINALISTS

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- Current/past Pepperdine staff or faculty - Schedule an appointment with HR to review the employee's personnel file.
- Administer skills testing through HR (optional).
  - Custom skills tests tailored to specific roles or assessing key competencies are also available upon request.
- Conduct a basic internet search for public information.
  - Look for any content not in keeping with the University's values and mission statement.



# RECRUITMENT: REFERENCE CHECKS

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- Inform your candidate that you will be contacting their references.
- Ask candidate to provide you with a list of past supervisors. Ensure supervisors from their most recent positions are included.
  - For candidates with little to no work history, professors, mentors, supervisors of extracurricular activities, or religious leaders may be substituted.
- Ask references specific questions related to the candidate's performance, attendance and punctuality, attention to detail, and general fitness for the position in your department.





# RECRUITMENT: MAKING THE OFFER

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- Verbal offer: confirms the salary and start date
  - Note: If the candidate is a current Pepperdine staff/faculty or student employee, please work with HR to determine an appropriate transfer date.
- All verbal offers must be made contingent upon successful completion of a criminal, educational, and employment screening (and pre-employment physical if required).
- *Offers above or below the maximum budgeted amount or range approved for the position must be reviewed by HR before the offer is extended.*



## RECRUITMENT: CLOSING THE JOB IN PAGEUP

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- To fully close out a job, all applicants must receive communication regarding their application status.
- HR has instructions for how to do this and in bulk, and is also glad to guide you through a brief phone or Zoom call.

# ONBOARDING



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# ONBOARDING: PRE-ARRIVAL

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## Immediate First Steps:

- Prepare for your employee to attend New Employee Orientation (NEO). NEO is held at the Malibu campus on the third Monday of each month, and attendance is required for all new staff. As the employee's direct supervisor, you will be invited to join the lunch portion from 12-1pm.
- Complete the "New Computer Setup" request in Etrieve to schedule an appointment with IT for your new employee on their first day.
- Consider appointing someone in your department or major area as a peer mentor to help introduce your employee to other colleagues and share helpful resources. Please notify HR of the name of the peer mentor so we can provide them with resources.



# ONBOARDING: PRE-ARRIVAL

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## **After Employee's Network Credentials Have Been Created:**

- Order business cards with employee's extension and email address.
- Sign your employee up for New Employee Technology Orientation (NETO) and other technology trainings offered through IT (see the IT Training & Learning calendar). Add the trainings to their calendar.



# ONBOARDING: PRE-ARRIVAL

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## The Week Before:

- Schedule a time for your new employee to meet with HR on their first day to complete the Form I-9 and obtain their staff/faculty ID card.
  - For employees working in West LA or Irvine, HR will put the employee in touch with someone authorized to complete the Form I-9 on one of those campuses.
- Prepare the employee's workspace.
- If your department utilizes a central mailbox system, make sure a mailbox is labeled with the employee's name.



# ONBOARDING: PRE-ARRIVAL

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## 1-3 Business Days Before:

- Call or email your new employee to provide them with information about their first day, including the following:
  - What time and where to report
  - Parking instructions
  - Lunch instructions
  - Dress code (including parameters for casual Friday if applicable)
  - Reminder to bring the following:
    - Form I-9 documents
    - License plate # and make/model/year of car for parking permit



# ONBOARDING: THE FIRST DAY

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- Ensure your new employee visits Human Resources to present original documents establishing their identity and eligibility to work in the United States.
- Ensure your new employee notifies the University of their vaccination status by completing the electronic COVID-19 Vaccination Notification Form.





# ONBOARDING: THE FIRST DAY

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- Provide an office tour and building tour and introductions to coworkers.
- Arrange to take your new employee to lunch, either one-on-one or with your team.
- Provide your new employee with a tour of campus.
- Discuss appropriate parking locations.
- Discuss department policies and procedures.
- Discuss procedure for time off, calling in sick, etc.
- Review Kronos timekeeping procedures and your expectations for attendance and punctuality.
  - Note: Kronos will not be available on an employee's first day of employment. A non-exempt employee will need to keep a manual log of their time to enter into Kronos on their second day.
- Discuss the introductory period and related expectations.
- Schedule a weekly (or periodic) one-on-one meeting with your new employee, but plan to meet more frequently with them during the first several weeks.



# ONBOARDING: THE FIRST WEEK

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Now that your new employee is actively employed, you may begin requesting the following requests through **Etrieve**:

- Key and Building Access
- University Credit Card Application
- University Credit Card Proxy Request
- HR Remote Work Request
- New Driver Status Notification
- IT - Delegate Access and Departmental Account Access
- IT - Network Drive Access Request
- IT - Sharp Copiers and Printers
- IT - Telephone Services Request
- Kronos Supervisor Access Form
- Telecommunications Allowance Request



# ONBOARDING: THE FIRST WEEK

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## **Other access:**

- Add employee to appropriate department meeting lists and email distribution lists.
- Add employee to department website (if applicable).

## **Meet with employee for the following:**

- Show employee how to access and use WaveNet and the Community site.
- Encourage employee to attend President's Briefings and other University-sponsored events upon appropriate office coverage.



# ONBOARDING: THE FIRST FEW MONTHS

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- Provide regular feedback.
  - Praise outstanding performance.
  - Address areas that need improvement.
- Provide growth and development opportunities.
- Facilitate team-building activities among your new employee and their fellow team members.



# THANK YOU

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QUESTIONS?

Human Resources: (310) 506-4397

[employment@pepperdine.edu](mailto:employment@pepperdine.edu)