



RECRUITMENT & SELECTION GUIDE

October 2026

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Purpose and Scope

Every hiring decision shapes the future of Pacific Union College (PUC). Beyond filling vacancies, recruitment is an opportunity to strengthen PUC by identifying individuals who will contribute to our mission, support student success, collaborate effectively with colleagues, and help advance the College's long-term vision. The recruitment process should therefore be conducted thoughtfully, intentionally, and with a commitment to both excellence and fairness.

This guide establishes consistent, fair, and legally compliant search and hiring practices for all faculty and staff positions at Pacific Union College (PUC). It supports PUC's mission as a Seventh-day Adventist institution while ensuring compliance with applicable California and federal employment laws, higher-education standards, and industry best practices.

Pacific Union College is a Seventh-day Adventist institution of higher education. Consistent with applicable law, the College may give employment preference to individuals who are members of the Seventh-day Adventist Church and who demonstrate the ability to support and advance the mission, values, and objectives of PUC.

All hiring decisions will continue to be based on job-related qualifications, mission alignment, institutional needs, documented evaluation criteria, and applicable legal requirements. Human Resources (HR) is a partner throughout the process.

Recruitment Strategy

Pacific Union College seeks to attract qualified candidates who possess the knowledge, skills, abilities, and mission alignment necessary to contribute to the College's success as a Seventh-day Adventist institution.

Recruitment strategies may vary based on the position being filled but may include:

- Posting positions on the Pacific Union College employment website
- Advertising through Adventist employment and professional networks
- Announcements through Seventh-day Adventist churches and affiliated organizations
- Employee referrals and professional recommendations
- Direct outreach by human resources, hiring managers, search committee members, or institutional leaders to prospective candidates.
- Professional associations, educational institutions, and industry-specific networks, when appropriate
- Outreach to current and former students, alumni, and denominational constituents

The College encourages the development of broad and diverse candidate pools while also seeking individuals who are supportive of and aligned with the mission, values, and educational philosophy of Pacific Union College. Recruitment efforts are designed to identify qualified candidates who can support and advance the mission of Pacific Union College as a Seventh-day Adventist institution.

STEP 1: Identify the Hiring Team & Prepare for Recruitment

The hiring manager is responsible for determining, in consultation with Human Resources, the most appropriate recruitment and selection process for the position. Depending on the position and recruitment model, this may involve a search committee, interview panel, stakeholder participants, or the hiring manager alone.

Those involved in evaluating candidates serve as stewards of Pacific Union College's workforce and play an important role in identifying individuals who can successfully contribute to the mission and objectives of PUC.

Composition (When a Search Committee is Utilized)

Search committees should be thoughtfully assembled and may include faculty, staff, administrators, students, or other stakeholders, as appropriate to the position.

- Recommended size: 3–7 members
- Inclusion of individuals with varying perspectives, experiences, and functional expertise
- Awareness of power dynamics that may impact participation.
- Identification and disclosure of conflicts of interest
- Defined roles and decision-making responsibilities
- Student participation, when appropriate to the position

Required Preparation

Before reviewing applications or participating in interviews, hiring managers, search committee members, interview panel participants, and others involved in candidate evaluation should complete HR-designated hiring readiness activities intended to ensure baseline awareness of legal, ethical, and institutional expectations.

These activities are designed to be completed asynchronously, rely on guided review of provided materials, and do not require a formal training session or individual certification of completion.

These requirements may be met through one or more of the following options, as designated by HR:

- Review of the Recruitment & Selection Guide
- Review of position-specific recruitment materials
- HR-provided hiring guidance
- Just-in-time consultation with Human Resources

Initial Planning Discussion

Before candidate review, the hiring manager and any designated search committee or interview team should establish:

- Recruitment timeline and milestones
- Required and preferred qualifications
- Evaluation criteria tied to the position description
- Interview format and participant roles
- Use of stakeholder engagement opportunities, if applicable
- Communication and confidentiality expectations
- Recommendation and decision-making responsibilities

STEP 2: Active Recruiting and Job Postings

Active Recruiting Principles

PUC values proactive outreach to build a strong and diverse candidate pool. Committee members and hiring managers are encouraged to:

- Leverage professional networks and associations.
- Share postings broadly and through recruitment channels that are most likely to identify qualified, mission-aligned candidates.
- Personally invite qualified individuals to apply

Job Posting Requirements (California Compliance)

All job postings (internal and external), including email and social media postings, must include:

- A pay scale that the College reasonably expects to pay.
- General description of benefits, if applicable
- Required and preferred qualifications
- Position summary and essential functions.

