

Wages + Stages Hiring Toolkit

For Early Childhood Programs



Welcome

Running an early childhood education program is an amazing way to contribute to building a strong community, and finding the right employees to care for and teach our youngest learners is key to your success. Hiring practices offer potential employees an important first look at your organization and the values with which you operate. This toolkit has been developed to offer resources and templates to ensure that you have everything you need to recruit and hire the professionals you seek. Your organization offers careers full of impact, and we are here to help guide you as you seek employees fit for these important roles.

About the Taskforce

The ***El Paso County Early Childhood Workforce Taskforce*** is a group of community organizations committed to developing local solutions that effectively address the early childhood workforce crisis. Through strategic thought-sharing, collaborative fund development, and task-oriented working groups, members have developed a local system of recruitment, career navigation, and leadership development to support employee retainment. The Taskforce is thrilled to support early childhood education programs and believes that each play a critical role in building a stronger El Paso County community – one that values children and families, as well as those who care for them.

In this Toolkit - Click Topic to Visit Page

- [Page 2: Planning, Preparing & Career Posting](#)
- [Page 3: The Interview Process](#)
- [Page 4: Pre-Service Training & Orientation](#)
- [Pages 5-6: Additional Resources](#)

Wages + Stages Hiring Toolkit

For Early Childhood Programs



Hiring | Planning, Preparing & Career Posting

Take time to reflect and develop a plan for hiring new employees. These beginning steps are often the first impression a potential staff member will get of your organization. Ultimately these beginning plans will lead to a successful and less stressful interviewing, hiring, orientation and training process.

Planning	Preparation	Career Posting
<ul style="list-style-type: none"><input type="checkbox"/> Determine positions you have available.<input type="checkbox"/> Decide how many employees are needed.<input type="checkbox"/> What credentials, skills and qualities do applicants need to have?<input type="checkbox"/> Determine personnel budget and salary range.<input type="checkbox"/> Will positions be full-time or part-time?<input type="checkbox"/> Who will supervise the position?<input type="checkbox"/> Will there be benefits, particularly health, and do employees get some portion of benefits regardless of how many hours they work?<input type="checkbox"/> Are you willing to pay more for someone you really want, or for specific skills or experience?<input type="checkbox"/> What is your hiring timeline? How many candidates will be interviewed?<input type="checkbox"/> What are the selection criteria (education, credentials, job-specific skills and knowledge, personality attributes, and traits)?<input type="checkbox"/> What is the process for following up with all applicants?	<ul style="list-style-type: none"><input type="checkbox"/> Completing a clear job description prior to posting the position is key to hiring the staff best able to meet your needs.<input type="checkbox"/> Prepare a job description that includes the following:<ul style="list-style-type: none">• Job title that captures the purpose of the position.• Two or three sentence summary to describe the job and its purpose, followed by more specific responsibilities.• List of specific duties and responsibilities that the position requires.• Specific activities required for the position.• Describe the workplace atmosphere or program philosophy.	<p>Considerations when writing and posting a position may include:</p> <ul style="list-style-type: none">• Advertising Cost• Where to post the position• Necessary Information• Information important to the organization• Any legal requirements outlined by your organization <p>The advertisement for the posting usually includes:</p> <ul style="list-style-type: none">• A catchy title or headline• A brief description• Basic qualifications• Full- or part-time status• Job location• Starting date• Actual salary• Benefits – medical, financial or personal time.• Phrases such as "competitive salary and benefits"• Details for how to apply and an application deadline <p>COVID-19 Guidance & Policies</p> <ul style="list-style-type: none">• As part of the hiring process, addressing guidance and/or policies/requirements for COVID vaccination for staff at your early childhood program is recommended.

Wages + Stages Hiring Toolkit

For Early Childhood Programs



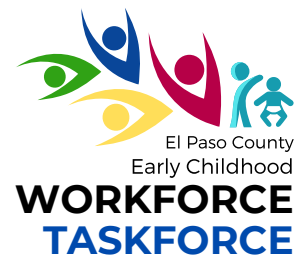
Hiring | The Interview Process

An interview serves two purposes: First, it gives you a chance to meet and get first-hand information about the applicants for the position. Second, it gives the applicants a chance to understand and form an opinion of your organization.

