

EMPLOYMENT RECRUITMENT AND SELECTION PROCEDURES

In accordance with the agency's Guidelines for Personnel Management, Policies and Practices; Head Start (HS) Performance Standards; HS Policy Council By-Laws; and employment requirements mandated by state, federal or funding source policies or standards, procedures for filling vacant positions are as follows:

A. Posting Process

A1. The relevant supervisor completes Job Vacancy (JV) Notice. If the vacancy resulted from resignation or termination, it must be documented and on file with the Human Resources (HR) department.

A2. The relevant supervisor routes the JV Notice to the Program Director for approval/signature.

A2a. **Existing Positions** – The Program Director forwards the JV Notice to the HR department for processing.

A2b. **Newly Created Positions** – The Program Director submits the JV Notice to the Executive Director for approval/signature. The Executive Director forwards the JV Notice to the HR department for processing.

A3. Upon receipt and prior to posting, the HR department reviews the JV Notice for completeness and contacts the supervisor for additional information if necessary.

A4. All vacant positions are posted internally. The relevant supervisor may also request that vacant positions be posted externally.

A4a. **Internal Only Posting** – The HR department generates an internal posting with an application deadline of 5:00 pm at least 3 business days from the date of posting. The posting is forwarded electronically to appointed individuals in each Division/Service Area for distribution to their respective employees.

A4b. **Internal and External Posting** – Vacant positions can be posted internally and externally using any or all of the following posting methods. When multiple posting methods are selected, the application deadline date will be the same for all postings:

A4b1. **Newspaper** - The HR department gathers cost/layout information for newspaper posting and places an order with the newspaper to have the newspaper ad appear for one week or two, as approved by the Program Director. The application deadline is set for 5:00 pm at least 5 working days from the date that the newspaper ad runs for the last time. (**NOTE:** The HR Director notifies the hiring director of additional adjustments to their tentative deadline, screening, interview dates resulting from newspaper ad posting requirements). The HR department generates the corresponding internal posting as outlined in A4a.

A4b2. **Agency Webpage** – The HR department posts the position on the agency’s web page and generates the corresponding internal posting as outlined in A4a.

A4b3. **Texas Workforce Commission** – The HR department posts the position on TWC’s web page and generates the corresponding internal posting as outlined in A4a.

A4b4. **Craigslist** – The HR department posts the position on the Craigslist web page and generates the corresponding internal posting as outlined in A4a. Postings for San Marcos are free; postings for Austin are \$25.

A4b5. **Texas State University** – The HR department posts the position on the TSU “Jobs for Cats” web page and generates the corresponding internal posting as outlined in A4a.

B. Application Process

B1. Internal Applicants – Current employees may apply for posted positions by contacting the HR department to express interest on or before the application deadline date. An Internal Applicant Profile is prepared for the internal applicant by the HR department and placed in the JV file for the position of interest. Internal applicants are encouraged to supply an updated resume for inclusion with the Internal Applicant Profile (also includes employment application, educational documents, and performance evaluations as applicable).

B2. External applicants – Non employees may apply for externally posted positions by submitting an Employment Application or resume on or before the application deadline date. External applicants who already have an Employment Application on file may apply by calling or e-mailing the HR department and asking that their application be considered for the current position. External applicants whose application/resume is on file is over 6 months old or was tailored for a previous/different position are encouraged to supply an updated resume, letter of interest, and/or Employment Application. If the position requires a degree, applicants are asked to supply educational documents. The HR department places the external application documents in the JV file for the position of interest. (**NOTE:** External applicants expressing interest in positions which have only been posted internally are advised that the position is only open for internal candidates. They are encouraged to forward an Employment Application for consideration in current or future vacancies open to external applicants).

C. Screening Process & Interview Selection

C1. After the job vacancy closes the Hiring Manager (& PC Member for Head Start) will review all applicants and complete the top half of the Screening/Interview Tool for each applicant

C2. Applicants will receive a screening total score based on their education, experience and other requirements as listed on the job vacancy

C3. Maximum of 5 top scoring applicants will be recorded on the interview selection list and reviewed for qualifications prior to contacting for an interview. Head Start Teacher Aide/Substitute are only exception to this – all qualified applicants may be interviewed.

C4. In the event of a tie score preventing only a maximum of 5 applicants from being selected; the preferred requirements will be used to break the tie

C5. Interviews will be set-up by the HR Staff for the maximum of 5 applicants with date and time selections made by the Hiring Manager

C6. The HR department contacts the interview candidates with specific interview dates/times. External candidates are instructed to bring educational documents and certifications. For Head Start-funded positions, external candidates are further instructed to bring a valid Texas identification card or driver's license for Affidavit notarizing (Appendix E). Internal candidates are instructed to bring educational documents that have not been filed with their personnel file.

