**SELECTION OF STAFF, STAFF RETENTION AND STAFF SATISFACTION**

(EFFECTIVE 6/5/2023)

**HFA Best Practice Standards 9-1.A, 9-3.A, 9-4**

**Policy:** The system for hiring new staff takes into account the candidates’ personal characteristics, lived expertise and knowledge of the community they serve, ability to work with culturally diverse individuals, and knowledge and skills to do the job. The site’s recruitment and selection practices are in compliance with applicable law or regulation. The site also evaluates and reports on personnel satisfaction and turnover at least once annually, utilizing staff satisfaction surveys. If any issues are identified from the compiled satisfaction survey responses of current staff, as well as issues that impacted staff who left employment, the site will develop strategies to address how it plans to increase staff retention.

HFNY Policy Guidelines

* The site maintains and utilizes job descriptions for Program Managers (or the equivalent title), Supervisors, and all Direct Service Staff which includes all requirements listed in the HFA Best Practice Standards as well as additional requirements set forth by host agencies.
* The requirements of the Equal Opportunity Act are adhered to per agency policy and Equal Employment Opportunity practices are disseminated to staff internally and on recruitment materials
* The site reviews resumes to ensure that minimum educational and experiential requirements are met.
* Program Manager resumes are sent to Central Administration for review and feedback for consideration prior to hire.
* Programs must submit resumes of any supervisors who do not meet the minimum qualifications to Central Administration for review and feedback for consideration prior to hire.
* Any staff that does not meet the hiring criteria must have a Staff Development Plan that is documented, implemented and kept on file at the site; Program Managers and Supervisors who do not meet the hiring criteria must also have a documented justification for hire on file. In addition, the justification for hire must be provided to Central Administration along with the Program Manager’s or Supervisor’s resume prior to hire
* Program Managers will make efforts to ensure diverse representation and that staff meet the cultural and language needs within the community, whenever possible **(5-3.A)**
* The site utilizes standardized interview questions (that comply with employment and labor laws) with all potential applicants corresponding to the position for which they applied. These interview questions include questions to determine the applicant’s Reflective Capacity and assess the applicant for all the characteristics outlined in the HFA Best Practice Standards.
* The site maintains documentation of the completed standardized interview questions for any new hire and stores them in a confidential manner.
* The site conducts two reference checks on prospective employees prior to hire and maintains these records in the personnel file.
* The site conducts legally permissible criminal background checks on prospective employees at the time of employment and maintains these records in the personnel file. Sites *may* also check the State Child Abuse Maltreatment registry, but this is not required
* The site evaluates and reports on personnel satisfaction and turnover at least once annually, utilizing staff satisfaction surveys.
* If any issues are identified from the compiled satisfaction survey responses of current staff, as well as issues that impacted staff who left employment, the site will develop strategies to address how it plans to increase staff retention, **including any issues related to diversity, equity and inclusion (5-1.A).**

**STAFF SELECTION**

***Screening and selection of Program Managers includes, but is not limited to****:*

* A solid understanding of and experience in managing diverse staff with humility
* Administrative experience in human service or related field including experience in quality assurance and continuous quality improvement
* Master’s degree in public health or human services administration or fields related to working with children and families, or bachelor’s degree in these fields with 3 years of relevant experience, or less than a bachelor’s degree but with commensurate HFA experience
* Willingness to engage in building reflective practice (e.g., capacity for introspection, communicating awareness of self in relation to others, recognizing value of supervision, etc.)
* Infant mental health endorsement preferred
* Final selection for all Program Managers (resumes) **must be sent to Central Administration** for review and feedback for consideration prior to hire
* If a Program Manager candidate does not meet all the hiring criteria, the site must provide the justification for hire along with the candidate’s resume to Central Administration prior to hire. In addition, a Staff Development Plan must be developed, implemented and kept on file at the site

