



HIRING AT PEPPERDINE

Because Pepperdine will only be as good as the people who contribute to its mission each day, hiring may be the single most important and far-reaching decision supervisors make. Maintaining our distinctive culture, community, reputation, and Christian commitment—our differentiators and competitive advantages—depends on hiring faculty and staff who are motivated and fulfilled by our shared mission, purpose, and work. We must find employees who have the required skills for the job and a desire to promote the University's mission.

Supervisors begin setting expectations for new employees in the hiring process, ranging from the expected level of excellence in work products to how employees are expected to contribute to the team's morale. Each interaction in the hiring process shapes applicants' understanding of Pepperdine, the department, the role, and our culture. Just as candidates put their best foot forward when interviewing for a particular position, hiring managers must do the same, instilling confidence and modeling excellence reflective of our University. Human Resources offers many resources to help navigate the onboarding process, including a recruitment guide, hiring workshops, template communications, and one-on-one consultations, among others.

ACT IN JUNE

1 Follow hiring best practices and maintain compliance.

When hiring for Pepperdine, it is your responsibility to comply with University policies and employment laws, follow inclusive hiring practices, maintain goodwill with applicants, and ask appropriate questions throughout the interview process. Refrain from making offers, promising a certain salary, and otherwise communicating employment changes prior to receiving full approval from Human Resources. Use the Pepperdine-specific and comprehensive Recruitment Guide to assist you at each stage of the hiring process, and reach out to Human Resources for additional assistance.

2 Hire for mission fit.

Because of Pepperdine's strong culture, people are not generally successful here if they are not a mission fit. Hiring for mission fit means finding someone who will be energized by our shared commitments and filled with joy as they contribute to the student experience. In the interview process, tell the Pepperdine story, describe our shared life, talk about how this place has shaped you professionally and personally, and generate excitement about the transformative education we offer to students. Ask the same set of questions to all candidates for equity, though also ask specific follow-up questions based on each candidate's response to set applicants at ease and see glimpses of their authentic selves. Natural conversation helps the hiring manager and the candidate get to know each other and jointly determine whether the position is a good fit. Refer to the Hiring for Mission Fit Quick Reference Guide.

3 Prioritize the onboarding experience once an offer has been accepted.

Because entering a new job brings excitement and uncertainty, the way you welcome new employees in the first days and weeks will shape their perceptions of Pepperdine and their long-term success. Ensure a warm welcome by communicating instructions, expectations, and excitement. Before their arrival, communicate when and where to arrive, where to park, how to dress, and any necessary materials for their first day; facilitate personal introductions to the team and to stakeholders; provide thorough training on tasks and systems; and make sure they know you are happy they have chosen to be here.