

**Justification**  
**Recruiting and Hiring Operating Manual**  
**Head Start and Early Head Start Program**

Date	Description
4/8/2022	CSNT Head Start is requesting approval of the Recruiting and Hiring Operating Manual for the Head Start and Early Head Start Program
<p>The Recruiting and Hiring Manual will describe the recruiting and hiring process along with who is responsible for each step of the process. This manual was developed due to changes in the recruiting and hiring processes brought on by the pandemic.</p>	



# Recruiting and Hiring Staff

## Standard Operating Procedures Manual

*Aligned with the 2016 Head Start  
Program Performance Standards  
(Standards 1302.90 – 1302.94)*

*Revision 4/8/2022*

## Table of Contents

INTRODUCTION.....	2
OVERVIEW.....	3
BACKGROUND .....	3
Recruiting New Staff.....	3
Application Process.....	3
Interview Process .....	4
Background Check Process.....	4
New Hire Orientation Process .....	5

# INTRODUCTION

The following policies and procedures are intended to provide an overview of the procedures used to recruit, interview, and hire new staff to the Head Start and Early Head Start Programs.

These procedures have been approved by the Governing Board and the Policy Council. All policies and procedures listed in this manual are to align with the Personnel Policies and Procedures adopted by the Agency and with the Head Start Performance Standards Subpart I – Human Resources Management.

# OVERVIEW

These policies and procedures are to provide guidance on the steps implemented when recruiting and hiring new staff. There are times when some or none of these steps will be implemented as when staff are considered returning staff or when staff are transferring to another position within Head Start or Early Head Start.

# BACKGROUND

CSNT has had to change some of the recruiting and hiring practices that have been established in the Agency for a long period due to the pandemic. The ways in which staff are recruited and hired has changed. Many of the face-to-face meetings and practices are now implemented virtually. The Agency has taken the practices that work best when recruiting and hiring new staff and created this operating manual.

## Recruiting New Staff

1. The Human Resource Director will post open or new positions on Indeed as well as internally at each location within the program. The jobs will be posted immediately following a resignation, termination, or creation of a position.
2. The Program Manager may also work with partnership School Districts to post open and new Head Start/Early Head Start positions to partnership District websites as well as the Region VIII ESC. Only positions open at the District Head Start site would be posted on the District Website.
3. The Human Resource Director and/or other management staff will attend job fairs and other events within the service area to attract potential new hires to the Agency and the Program.

## Application Process

1. The Human Resource Director will check Indeed for potential applicants. The information on potential applicants will be placed in a file in the Human Resource Director's Office.
2. When the open position closes, the Human Resource Director will

send all potential applicant information to the Head Start Program Manager.

3. The Head Start Program Manager will also look over the potential applicant's information along with the Lead Management Staff in that Content Area. They are looking for applicant qualifications that match the job posting.
4. If more information is needed from a potential applicant. The Head Start Program Manager will reach out to the applicant via email, Indeed Website, or by phone, and request the additional information that is needed.

## **Interview Process**

1. The Human Resource Director will create an interview team that consists of a Content Area Expert, Supervisor for the open positions, and one other staff person that serves in a position at or above the open position. The Program Manager will assist the Human Resource Director with scheduling interviews if needed. Other members of the interview panel will be added as necessary. Most interview panels will consist of no more than three people. (No one will interview a potential new hire that will supervise them.) Best practices specify that interview panels consist of staff knowledgeable of the open position. The interview panel should also consist of management staff in a related job field as the open position, but always be in a management or supervisory position above the open position.
2. The Human Resource Director will schedule a virtual interview for potential applicants that meet the qualifications for the open position. The HS Program Manager will assist with scheduling the interviews, as needed.
3. One person on the interview panel will be selected to ask the questions. This person will state the position, location, and pay rate, if applicable, for the position before they begin asking the interview questions. Interview questions are asked from a pre-determined list based on the position. Each member of the interview panel scores the answers with a numerical rating from (1) to (5). One being the least possible and (5) being the highest possible score.
4. The Human Resource Director will total interview score sheets for each applicant. The applicant with the highest score will be the selected new hire unless there is information that would make another applicant a better fit for the position. This can happen when applicant scores are very close or when the same interview panel was unable to interview all of the candidates.

## **Background Check Process**

1. The Human Resource Director will contact the selected applicant from the interview process to have them complete the required background check screens before being considered for the position (HSPPS 1302.90 (a-b)).
2. The Human Resource Director will assist the selected applicant in completing the background check screen through the Texas Department of Family and Protective Services. The Human Resource Director will assist them in completing the Agency background check screen.
3. If both background check screens clear, the applicant can be considered for the open position. Head Start standards require all potential new hires clear a state and FBI background check before being hired to a Head Start or Early Head Start position.

## **New Hire Orientation Process**

1. All new hires must complete a physical examination and a drug screen prior to starting to work in their new position. The Human Resource Director will schedule the physical prior to starting the new hire orientation.
2. New hire orientation will be completed by all new staff. The Human Resource Director has the new hire complete required paper work.
3. The Human Resource Director will explain the personnel policies found in the personnel policy handbook. New hires can ask questions and discuss any or all of the policies.
4. The Human Resource Director or HS Program Manager will schedule the date and time for the new hire to meet with the Head Start Management Team. During this time, the new hire will receive training on the Head Start Program and the Head Start Program Performance Standards that guide the program.
5. New hires will spend three to five days with a mentor that is currently working in the same position as them. The Mentor will train the new hire on the day to day functions of the position. The mentor will document the areas where they mentored the new hire. They will list any additional training that is needed for the new hire. This paperwork is returned to the Program Manager.
6. The Program Manager schedules additional training for the new hire in their position.