D. Interview Process

D1. The HR department provides a copy of the Employment Interview Schedule and other documents as follows:

D1a. **Receptionist** – The Employment Interview Schedule provided to the receptionist includes instructions to give each candidate a copy of the job description, to collect educational documents (as applicable), to provide the candidate with an affidavit (as applicable), and/or notify the notary public when the candidate is ready to have the affidavit notarized (as applicable).

D1b. **Interviewers** – The HR department returns the JV File to the interviewer(s) which includes a copy of the Employment Interview Schedule, candidate employment documents, interview questions, and Screening/Interview Reports.

D2. Candidates are interviewed by the relevant supervisor and another member of management. All candidates are asked the same, previously developed interview questions relevant to the position.

D2a. **Interview Questions** – Questions developed for new positions or previously developed questions that are revised must be forwarded to the HR Director for review at least 1 full business day before the interviews to ensure legal considerations are observed.

D3. **Testing** – If applicable, the candidate is escorted by the HR department from the interview location to a work station for completion of a written exercise. The candidate notifies the HR department when he/she completes the written exercise. The HR department provides a copy of the completed written exercise to the interviewers.

D4. The interviewers complete a Screening/Interview Report at the completion of each interview and assign a numerical interview score for each candidate.

D5. Once all candidates are interviewed, the interviewers compile all the information collected during the interview to determine their top candidate for the position. The relevant supervisor completes the section of the Screening/Hiring Committee Form indicating the name and reason for recommending the top candidate for hire. The Screening/Hiring Committee Form is forwarded to the Program Director for signature/approval and rate of pay.

D5a. **No Suitable Candidate** – In the event that the relevant supervisor is not satisfied with the results of the interviews, he/she may opt as follows:

D5a1. **Re-Selection** - In the event that none of the 5 applicants interviewed are selected as the candidate; a re-selection of the next top scoring applicants, starting with step C3, can be completed if within 30 days from the date the job vacancy originally closed. If outside the 30 day mark or other applicants do not meet the qualifications, the Hiring Manager will re-post the job vacancy.

D5a2. **Repost Position** – The relevant supervisor meets with the HR Department to determine reposting options.

D6. The relevant supervisor returns the JV File (including application/interview documents and the approved Screening/Hiring Committee Form) to the HR Department.

E. Hiring Process

E1. **References** – The HR department checks employment and/or character references for the top candidate. Background checks are submitted for all Head Start employees. The collection of reference information may take up to 3 business days to collect. The HR department forwards the information gathered to the relevant supervisor.

E1a. **Positive References** – The HR department proceeds to E2.

E1b. **Unobtainable/Negative References** – The relevant supervisor proceeds as outlined in D5 for an alternate candidate.

E2. **Employment Offer** – The HR department extends an offer of employment to the candidate and the start date is determined as follows:

E3a. **Positions Filled by Internal Candidates** – The internal candidate's current supervisor and the relevant supervisor agree on when the employee can transition from his/her current position to the new position and both supervisors will submit the transition agreement to the HR department. The HR department will generate a Change of Status/Wage Authorization form using the JV Notice information and transition

agreement information. (**NOTE:** It is not necessary for the transitioning employee to submit a resignation letter to his/her current supervisor).

E3b. Positions Filled by External Candidates – The external candidate's start date is negotiated between the candidate, the HR department, and the relevant supervisor. The HR department determines which orientation the new employee will need to attend, gathers possible dates, and provides those as possible start dates to the candidate. The external candidate agrees to a start date based on his/her availability (whether or not he/she is employed and/or needs to provide resignation notice to his/her current employer) and the start dates proposed by the HR department. The HR department notifies the relevant supervisor of the external candidate's start date and arranges for the new employee to meet with the relevant supervisor immediately following the new hire orientation.

F. New Hire Orientation Process

F1. The new employee's first day of employment begins with a new hire orientation conducted by the HR department. This ensures that all required employment-related documents are secured in a timely manner.

F2. The HR department contacts the Technology Coordinator with email information for the position and the date that the selected candidate will begin his/her new position.

G. Job Vacancy Closing Process

G1. The HR department generates a letter for each applicant to advise him/her that the position has been filled. All letters are signed by HR and mailed to each applicant.

G3. The HR department gathers all the documentation in the JV file and creates a Positions Filled file. Positions Filled files are kept for 2 years from the date the position was filled. The HR department destroys the files after 2 years.

G1. The HR department does not close the JV file until the selected candidate physically begins his/her new position. In the event that the selected does not report to work as scheduled, the relevant supervisor and HR Director will meet to determine reposting options.