



INTERVIEWING WORKERS FOR EARLY CHILDHOOD EDUCATION & CARE

The Keys to Successful Hiring

Make good hiring decisions. The ideal new employee will help you grow your business, while the wrong choice can be an expensive mistake.

Attract qualified candidates

- Write a clear job description
- Spread a wide but targeted net
- Plan your interview questions
- Create a system to objectively evaluate candidates
- Give yourself time
- Interview at least three people

HOTLink

Research average salary information for over 800 occupations using the Department of Labor's Occupational employment Statistics
<http://www.bls.gov/oes/>

Finding Candidates

Check off the places that are best suited for your recruiting:

- ☐ Your conference website/newsletter
- ☐ Your personal network
- ☐ Current or former employees
- ☐ Career centers at schools/colleges/universities
- ☐ Signs in window
- ☐ Advertise in local church and/or school newsletter
- ☐ Union magazine
- ☐ NADOE website

Writing a Clear Job Description

A well crafted job description helps you attract the you want candidates and select the one that is right for your program.

A clear job description includes:

- Job title
- Work hours and location (if part-time, which specific hours/days?)
- Job responsibilities
- Vital contributions expected from this person
- Desired skills, educational background, work experience, and certifications
- Personal characteristics required and/or desired
- Compensation (specify salary, hourly, base+commision, benefits, etc.)
- Reporting relationship with the company

Use your job description to:

- Clarify the tasks involved and the experience, skills, and traits you are looking for.
- Write an effective “help wanted” ad.
- Evaluate job performance once job has started.
- Update the role as the employee gains skills, experience, degrees, certifications and your needs change.

Worksheet: Write a Job Description

Job title: _____

Reports to: _____

Hours/location: _____

Job duties and responsibilities:

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____

Vital contributions and outcomes expected in the position:

Required qualifications of candidate (specific skills, education, years of experience, certifications, etc.):

Other desired skills, including personal characteristics:
(Example: second language fluency)

Salary/hourly wage, benefits, other compensation:

TELEPHONE PRE-SCREEN



Is the salary range we have set for this position within your acceptable range?

Why are you currently searching for a new position?

What would you do for this organization that someone else wouldn't?

What were the top three duties at your most recent job?

Interviewing best practices

Job interviews can be surprisingly intimidating when you're doing the hiring. What questions should you ask? What will you say about your program? How do you discuss pay and benefits?

Most center directors have little interviewing experience. Here are some best practices:

- Plan your questions ahead of time. Don't wait until a job applicant is sitting in front of you. Make a list of things you'd like to know, and create some probing questions. Think back to the phone interview. Did anything come up that you'd like to explore further?
- Ask open-ended questions. Avoid questions that can be answered with a simple yes or no, and questions that have an obvious right answer. You want open ended, provoking questions that begin with what, when, where, how or why. The answers can be very revealing.
- Set the tone. Start with a firm handshake and a friendly smile. Small talk about hobbies and interests can break the ice and get you started.
- Tell the candidate what to expect. Explain the process and expected length of the interview—then stick to it. Let them know that you'll take notes (jot down what they say, not your opinions, at this stage).
- Review employee benefits. Many applicants are seeking benefits, especially health insurance. If you offer this, make sure applicants know. Also, if you have any unusual benefits or perks, be sure to include them.
- Don't make promises you can't keep. Never make promises about job security, pay increases, or career advancement. Those can get you in legal trouble later.
- Remember to listen. Most of the time the candidate should be talking, not you.
- Know what you can't ask. Be careful! Some questions are illegal. You can't ask candidates about their marital status, or age, or whether they are planning on having a child. But it's perfectly legal to ask about hobbies, interests, and long-term goals.
- Put them to the test. Get a feel for "hands-on" ability by asking candidates to solve a realistic problem. Ask a potential care giver how she would improve a particular process. Have a potential cook suggest improvements to menu.
- Leave time for questions. When candidates ask questions, you get insights into how they think and what's important to them. The best candidates will ask you meaningful questions about the job. Of course they'll also ask about wages. But if the only questions are about compensation, they may not be thinking about whether the job itself is a good fit.