Salary history inquiries are strictly prohibited. Hiring manager and any designated search committee or interview team may not ask about or consider prior compensation at any stage of the process. HR must review and approve all postings before distribution.

Step 3: Determine the Selection Process

PUC recognizes that the level of recruitment and selection activity should be appropriate to the position being filled. Depending on the scope, responsibility, and strategic importance of the role, one or more of the following models may be utilized.

Executive and Senior Leadership Positions

May include:

- Search committee
- Multiple interview rounds
- Stakeholder engagement sessions
- Reference and credential verification. Reference checks should generally be conducted on finalists before a hiring recommendation is finalized
- HR Interview/Benefits Review
- Residential Housing consultation (when relocation is involved)
- President interview

Faculty Positions

May include:

- Search committee
- Teaching presentation, lecture, demonstration, or discipline-specific presentation
- Student engagement opportunities
- Stakeholder feedback
- Reference and credential verification. Reference checks should generally be conducted on finalists before a hiring recommendation is finalized.
- HR Interview/Benefits Review
- Residential Housing consultation (when relocation is involved)
- Presidential interview

Teaching presentations and student engagement activities are intended to provide additional opportunities to assess instructional effectiveness, communication skills, subject matter expertise, and engagement with the campus community.

Management Positions

May include:

- Hiring manager interview
- Search committee (if determined appropriate)
- Additional stakeholder participation as needed

-
- Reference and credential verification. Reference checks should generally be conducted on finalists before a hiring recommendation is finalized.
 - HR Interview/Benefits Review
 - Residential Housing consultation if salaried (when relocation is involved)
 - Presidential interview

Staff Positions

May include:

- Hiring manager interview
- Departmental interview panel
- Reference and credential verification. Reference checks should generally be conducted on finalists before a hiring recommendation is finalized.
- HR Interview/Benefits Review
- Residential Housing consultation if salaried (when relocation is involved)
- Presidential interview

Temporary or Short-Term Positions

To meet operational needs, temporary positions may be filled through an abbreviated process. A formal interview process is not required for temporary hires. However:

- Human Resources should be involved in preliminary hiring discussions.
- Appropriate approvals must be obtained before hiring.
- Individuals must meet the minimum qualifications of the position.
- Employment eligibility requirements must be satisfied before work begins.
- A Personnel Action Form (PAF) or other approved employment documentation may be used instead of a formal offer letter.

Adjunct Faculty Appointments

Adjunct faculty appointments are administered through Academic Administration. Academic Administration is responsible for determining adjunct compensation, issuing adjunct teaching contracts, and communicating teaching assignments.

Human Resources supports the onboarding process for adjunct faculty and ensures completion of required employment documentation, employment eligibility requirements, and other onboarding activities prior to the start of employment.

Internal Candidate Considerations

Pacific Union College encourages current employees to pursue opportunities for professional growth and career advancement within PUC.

Employees who apply for internal opportunities should be evaluated using the same job-related qualifications, competencies, and selection criteria applied to external candidates. Internal applicants should not receive preferential treatment solely because of their current employment status, nor should they be disadvantaged for being internal candidates.

When considering internal candidates:

- Hiring managers, search committee members, and others involved in the recruitment process should maintain confidentiality regarding internal candidate participation to the greatest extent practicable.
- Internal candidates should participate in the selection process established for the position.
- Hiring decisions should be based on documented evaluation criteria and the needs of the position.
- Information regarding an internal candidate's performance, qualifications, and experience may be considered as part of the evaluation process.
- Current supervisors should not be contacted without the candidate's knowledge.
- Departments should consider transition planning and operational continuity when an internal candidate is selected.

