



Southern Kennebec Child Development Corporation

Human Resources Policies and Procedures Manual

Employee Recruitment and Selection Plan

Southern Kennebec Child Development Corporation (SKCDC) Policy:

1. SKCDC is an Equal Opportunity/Affirmative Action/Americans with Disabilities Act employer. SKCDC will not refuse to hire, train, promote, or otherwise discriminate against any applicant or employee based on race, color, religion, sex, age, national origin, handicap, disability, sexual orientation, genetic information as defined in the Genetic Information Nondiscrimination act of 2008 (GINA), marital or veteran status, or political affiliation. SKCDC complies fully with the American with Disabilities Act, as well as state laws, which require that employers make reasonable accommodations in the workplace for employees who are disabled.
2. SKCDC strives to attract and employ a highly qualified and dedicated workforce that supports and promotes its early care and education programs to ensure the administration, management, supervision, and implementation of quality services to children and families within our communities and service areas.
3. SKCDC is committed to giving all employees equal opportunity to advance to higher-level positions and to encourage career development within the organization, whenever possible.
4. SKCDC recruits from internal and/or external sources to develop an adequate pool of qualified applicants for interviewing purposes in filling vacant positions. Every effort is made to identify and select highly qualified and "best fit" applicants for positions. The agency employs standard and/or competency-based interviewing techniques to compile information related to each applicant's knowledge, skills, abilities, characteristics, and behaviors in evaluating their "fit" within the agency and to the position.
5. SKCDC utilizes its Policy Council and/or Board of Directors, or Sub-Committees in the recruitment, screening, interviewing, and selection of all employees.
6. SKCDC delegates responsibility for planning, developing, implementing, directing, and evaluating its human resources program to the Human Resources Director (HR Director). The HR Director ensures that all recruitment and selection processes comply with federal and state laws, Equal Employment Opportunity/Affirmative Action/American with Disabilities Act guidelines, and agency policies and procedures.

Employee Selection Committee (ESC)

The ESC screens, interviews and make recommendations regarding applicants for employment. The membership (minimum) of the ESC is established as follows:

Position

Executive Director:	Policy Council Personnel Committee Representative(s) Board of Directors Executive and/or Personnel Committee Representative(s) Senior Management Representative
Senior Management Staff:	Executive Director Senior Manager Representative Policy Council Personnel Committee Representative
Program Management Staff:	Operations Director Program Manager Policy Council Representative

Administrative Office Staff:	Finance Director Staff and/or Policy Council Representative
Resource Development Center (RDC) Staff:	RDC Director Advisory Committee and/or Staff Representative
Head Start/Child Care Staff:	Program Manager Policy Council Representative Parent Representative

The Senior Staff member/Program Manager shall chair the Employee Selection Committee (ESC) and ensure the implementation of the recruitment, screening and selection process.

Although desirable, the ESC members, with the exception of the Chair, need not be the same members involved in screening, interviewing and/or selection, if the ESC composition is adhered to.

The Human Resources Director (HR Director) provides the ESC with guidance and technical assistance as needed, and ensures that the ESC has access to all necessary documents. All meetings are held at a location that is convenient for all participants.

Procedures:

Positions may become vacant due to internal promotions, demotions, transfers, resignations, terminations of employment, or through the establishment of new positions needed to support agency goals and objectives.

The following procedures for recruiting and selecting employees to fill vacant positions are established and implemented in compliance with SKCDC's recruitment and selection policies. The HR #1 Recruitment/Selection Form is used to compile all relevant information during this process. All documents related to the hiring process are stored with the HR #1.

HR #1 Section #1 – Request To Fill Vacancy (ies):

When a vacancy occurs, the Senior Staff Member/Program Manager, Senior Manager, HR Director and Executive Director complete Section #1 of the Recruitment & Selection Form (HR #1). Upon completion of Section #1, the HR#1 is given to the HR Director.

HR #1 Section #2 – Advertising to Fill Vacancy (ies): - Internal Recruitment

The HR Director completes Section #2 and an internal notice of the vacancy (ies) and forwards copies to the Senior Manager/Program Manager, supervisor (delegate) at each center/Administration Office. The Supervisor (delegate) is responsible for immediately posting a copy of the notice in an area where other important employee notices are posted, to make it as accessible as possible to all personnel and visitors.

The posted internal notice includes the title of the position to be filled; location of the position, opening and closing of recruitment dates or "until filled" annotation; brief description of the work of the position; minimum education, work experience, and/or licensing requirements for the position; a statement that SKCDC is an Equal Employment Opportunity (EEO)/Affirmative Action (AA) employer; and contact person.

An Application for Employment (HR#2) or for agency personnel, a written request using the HR #3 Employee Initiated Request For Action, are appropriate methods for applying for vacant positions within the agency. Applicants may be encouraged to attach a resume, letter of interest/application, post-secondary education transcripts or degree certificate(s), copies of licensing documents, and/or other pertinent information to their applications to provide information that is more complete. Requests for transfer, promotion and/or other changes for action must be forwarded through the Senior Manager to the HR Director for processing.

External Recruitment:

If the position is recruited externally, the Human Resources Director (HR Director) prepares a newspaper or other media advertisement containing similar information as the internal posted notice and submits it for publication or broadcasting.

At a minimum external recruitment includes the following:

- Internal Posted Notice
- Newspaper Advertisement
- Department Human Services (DHHS) ASPIRE Program
- Maine Career Center
- SKCDC Website
- Other advertising as necessary

All external applicants for employment are forwarded to the HR Director who then notifies external applicants in writing of the receipt of their resume and/or application and completes Section #7 (1) Name of Applicant and (3) Referral Source.