HIRELearning

Jobs For Someone You Know

You may have already identified someone you'd like to hire—a friend, family member, former colleague, or someone referred to you by someone you trust. It might be someone who wouldn't fit a typical job description, but you know they can do a dynamite job. Small businesses often grow in the direction of key employees' talents and contacts. It's still important to create a job description. Look at your greatest needs and see which they're best suited for. This can be a collaborative process. A good job description helps both of you understand the scope of the job and what is expected of them.

Ten Hiring Do's and Don'ts

1. Do pre-screen candidates on the phone.
2. Do prepare candidates for the interview. If you want to see samples of their work, let them know in advance.
3. Do interview several candidates- at least three if you can.
4. Do listen more than you talk.
5. Do be realistic about job responsibilities, experience required, wages and benefits.
6. Do stick to the same evaluation process for each candidate.
7. Don't make promises of job security.
8. Don't hire someone just because you know them.
9. Don't be overly impressed by lots of credentials or well known universities.
10. Don't be swayed by your first impression. Let the conversation flow. For important jobs arrange for a second in-person interview with your top prospects before you make your final choice.



Evaluating your candidates

After you've conducted in-person interviews, you may have a tough choice between two or more equally talented people.

Keep in mind:

- Hire for attitude, train for skills. When recruiting, start with the major skill set you need. But keep in mind that enthusiasm and a willingness to take responsibility determine whether you are getting a great contributor.
- An evaluation form can provide a structure for listing the strengths and weaknesses—and your overall impressions—of the candidates. It's a good idea to fill it in as soon as you've met each candidate face-to-face. This prevents confusion later about who said what.
- Evaluation forms help you in another way: they highlight areas where you might need to do some training. Let's say you rate a candidate low on telephone skills, but he's well organized and will make a great administrative assistant. If you hire him, you can plan to do some training to improve his telephone skills.



worksheet: Candidate Evaluation Form

NAME: _____

DATE: _____

Check the appropriate box and add additional criteria on which you'd like to evaluate your candidates. Add a row for each requirement. Use the same form for each of your top candidates.

QUALIFICATIONS	GREAT	GOOD	FAIR/ POOR	COMMENTS/DETAILS
Education				
Special training				
Nature of past work experience				
Length of past work experience				
Specific skill:				
Specific skill:				
Specific skill:				
Other relevant background				
Grasp of job duties				
Realistic self appraisal				
Appropriate career goals				
Interested in field or company				
Attitude, enthusiasm				
Communication skills				
Achievement oriented				
Other				
OVERALL EVALUATION				
Additional Comments:				

INTERVIEWING GUIDELINES

SUBJECT	LAWFUL	UNLAWFUL
Name	Applicant's full name	Original name of applicant whose name has been changed by court order or otherwise
Address/Duration of Residence	How long have you been resident of this state of city?	
Birthplace		Birthplace of applicant Birthplace of applicant's parents, spouse or other closer relatives. Requirement that applicant submits birth or naturalization certificate or baptismal record.
Age	Are you eighteen years or older?	How old are you? What is your date of birth?
Religion/ Creed ***		
Race/Color		Complexion or color of skin
Photograph		Any requirement for a photograph prior to hire
Height		Inquire about applicant's height.
Weight		Inquire regarding applicant's weight
Gender		Ms, Miss, Mrs. Or any inquiry regarding gender. Inquire as to the ability to reproduce or advocacy of any form of birth control. Requirement that women be given pelvic examinations.
Marital Status	Is your husband employed by Adra?	Requirement that an applicant provide information regarding marital status or children. Are you single or married? Do you have any children? What is the name of your spouse?