Human Resources may provide additional guidance regarding internal candidate communications, transition planning, and onboarding requirements.

STEP 4: Evaluating Candidates

Throughout the recruitment process, hiring managers and search committees should strive to provide candidates with a positive and professional experience by:

- Communicating expected timelines
- Responding promptly when schedules change
- Treating all candidates with courtesy and respect
- Maintaining confidentiality
- Providing timely notification once a position has been filled

General Interview Standards

- Use standardized, job-related questions.
- Avoid inquiries related to protected characteristics under CA or federal law.
- Apply evaluation criteria consistently.
- Document decisions objectively and contemporaneously.

Guidance on Lawful Interview Questions

Interview questions must focus on skills, experience, ability to perform essential functions, and alignment with institutional values as expressed through behavior and work practices.

Protected categories under California law include, but are not limited to:

- Race, color, ancestry, national origin.
- Religion or creed
- Sex, gender, gender identity/expression, sexual orientation
- Marital or family status
- Age (40+)
- Disability, medical condition, genetic information
- Military or veteran status

If a candidate voluntarily discloses protected personal information, do not probe further; redirect to job-related topics.

Search committee members, hiring managers, and interview participants should avoid inquiries regarding salary history, work authorization beyond legal eligibility to work in the United States, or any other protected characteristic not directly related to job requirements.

Assessing Mission and Cultural Alignment

As a mission-driven institution, PUC may assess candidates' ability to support and model institutional values, provided questions focus on conduct and job-related expectations, not personal belief interrogation.

Professional Expectations

All employees are expected to demonstrate the following values in their work:

- **Teamwork:** An engaged, inclusive community partnering together for the betterment of PUC.
- **Integrity:** Cultivating trust, accountability, and ethical decision-making.
- **Professionalism:** Clear boundaries, respect, and appropriate conduct within a faith-based academic community.
- **Service:** Commitment to serving students, colleagues, and the broader community, grounded in our spiritual heritage.

Core Competency Framework (Faculty & Staff)

Search committees should select competencies relevant to the role. Universal Competencies:

1. Job Knowledge & Technical Skills
2. Communication & Collaboration
3. Valuing Accessibility, Belonging, and Culture
4. Trust & Relationship-Building
5. Professional Judgment & Accountability
6. Mission & Community Engagement

Discipline- or role-specific competencies (e.g., teaching, leadership, research, accounting, administration, plumbing, clinical practice) may be added as appropriate.

Evaluation and Rating Rubric

Sample Rating Scale

- 1 – Does not meet requirements
- 2 – Partially meets requirements
- 3 – Meets requirements
- 4 – Exceeds requirements
- 5 – Exceptional strength



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Example Evaluation Criteria

- Relevant experience and qualifications
- Demonstrated teamwork and collaboration
- Professional communication
- Commitment to belonging.
- Ability to support PUC mission and values.

Search committees and hiring managers should evaluate candidates based on their demonstrated ability to support and model the Mission, Values, and Cultural Relationship Expectations of Pacific Union College through their professional conduct and work practices.

Step 5: Final Candidate Review and Selection

Human Resources Review

Prior to extending an offer of employment, selected candidates are to be referred to Human Resources for an interview and benefits review meeting, as appropriate to the recruitment process utilized. The purpose of this meeting is to:

- Assess alignment with the mission, values, and Cultural Relationship Expectations of Pacific Union College.
- Discuss employment expectations and institutional culture.
- Review employee benefits and available resources.
- Provide candidates with an opportunity to ask employment-related questions.

Following the meeting, Human Resources may provide observations regarding employment considerations, mission alignment, institutional policies, and onboarding readiness.

Presidential Interview

The President will meet with prospective candidates before a final hiring decision or offer of employment. This interaction provides an opportunity to discuss strategic priorities and ensure mutual understanding of institutional expectations. This can be scheduled before or after the candidate meets with HR.