HR # 1 Section #3 – Preparing & Reviewing Materials:

Prior to screenings and/or interviews, the Employee Selection Committee (ESC) Chair meets with the HR Director to review the screening and interviewing process to include:

- Reviews position description and minimum position requirements.
- Reviews/revises standard and/or competency-based interview questions.
- Reviews/revises evaluation tool(s) used to evaluate all interviews.
- Reviews agency and Benefit Overview Memo.
- Volunteer Timesheet

The HR Director finalizes the process and procedures and retains the documents until the date of the interviews and completes Section #3.

SKCDC management reserves the right to use any selection devices necessary to identify qualified applicants. Any applications, resumes, letters and notes of reference, working papers, research materials, records, examinations and any other documents or records and the information they contain, solicited or prepared either by the applicant or SKCDC staff in the examination, screening, and/or interviewing of applicants for positions with SKCDC are confidential and are not open to public inspection. The HR Director maintains all applicant information and materials.

HR #1 Section #4 – Screening Applications for Employment:

The Employee Selection Committee (ESC) screens all applicants for the open position(s), and selects applicants to be interviewed using the following process:

- Management staff facilitates the screening of applicants with the Policy Council Representative/Parent Representative.
- The ESC reviews the position description and ensures applicants meet minimum position requirements prior to selection for an interview.
- The ESC documents the results of the screening on the form attached to the resume/application.

Whenever possible, a minimum of three (3) applicants should be selected to be interviewed for each vacant position. The ESC Chair and the HR Director complete Section #4. The ESC Chair notifies the HR Director of the results and the HR Director completes Section #7 (2) Meets Minimum Position Requirements and (4) Recommended for Interview by ESC team.

HR #1 Section 5 – Preparing for and Conducting the Interviews:

The Employee Selection Committee (ESC) Chair and the Human Resources Director (HR Director) complete Section #5. The ESC Chair notifies the HR Director of available dates/times for interviews and the HR Director schedules applicants for interviews and completes Section 7 (#5) Scheduled Interview Date & Time.

Prior to the interview, the HR Director gives each applicant the following to read and/or complete: position description, application (if applicable), background check releases and the agency & benefit overview. The ESC Chair collects this information from the applicant and forwards to the HR Director.

During the interview put the applicant at ease and create a two-way conversation to find the best qualified applicant for the position. Provide a brief description of the agency's programs and the position. Explain that you are asking questions, taking notes and will give the applicant time at the end of the interview to ask questions. Ask follow up questions if you feel you need more information. It is important that core questions are asked the same for all. Every effort is made to ensure consistency and fairness in interviewing all applicants.

Close the interview by reviewing the next steps with a feasible timetable, thank the applicant for the time they spent interviewing and that they will be notified whether they were or were not selected for the position.

Applicant information (qualifications, responses to interview questions, etc.) is confidential information and only discussed during the assessment/selection process.

HR #1 Selection of Applicant(s):

Each ESC member scores each applicant independently. The ESC Chair determines each applicant's final interview score by compiling the scores from all Committee members and dividing the total by the number of ESC members. If there is a tie with the final interview scores, current and former Early Head Start and Head Start parents must receive preference for employment vacancies for which they are qualified. The ESC Chair notifies the HR Director of the results and the HR Director completes Section #7 (6) Interview Scores & Status and (7) Recommended for Hire. Return all documents and materials to the HR Director for review. The HR Director contacts references provided by the top applicant recommended for hire and completes the references check form with information provided by reference contacts and/or will review letters of reference submitted by applicants and completes Section #7 (8) Reference Check.

The Program Manager/Senior Staff member may adjust the top applicant for hire, based on the results of reference checks. The Program Manager determines the rate of pay with the Operations Director and a Senior Staff member determines the rate of pay with the Executive Director. After the rate of pay review is complete, the Program Manager/Senior Staff member or the HR Director contacts the top applicant and makes the tentative offer for the position. If an applicant requests a higher rate of pay or other accommodations associated with the position, the Operations Director/Senior Staff member must review the request with the Executive Director to determine the outcome. During the review, consider the following: qualifications, prior work experience, educational background, surrounding job market dynamics, etc. If the top applicant declines the position, contact the next applicant following the same procedure. After the applicant accepts the position, make arrangements for a start date and the HR Director schedules the new hire orientation. Do not inform the applicant of their standing within the selection process. This process continues through the applicants recommended and approved for hire, until a best match between applicant and agency is complete. When the ESC Chair notifies the HR Director of the results, the HR Director completes Section #7 (9) Approved for Hire, (10) Accepted or Declined and (11) Start Date and Beginning Salary. The HR Director notifies the Executive Director of any unusual circumstances that arise during the recruitment/selection process.

The decisions of the Employee Selection Committee shall be ratified by the Policy Council and/or the Board of Directors at its next meeting.

Forwarding Letter of Hire/Orientation Packets for New Employees:

The Senior Staff member/Program Manager notifies the Human Resources Director (HR Director) of the new hire's hire date, position, location, hours of work, salary, etc. and the HR Director prepares the letter of hire.

The HR Director notifies applicants not selected for the open position(s) including thanking them for their interest in exploring employment opportunities with SKCDC.

Miscellaneous:

- **Unsolicited resumes/applications When There Are No Openings:**

Forward resumes/applications to the HR Director for a standard "We are in receipt of your resume/application" notification.

- **Response to Applicants Not Selected:**

The best response is that an applicant has been selected whose qualifications best support the needs of the agency.