SUBJECT	LAWFUL	UNLAWFUL
Disability		Inquiries regarding an individual's physical or mental condition which are not related to the requirements of a specific job and which are used as a factor in making employment decisions in a way that is contrary to the provisions or purposes of the Civil Right Act.
Citizenship	<p>Are you a citizen of the United States?</p> <p>If not a citizen of the US, does applicant intend to become a citizen?</p> <p>If you are not a US citizen, have you legal right to remain permanently in the US?</p> <p>To avoid discrimination based on national origin the questions above should be asked after the individual has been hired even if it is part of the federal I-9 process.</p>	<p>Questions below are unlawful unless asked as part of the federal I-9 process.</p> <p>Of what country are you a citizen?</p> <p>Requirement that an applicant produce first papers or naturalization papers.</p> <p>Whether the applicant's parents or spouse is naturalized or native born citizens of the US: the date when spouse or parents acquired citizenship.</p>
Natural Origin	Inquiry into language applicant speaks and writes fluently.	Inquiry into applicant's lineage, ancestry, national origin descent, parentage, or nationality.
Education	Inquiry into academic, vocational or professional education of an applicant and public and private schools attended.	
Experience	<p>Inquiry into work experience</p> <p>Inquiry into countries applicant has visited.</p>	
Arrests	Have you ever been convicted of a crime?	Inquire regarding arrests that did not result in conviction. (except law enforcement agencies)
Relatives	Names of applicant's relatives already employed by this company.	Address of any relative of applicant, other than address within US, of applicants father, mother, husband, wife, and minor dependent children.

SUBJECT	LAWFUL	UNLAWFUL
Emergency contact	Name and address of person to be notified in case of accident or emergency.	Name and address of nearest relative to be notified in case of accident or emergency
Organizations	Inquiry into the organizations of which an applicant is a member, excluding organizations of the character, which indicated the race, color, religion, national origin, or ancestry of its members.	

***Title VII of the Civil Rights Act of 1963 prohibits discrimination on the basis of race, color, religion, sex, or national origin. The one (and only) basis upon which the Seventh-day Adventist Church has an exception and may discriminate is on the basis of religion. Yes, we may ask an applicant if they are a member of the Seventh-day Adventist Church and the way we do this is on an application for employment. The application could include a statement on the front as follows:

“The Conference of Seventh-day Adventists is an equal opportunity employer and does not discriminate against qualified applicants or employees on the basis of race, color, sex, age, national origin, marital status or disability. The Conference also prohibits any form of workplace harassment or abuse. The employment practices of the Conference reflect religious preferences permitted by the United States Constitution and controlling law, therefore, the Conference hires only Seventh-day Adventist church members in regular standing.”

Helpful Questions for the Interview



Warm up questions

- What motivated you to apply for this position?
- How did you hear about this job opening?
- Briefly, would you summarize your work history & education?
- Mention your vocational enrichment experiences, credentials or classes you have had

Flexibility

- Describe a time when you had a situation that demanded that you change your plans. How did you handle it?
- You had planned to take the children on a field trip. Parents and children are at the center, ready to go, and because of confusion on the date, the bus you had rented does not show up, and it is not going to. What do you do?

Dependability

- Keeping the last 6 months in mind, tell me about the last 2 times you missed work.

High Energy: Self -starter, confidence, enthusiasm

- Tell me about a project you suggested or lead-out in that you really enjoyed.

Stability and Maturity

- Describe your most significant success and failure in the last two years
- What do you like to do best/least?
- What suggestion has been given you to improve area(s) of your work? What have you done about it?

Problem Solving: What would you do if...

- Child bites another child for the second time after you have tried to teach him not to do it?
- A parent has a complaint and yells at you in front of other people?
- A four- year- old has been caught having "private time" with another, and kissing other children on the mouth.

Helpful Questions Cont....

Stress Tolerance

- What makes you feel pressure on the job? Tell me about it.
- What has been the highest pressure situation you have been under in recent years? How did you cope with it?

Work Standards

- In your position, how would you define doing a good job?
- What are your standards of success?

Leadership

- What approach do you take in getting people to accept your ideas or goals?
- What specifically do you do to set an example for your employees/co-workers?
- How would you describe your leadership style?
- Do you feel you work more effectively on a one- to- one basis or in a group situation?