Relocation Considerations

When relocation may be required, candidates should be provided with information regarding:

- Local community resources
- Cost-of-living considerations
- Campus and community environment
- Housing availability, when applicable
- Employment onboarding expectations

Remote Work Considerations

For positions designated as remote or hybrid, hiring managers and HR should consult before recruitment begins to determine:

- Position eligibility for remote or hybrid work.
- Work location requirements.
- California and multi-state employment compliance considerations
- Equipment and technology needs
- Work schedule and availability expectations.



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Any remote work arrangement must comply with college policy and be approved through established processes.

Recruitment Governance Checkpoint

Before extending an offer, hiring managers and Human Resources should ensure that all applicable recruitment steps and reviews have been completed, including:

- Hiring manager recommendation
- Search committee recommendation (if applicable)
- Human Resources review
- Presidential interview (when required)
- Relocation or housing discussions (when applicable)
- Employment eligibility verification requirements

Candidate Visit, Logistics, and Hospitality

The College provides hospitality support for candidates invited to interviews on campus.

Arrangements should be extended consistently to all finalists for a given position so that visit support is applied equitably rather than on an ad hoc basis.

- **Meals:** Lunch cards are provided to the candidate and accompanying family members for meals taken on campus during the visit. The hiring manager or search committee chair should confirm the number of cards needed with Human Resources in advance of the visit.
- **Accommodation:** Overnight accommodation is arranged for candidates traveling to campus, for up to three (3) nights. Human Resources coordinates lodging directly with the designated provider; candidates should not be asked to secure their own accommodation.
- **Travel:** Travel arrangements and reimbursement of eligible travel expenses are coordinated by the Hiring Manager, subject to college travel policy and approval by the approving authority before the visit.
- **Coordination:** Hiring Managers coordinate visit logistics in partnership with Human Resources, and confirm meal, lodging, and travel details with the candidate together with the interview itinerary. See Appendix F for the itinerary template.

Virtual Interviews

When recruiting candidates who are not local to the College, consideration should be given to creating an equitable and consistent interview experience while ensuring candidates understand the expectations of the position and the College community.

Virtual interviews may be used at any stage of the recruitment process, including:

- Initial screening interviews
- Search committee interviews
- Hiring manager interviews
- Stakeholder engagement sessions
- Human Resources interview and benefits review
- Presidential interviews

Search committees and hiring managers should use consistent interview questions and evaluation criteria regardless of whether interviews are conducted virtually or in person.



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For leadership, faculty, and other difficult-to-fill positions, active recruiting is encouraged. Hiring managers, search committee members, administrators, and institutional leaders may identify and personally invite qualified individuals to apply.

Candidate Pool Management

Hiring managers and search committees are not required to interview every applicant who applies for a position. Applicants should be screened using established job-related criteria, and only those determined to warrant further consideration should advance in the selection process.

Once a sufficient pool of qualified candidates or finalists has been identified, the recruitment process may proceed without interviewing additional applicants. While posting remains active, new applications should continue to be reviewed and documented in accordance with established evaluation criteria.

Positions will generally remain posted until an offer has been accepted unless an alternative approach is discussed with Human Resources.

All applications will be acknowledged by Human Resources. Once an offer has been extended and accepted, HR will engage hiring managers to determine those interviewed and those not interviewed so that we can communicate with each candidate accordingly and close the recruitment process for the position.

Hiring Phase Overview (Standard)

Initial Phase

- Finalize job posting with HR.
- HR posts the position and begins active recruiting.
- Hiring Manager determines the Selection Process

Screening & First-Round Interviews

- Review applications using agreed criteria.
- Select candidates for first-round interviews.
- Conduct interviews using standardized questions.
- Provide timely status updates to candidates.

Final Stage

- Complete reference checks. Reference checks should generally be completed for finalists before a hiring recommendation.
- Conduct finalist interviews (on-campus or virtual)
- Collect structured feedback from stakeholders (if applicable)
- Deliberation and recommendation

Offer & Onboarding

- HR and senior leadership approval
- Written offer extended by AA or HR
- Offer accepted by Candidate
- Pre-employment screening initiated by HR
- HR notifies non-selected candidates interviewed and those not interviewed.
- HR coordinated onboarding logistics and required training.