***Screening and selection of Supervisors includes, but is not limited to:***

* Master’s degree in human services or fields related to working with children and families, or bachelor’s degree in these fields with three years of relevant experience, or less than a bachelor’s degree but with commensurate HFA experience
* A solid understanding of or experience in supervising diverse staff with humility, as well as providing support to staff in stressful work environments
* Knowledge of infant and child development and parent-child attachment.
* Experience with family services which embrace the concepts of family-centered and strengths-based service provision
* Knowledge of parent-infant health and dynamics of child abuse and neglect
* Experience supporting culturally diverse communities/families
* Experience in home visiting with a strong background in early childhood prevention services
* Willingness to engage in building reflective practice (e.g., capacity for introspection, communicating awareness of self in relation to others, recognizing value of supervision, etc.)
* Infant mental health endorsement preferred
* Experience with reflective practice preferred
* If a Supervisor candidate does not meet all the hiring criteria the site must provide the justification for hire along with the candidate’s resume to Central Administration prior to hire. In addition, a Staff Development Plan must be developed, implemented and kept on file at the site

***Screening and selection of Direct Service Staff (including volunteers and interns performing the same function as paid staff) includes, but is not limited to:***

* Minimum of a high school diploma or equivalent, college coursework preferred.
* Experience in working with or providing services to children and families
* An ability to establish trusting relationships
* Acceptance of individual differences
* Experience and humility to work with the culturally diverse families
* Knowledge of infant and child development
* Willing to engage in building reflective capacity (e.g., capacity for introspection, communicating awareness of self in relation to others, recognizing value of supervision, etc.)
* Infant mental health endorsement preferred
* Direct Service Staff **must** meet the ***educational*** criteria in order to be hired. However, if a direct service staff candidate does not meet all the ***experiential*** criteria, the site must keep a Staff Development Plan on file at the site along with the candidate’s resume.
  + *Justifications for hire are NOT required for Direct Service Staff per the HFA BPS*

**The site will adhere to all NYS guidelines specified. Insert site-specific procedures that include:**

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1. That the site is in compliance with the Equal Opportunity Act in the United States, and how the site disseminates this information to current employees and to potential candidates during the recruitment process
2. How the site ensures diverse representation and that staff meet the cultural and language needs within the community, whenever possible
3. How the site maintains documentation of the completed standardized interview questions for new hires and stores them in a confidential manner
4. How the site assesses development needs of any staff that does not meet the hiring criteria creates and implements a staff development plan and where this is documented; *please note for PMs and Supervisors who don’t meet hiring criteria, the justification for hire must be sent to CA for review prior to hire. The Staff Development must be kept on file at the site*
5. How the site ensures that all employed site staff have had 2 reference checks and legally permissible background checks completed at the time of employment, including criminal background checks.
6. How the site monitors and analyzes staff retention and satisfaction annually, and **includes issues associated with diversity, equity and inclusion (5-1.A)**.
7. How the site develops and implements strategies to address any issues discovered through staff retention and satisfaction surveys,including any issues associated with diversity, equity and inclusion.



**Reference Table**

**Best Practice Standard 9**

*This reference table contains a list of reports in the MIS that can be used to help programs monitor fidelity as well as helpful links and documents related to each policy.*

| **Policy** | **MIS Reports & Forms** | **Appendix & Links** |
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| **9-1.A, 9-3. A, 9-4** | * **Quarterly Worker Characteristics** | * Hiring materials below can be accessed on the [“Hiring” tab of the HFNY website](https://www.healthyfamiliesnewyork.org/Staff/Hiring.htm):   + Staff Development Plan templates and samples for Program Managers, Supervisors, and Direct Service Staff   + Interpersonal Rating Scale   + Hiring Criteria for Child Developmental Specialist   + HFNY-Hiring PMs and Sups with Reflective Capacity   + HFA-Hiring Staff with Reflective Capacity   + Guidance for Interim Program Managers   + [HFNY Worker Development Competencies](https://www.healthyfamiliesnewyork.org/Staff/Competencies.html) * [HFA Employee Satisfaction & Retention Surveys](https://www.healthyfamiliesamerica.org/network-resources/9-4-employee-satisfaction-survey-english/)   + [Gallup’s Employee Engagement Survey](https://www.gallup.com/workplace/356063/gallup-q12-employee-engagement-survey.aspx) |
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