

Critical Element #9
Staff Recruitment and Selection

HFNY POLICY AND PROCEDURE MANUAL	
Subject	Staff Recruitment and Selection
Policy	Healthy Families New York programs screen and select direct service and supervisory staff based on a combination of personal characteristics, experiential and educational qualifications.
Site specific reference	9-1.A-C, 9-3.A, B
Effective date	July 2001
Revised date(s)	June 2007
Appendices	<ul style="list-style-type: none"> -Sample Job Description: Program Manager -Sample Job Description: Program Manager's Supervisor -Sample Job Description: Program Supervisor (FSW or FAW) -Sample Job Description: Family Assessment Worker -Sample Job Description: Family Support Worker -Interview Guidelines: Home Visiting Program Staff -Manager & Supervisor Interview Questions -Combined Sample Interview Questions: FAWs & FSWs -Interpersonal Rating Scale for Interviewing Home Visitor Program Applicants

STAFF RECRUITMENT AND SELECTION

Rationale:

To ensure that staff is selected based on a combination of personal characteristics, experiential and educational qualifications. To ensure that they possess characteristics necessary to build trusting, nurturing relationships at all program levels, and work with families with different cultural values and beliefs than their own.

Procedures:

Selection

1. Programs must strive to hire staff who are representative of the language and culture of the population to be served and who, to the extent possible, are hired from the community targeted for services. These efforts may be demonstrated through targeted recruitment, wording in job announcements, and other relevant mechanisms.
2. All program staff are selected because of their personal characteristics, including but not limited to:
 - acceptance of individual differences

- ability to establish trusting relationships
 - experience and willingness to work with the culturally diverse populations which are present among the program's target population
 - ability to work effectively with both mothers, fathers, and extended family
 - believe that children need to be nurtured
 - are non-judgmental
3. In addition to the personal characteristics described above, each program establishes the educational and work requirements for each position. The minimum requirements for each position are discussed below:

a. Program Manager

- A solid understanding of and experience in managing staff;
- Administrative experience in human service or related program(s), including experience in quality assurance/improvement and program development;
- Experience in managing home visiting programs;
- Knowledge and experience in strength-based and family centered provision of primary prevention services, and/or direct experience as a home visitor.
- A master's degree in social work or health strongly recommended. Four years of direct experience with at-risk families, including work in the field of child abuse or family violence and previous supervisory experience.

b. FAW and FSW Supervisor

- Solid understanding of and experience in supervising and motivating staff, as well as providing support to staff in stressful work environments
- Knowledge of infant and child development, parent-child attachment, maternal-infant health and the dynamics of child abuse and neglect.
- Knowledge and experience in strength-based and family-centered provision of primary prevention services, and/or direct experience as a home visitor.
- Experienced in home visitation with a background in prevention services to the 0-3 age population; and
- A background in home visiting and/or services to families and young children, an advanced degree in a Health or Human Service field, or a bachelor's degree in a Health or Human Service field and five years experience in a home visiting program, with clinical supervisory experience preferred.
- FSWs or FAWs with five years direct service in a Healthy Families Program, a documented history of progressive professional development, plus an associate's degree in a related field may be promoted to supervisory positions.

c. FSWs and FAWs

- Experienced in working with or providing services to children and families
- Knowledge of infant and child development
- Able to observe and report accurately on the functioning of individuals and families
- Adequate writing skills
- Emotionally mature and capable of exercising judgment
- Able to handle stressful situations
- A high school diploma/GED with experience working with, or assisting, high-risk families in a community setting.

d. Additional Positions

- i. Home Visiting Coordinator/Assistant Program Manager (programs use a variety of titles for this position)
- A solid understanding of and experience in managing, supervising and motivating staff, as well as providing support to staff in stressful work environments;
 - Administrative experience in human service or related program(s), including experience in quality assurance/improvement and program development;
 - Knowledge and experience in strength-based and family-centered provision of primary prevention services, and/or direct experience as a home visitor.
 - Four years of direct experience with at-risk families, including work in the field of child abuse or family violence and previous supervisory experience.
 - Strong clinical and/or administrative skills.
 - A master's degree in social work or related field strongly recommended.

ii. Fatherhood Advocate

- Strong interpersonal skills which easily and quickly engage fathers of young children
- Knowledge of child and family development and ability to convey that knowledge in an interesting and useful manner
- Experience in fathering or working with fathers
- Experience providing services to children and families, and effectively conducting groups
- Problem-solving skills with a working knowledge of available community resources
- Ability to identify and assess social problems, including developing and implementing family service plans and making referrals to other agencies as appropriate
- A high school diploma/GED with experience working with, or assisting, high-risk families in a community setting. Bachelor's Degree in human services, mental health or education field preferred.

4. If a program site uses volunteers/interns in any capacity, those volunteers/interns must be selected and supervised with the same rigor as paid staff in similar jobs.
5. Consultation regarding child development is typically provided by a staff or consulting child development specialist or Public Health Nurse.
6. Sample job descriptions and the qualifications for each position are included in the Appendices Section.

Equal Opportunity

1. Each program must have a written policy on Equal Opportunity that states its recruitment, selection, transfer, and internal promotion procedures. The program disseminates the policy and uses recruitment practices and materials clearly specifying that the program employment practices are non-discriminatory.
2. Sample interview guidelines, interview rating tools, and sample interview questions are included in the Appendices section.

Background checks

Programs are required to do reference checks to verify education requirements and employment history. Programs conduct appropriate, legally permissible and mandated inquiries into the background of prospective employees and volunteers who will have responsibilities where participants are children.

HFNY POLICY AND PROCEDURE MANUAL	
Subject	Personnel Turnover
Policy	Healthy Families New York programs measure and evaluate staff turnover every year and are proactive regarding their actions to address the principal causes for turnover.
Site specific reference	9-4
Effective date	June 2007
Revised date(s)	
Appendices	Quarterly Tab K Worker Characteristics Summary (MIS)

Rationale:

Low personnel turnover is generally associated with higher retention of program families.

Procedures:

3. Programs measure and analyze their turnover rate of employees every year.
4. The turnover rates are analyzed for the entire program as well as by specific job categories so that any unusual levels of turnover specific to certain categories can be identified.
5. Turnover rates are also examined in the context of measures of job satisfaction and personnel retention.
6. Information gathered from tools such as annual employee self appraisals, surveys of program staff, exit interviews and from the Worker Characteristics Summary in the MIS (quarterly tab K) may assist with this analysis.
7. The analysis is submitted to the Program Contract Manager as part of the Annual Service Review. (See Annual Service Review)
8. Steps are taken to address any identified problems. Programs are encouraged to utilize Central Administration and other program managers for ideas and support when needed.