Compensation and Offer Administration

Salary Determination

Salary recommendations should be developed in consultation with Human Resources and based on factors such as:

- Education and credentials
- Relevant experience
- Internal equity
- Market considerations
- Budget availability
- Position requirements

Hiring managers, Academic Administration, and Human Resources should work collaboratively to ensure compensation, employment terms, and onboarding requirements are aligned before finalizing employment arrangements.

Human Resources should be consulted early when employment sponsorship or other special employment circumstances may affect compensation, timelines, or hiring feasibility.

Offer Letter Administration

Faculty Positions: Offer letters for faculty positions are prepared by the Vice President for Academic Administration (VPAA). Prior to being presented to the candidate, offer letters should be reviewed by Hiring Manager and Human Resources to ensure alignment with approved compensation, employment terms, and institutional requirements.

Staff Positions: Offer letters for staff are prepared by Human Resources. Offer letters are shared with the hiring manager for review and endorsement prior to being presented to the candidate.

Employment Acceptance and Onboarding

Regular Faculty & Staff Positions

The onboarding process begins once Human Resources receives a signed acceptance of the employment offer.

Upon receipt of the accepted offer, Human Resources will initiate applicable onboarding processes, including employment documentation, benefits enrollment, technology access requests, orientation activities, background checks, Live Scan/fingerprinting requirements, and other applicable pre-employment screenings.

No employee may begin work until all required onboarding requirements have been completed.

Temporary Positions

For temporary positions where a Personnel Action Form (PAF) or other approved employment documentation is used instead of a formal offer letter, onboarding may begin once all required approvals and employment documentation have been received by Human Resources.

Adjunct Faculty

For adjunct faculty appointments, onboarding begins after Academic Administration has issued the teaching contract and Human Resources has received the necessary employment documentation to initiate onboarding activities.

Human Resources will determine the onboarding requirements based on the nature and duration of the appointment.



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Documentation and Record Retention

All search materials, including applications, evaluation forms, interview notes, and disposition reasons, should be maintained by the hiring department and/or Human Resources, as appropriate, to document the recruitment process and support the College in responding to questions or challenges regarding hiring decisions.



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Compliance Statement

This guide supports fair, equitable, and legally compliant hiring at Pacific Union College. Questions regarding interpretation or application should be directed to Human Resources. **Questions regarding alternative recruitment approaches or deviations from these procedures should be discussed with Human Resources in advance.**

APPENDIX

To support consistent, fair, and legally compliant hiring practices, Human Resources may provide the following resources to the search committee members as appropriate:

- **Recruitment and Selection Guide (Faculty and Staff)** (this document)
- **HR just-in-time guidance**, shared via email, brief consultation, or overview at the outset of a search or as questions arise.

These resources are intended to promote baseline awareness and informed decision-making. Search committees are encouraged to consult Human Resources whenever questions or uncertainties arise during the hiring process.

The following additional resources are also available for your guidance:

- A. Selection Process Model
- B. Sample Evaluation Rubric
- C. Sample Candidate Evaluation Summary Templates
- D. Sample Stakeholder Engagement Feedback Summary Template
- E. Sample Interview Questions Bank
- F. Sample Candidate Interview Itinerary Template
- G. Sample Reference Check Template

Appendix A: Selection Process Models

Recruitment Type	Search Committee	Stakeholder Engagement	HR Review
Executive Leadership	Typically Required	Typically Required	Required
Faculty	As Appropriate	As Appropriate	Required
Management Staff	As Appropriate	Optional	Required
Staff	Optional	Not Typically Used	Required
Temporary Positions	Not Required	Not Required	HR Consultation Required



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Appendix B: Sample Evaluation Rubric

Interview Evaluation Rubric

Position: _____ **Name of Candidate:** _____

Criteria	Rating (1-5)	Notes
Job Knowledge & Technical Skills		
Relevant Experience		
Communication & Collaboration		
Professional Judgment		
Mission & Cultural Alignment		
Leadership Potential (if applicable)		
Overall Recommendation:		

Interviewer Name: _____

Signature: _____

Interviewer Position: _____

Date: _____

Rating Scale:

- 1 = Does Not Meet Requirements
- 2 = Partially Meets Requirements
- 3 = Meets Requirements
- 4 = Exceeds Requirements
- 5 = Exceptional Strength



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Appendix C: Sample Candidate Evaluation Templates

Search Committee Recommendation Summary Template

Position: _____

Candidate: _____

Summary of Evaluation

Strengths Identified

- 1.
- 2.
- 3.

