

## Supervisor's Hiring Responsibility

- **Hire for best fit**—consider applicants' skills, experience, ability, background alongside his/her understanding of Pepperdine's mission and culture.
- **Create goodwill** for the University throughout the entire process.
- **Effectively welcome** new employees to the Pepperdine community.
- **Remain in compliance** with federal and state employment laws at all times by following Human Resources guidelines.

## Step 1: The Position Description

### The Position Description:

1. Defines position duties, including "other duties as assigned" as well as "supportive of the Christian mission."
2. Lists the required and preferred qualifications for the position.
3. Serves as a point of reference for the employee, supervisor, and Human Resources.

*This document is the cornerstone of a position and should be updated regularly as the position expands or changes.*

## Step 2: Posting the Job

**All regular, full-time, staff positions must be posted on [jobs.pepperdine.edu](https://jobs.pepperdine.edu) for a minimum of 5 business days.**

- Human Resources creates the job posting from the position description.
- Utilize multiple-choice questions to filter out applicants who do not meet the required qualifications.
- Employ open-ended questions to help further narrow the candidate pool.

## Step 3: Advertising the Position

- Advertising broadens and strengthens the diversity of the applicant pool.
- Human Resources sponsored advertising: HigherEdJobs.com, career fairs, Chronicle of Higher Education, advertisement to Southern California churches.
- Graystone Advertising, in partnership with Human Resources, provides an opportunity to reach additional targeted audiences. Please contact Human Resources if you are interested in using this service.

## Step 4: Reviewing Resumes

**The purpose of resume review is to narrow the pool of applicants.**

- Review all applications, resumes, and cover letters.
  - Look for exceptional responses to your open-ended questions in the posting.
  - Identify the diverse attributes and backgrounds of each applicant and consider how they could contribute to your team and help further the University mission.
  - Consider all attributes, experiences, and characteristics when determining best fit.
  - Don't easily dismiss **RED FLAGS**:
    - ✓ **Spelling, typos, grammar, or punctuation problems**: these are indicative of what can be expected from the candidate as an employee.
    - ✓ **Short-term work assignments and gaps** in employment. Be sure to ask for a dated work history if not provided on the application.
    - ✓ **Lack of attention to detail**: missing words, cut-and-paste errors, or addressing the cover letter to the wrong company could indicate an overall lack of professionalism or absence of concern.
    - ✓ **Evidence that a career has gone backwards or plateaued**.
    - ✓ **Failure to follow directions**: this provides insight into the applicant's potential success as an employee. Failing to follow the posting directions demonstrates a lack of attention to, or a disregard for, the employer's request.

**Step 4: Reviewing Resumes** *(continued)*

- Send additional questions to candidates:
  - Present a real scenario related to the day-to-day duties of the position.
  - Utilize the Interview Guide in the On-Boarding Kit.

**Step 5: Communicating with Applicants****Create goodwill for the University by communicating directly with applicants.**

- Responding in a timely manner shows respect for the applicant and saves you time on follow up inquiries. *Consider the image of Pepperdine being presented to applicants when they receive no communication over a long period of time.*
- Utilize sample language provided by Human Resources.
- Communicate the expected selection timeline to candidates during the interview.

**Step 6: Interviewing****Proceed with interviews after narrowing the applicant pool and communicating to those applicants not selected.**

- Phone interviews:
  - Prepare questions in advance. Ask the same questions in each phone interview.
  - Use this opportunity to further refine the list of candidates you want to meet in person.
- In-Person interviews:
  - Prepare questions in advance. Ask the same questions in each interview.
  - **Hire for Best Fit:**
    - Does the candidate have the right skill set, experience, and background for the position?
    - Is the candidate a mission fit for Pepperdine?
    - Does the candidate have the interpersonal skills, characteristic and traits needed for success in the role, office, department, and University?
    - Will the candidate fit into your team?
  - Include your supervisor.
- Consider involving trusted colleagues, or key members of your team, as appropriate.

**Step 7: Vetting Finalists****Responsible hiring practices include:**

- Background check and social media check.
- Internet search.
- **REFERENCE CHECK! For internal candidates, check with the current/former supervisor and review the employee's personnel file.**
  - Skills Testing (provided through Human Resources)

**Building Strong Employee Relationships****The first day and week are VERY important!**

- Plan for and welcome the new employee—demonstrate your excitement by carving out your time for introductions, tours, lunch, and explanations on how to use office equipment on the very first day.
- Provide regular feedback: praise outstanding performance and address areas that need improvement.
- Provide growth and development opportunities. This increases job satisfaction and retention, but also helps the University prepare future leadership. It is important to Pepperdine's long-term success.
  - Once the person has mastered the position, how can you leverage their skills and talents to better serve the department?