Areas for Consideration

- 1.
- 2.
- 3.

Overall Committee Assessment

- ☐ Strongly Recommend
- ☐ Recommend
- ☐ Recommend with Reservations
- ☐ Do Not Recommend

Search Committee Chair: _____

Signature: _____

Date: _____



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Hiring Manager Evaluation Template

(Required when there is no search committee and recommended for all other recruitments.)

Position: _____

Candidate: _____

Recommendation for Hire:

☐ Yes

☐ No

Justification: Describe the candidate's qualifications, experience, competencies, and anticipated contribution to the department:

Considerations

Hiring Manager: _____

Signature: _____

Date: _____



Appendix D – Sample Stakeholder Engagement Feedback Summary Template

Position: _____ **Candidate:** _____

Stakeholder Group: _____ **Session Date:** _____

Facilitator/Chair: _____

Purpose

This report is intended to provide summarized, collective feedback from the stakeholder engagement session. Feedback should reflect general themes and observations rather than individual comments or confidential discussion. Feedback should be based on:

- Candidate responses during the session
- Communication style and engagement
- Perceived alignment with institutional needs and values

This feedback is advisory in nature and does not constitute a formal evaluation or interview. Final assessment and hiring decisions rest with the hiring authority and/or search committee.

Overall Impression

Provide a summary of the group's overall impression of the candidate.

Strengths Observed

- 1.
- 2.
- 3.

Areas for Further Exploration

- 1.
- 2.
- 3.



Communication and Engagement

How effectively did the candidate engage with participants?

- ☐ Excellent
- ☐ Strong
- ☐ Adequate
- ☐ Limited

Comments: _____

Alignment with PUC Mission and Cultural Relationship Expectations

Based on observed behavior and responses, how well the candidate demonstrates:

- Teamwork: ☐ Strong ☐ Moderate ☐ Limited
- Integrity: ☐ Strong ☐ Moderate ☐ Limited
- Professionalism: ☐ Strong ☐ Moderate ☐ Limited
- Service: ☐ Strong ☐ Moderate ☐ Limited

Comments: _____

Questions Recommended for Follow-Up

- 1.
- 2.
- 3.

Overall Stakeholder Sentiment:

- ☐ Highly Positive ☐ Generally Positive ☐ Mixed ☐ Significant Concerns

Facilitator/Chair: Signature: _____

Appendix E – Sample Interview Question Bank

Behavioral Questions

- Tell us about a time you faced a significant challenge at work. What was the situation, what actions did you take, and what was the outcome?
- Describe a professional accomplishment of which you are particularly proud.
- Tell us about a time you had to influence others without formal authority.
- Describe a situation where you encountered resistance to a decision or initiative.
- Tell us about a mistake you made and what you learned from it.

Job Knowledge and Technical Competence

- Describe your experience most relevant to this position.
- How do you stay current in your field?
- What professional accomplishments best demonstrate your expertise?
- What challenges do you currently see in your profession or industry?
- What technical skills will contribute most significantly to your success in this role?

Communication and Collaboration

- Describe a successful cross-functional project.
- How do you build relationships with individuals from different backgrounds or perspectives?
- Describe a difficult conversation you navigated successfully.
- How do you communicate complex information to non-experts?
- Tell us about a time collaboration led to a better outcome than working independently.

Leadership and Management

- Describe your leadership philosophy.
- How do you establish accountability within a team?
- Tell us about a time you led organizational change.
- How do you develop employees and future leaders?
- Describe a difficult personnel decision you have had to make.

Professional Judgment and Decision-Making

- Describe a difficult decision you made with incomplete information.
- How do you prioritize competing demands?
- Tell us about a time your integrity was challenged.
- How do you assess risk before making decisions?
- Describe an instance where you had to make an unpopular decision.

Problem-Solving and Innovation

- Tell us about a process you improved.

-
- Describe a complex problem you solved.
 - How do you encourage innovation or new ideas?
 - Tell us about a time you identified an opportunity others overlooked.
 - Describe a situation where creativity produced a successful outcome.

Mission, Culture, and Values

- What interests you about Pacific Union College?
- How would your professional work support the mission of the College?
- Describe how you demonstrate teamwork in your workplace.
- What does service-oriented leadership mean to you?
- How do you cultivate trust, professionalism, and accountability within an organization?

Access, Belonging, and Community

- Describe a time you worked successfully with people whose perspectives differed from your own.
- How do you foster belonging within a team?
- Tell us about a situation where you had to navigate competing viewpoints.
- How do you ensure all voices are heard in decision-making?
- What role does respect play in effective workplace relationships?

Executive Leadership Questions (Leadership Positions)

- What do you believe are the most significant challenges facing higher education today?
- How do you balance mission, finances, and operational realities?
- Describe your approach to strategic planning.
- How do you build credibility with stakeholders?
- What would your first 90 days in this position look like?



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Appendix F – Sample Candidate Interview Itinerary Template



INTERVIEW SCHEDULE

Position Title

CANDIDATE NAME

Date & Time	Activity	Location	Designated Host(s)

Learn with Purpose
Rise in Faith
Serve with Love



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Appendix G – Sample Reference Check Template

Reference checks should generally be conducted for finalists before a hiring recommendation is finalized. Questions should relate to the candidate's qualifications, performance, competencies, and ability to perform the requirements of the position. Information obtained through reference checks should be documented and maintained as part of the recruitment record, as appropriate.

Pacific Union College Reference Check Form

Position: _____ **Candidate Name:** _____

Reference Name: _____ **Organization:** _____

Position/Relationship to Candidate: _____

Dates Worked Together: _____ **Date of Reference Check:** _____

Completed By: _____

Employment Verification

1. Please describe your working relationship with the candidate.

2. What was the candidate's position and primary responsibilities?

3. During what period did the candidate work with or report to you?

Job Performance

4. What would you identify as the candidate's greatest strengths?



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5. In what areas could the candidate benefit from additional development?

6. How would you describe the candidate's overall work performance?

- ☐ Exceptional
☐ Above Expectations
☐ Meets Expectations
☐ Below Expectations

Comments:

Communication and Collaboration

7. How effectively did the candidate communicate with colleagues, customers, students, or stakeholders?

8. How well did the candidate work as part of a team?

9. Describe the candidate's approach to conflict resolution or managing differing perspectives.

Leadership and Accountability *(For supervisory or leadership positions)*

10. How would you describe the candidate's leadership style?



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11. How effectively did the candidate establish accountability and manage performance?

12. Would you describe the candidate as trustworthy and dependable? Why?

Professional Judgment and Integrity

13. How did the candidate handle difficult decisions or challenging situations?

14. Did the candidate demonstrate professionalism and integrity in their work?

15. Were there any concerns regarding conduct, ethics, reliability, or judgment that would be important for us to know in considering this candidate?

Mission and Cultural Alignment *(Optional, particularly useful for leadership, faculty, and mission-sensitive positions)*

16. Have you observed the candidate working in a mission-driven, values-based, educational, nonprofit, or service-oriented environment?

☐ Yes

☐ No

If yes, please describe:

17. How would you describe the candidate's ability to support organizational values and contribute positively to workplace culture?



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Closing Assessment

18. Would you rehire this individual if given the opportunity?

- ☐ Yes
- ☐ No
- ☐ With Reservations

Please explain:

19. Is there anything else you believe would be helpful for us to know as we consider this candidate?

Overall Reference Assessment

- ☐ Strongly Positive
- ☐ Positive
- ☐ Mixed
- ☐ Significant Concerns

Summary Notes