Considerations	Before the Interview	After the Interview
<ul style="list-style-type: none">• The interview will be, for most applicants, their first face-to-face exposure to the organization.• The interview often sets the tone for what the job itself will be like.• The form of the interview will have a great deal to do with what you learn about the applicants.	<ul style="list-style-type: none"><input type="checkbox"/> Select applicants to interview<input type="checkbox"/> Select interviewer(s)<input type="checkbox"/> Determine number of applicants to interview.<input type="checkbox"/> Determine how interviews will be scheduled.<input type="checkbox"/> Decide how many levels of interviewing you plan to conduct.<input type="checkbox"/> Determine length of interview and if necessary, allow time in between to debrief with interview panel.<input type="checkbox"/> Prepare interview questions that will be asked of all candidates.<input type="checkbox"/> Decide who will do what in each interview (welcome applicant, introductions, rotate who will ask questions, etc.).<input type="checkbox"/> Determine what questions you should not ask. Establish a comfortable interview atmosphere.<input type="checkbox"/> Decide how you will rate applicants' interview performance.<input type="checkbox"/> Decide what information you will give to all candidates and if copies need to be provided.<input type="checkbox"/> Decide if there will be any other aspect to the interview besides conversation.	<ul style="list-style-type: none"><input type="checkbox"/> Check references<input type="checkbox"/> Call your first choice and offer the position.<input type="checkbox"/> Send an offer letter to the person accepting the position stating the terms of employment and (possibly) a contract to sign.<input type="checkbox"/> After a candidate accepts, call other interviewees and tell them the position has been offered to someone else.<input type="checkbox"/> Send an individually-addressed form letter out to those who applied but weren't interviewed, explaining the position has been filled.<input type="checkbox"/> Complete mandatory background checks.<input type="checkbox"/> Inform new staff member of any necessary physical and drug screening needed prior to start date.

Wages + Stages Hiring Toolkit

For Early Childhood Programs



Hiring | Pre-Service Training & Orientation

This is specifically for new employees, and is meant to help them become familiar and comfortable with the organization, and do the best job they can. Please note: There are *Training Requirements for Licensed Childcare Providers: Pre-service training must be completed prior to working with children. Orientation training must be completed within 30 days of employment.

Before Orientation	Pre-Service Training	During Orientation
<ul style="list-style-type: none"><input type="checkbox"/> Decide how Pre-Service Training and Orientation will be scheduled.<input type="checkbox"/> Know what materials need to be prepared for the training.<input type="checkbox"/> Decide who will conduct the orientation.<input type="checkbox"/> Decide the audience of the orientation (e.g., Teacher, Assistant, Early Childhood Teacher, Teacher Aide, etc.).<input type="checkbox"/> Decide whether the orientation will be group or individual.<input type="checkbox"/> Decide the length of the orientation.<input type="checkbox"/> Decide what you want to accomplish.<input type="checkbox"/> Decide on the content of the orientation.<input type="checkbox"/> Evaluate your Pre-Service Training and Orientation each time by gathering feedback from your new staff members.	<p>You have reviewed the following:</p> <ul style="list-style-type: none">• Required paperwork• History of organization• Mission• Organizational philosophy• Organizational structure• Logistics and day-to-day routine• Supervision• *Policies and procedures• Employee Handbook• Parent Handbook• Organizational culture• *What the job actually looks like day to day• Expectations• Additional job requirements• Assist staff to register in PDIS if needed• *Additional Pre-Service Training from Licensing	<ul style="list-style-type: none"><input type="checkbox"/> Learning the job – classroom visits and shadowing experiences<input type="checkbox"/> Direct supervisory feedback on work<input type="checkbox"/> *Review of Licensing Rules & Regulations<input type="checkbox"/> Professional development plan<input type="checkbox"/> Performance appraisal/evaluation process<input type="checkbox"/> Reflective Supervision<input type="checkbox"/> *Additional Orientation Training from Licensing

Additional Resources



BACKGROUND CHECKS | OFFICE OF EARLY CHILDHOOD



COVID-19 | COVID-19 ACTION PLAN | EPC PUBLIC HEALTH



THE COMMUNITY TOOL BOX

"The Community Tool Box" is recommended by the EPC Early Childhood Workforce Taskforce, with members using the toolkit frequently and finding great value in its information. This online resource will give you access to step-by-step guidance in recruitment, marketing, and outreach for hiring as an early childhood program. The references provided in this toolkit come from *"Chapter 10: Hiring and Training Key Staff of Community Organizations,"* which is divided into seven sections focused on the steps of recruiting and training staff. Each section includes a "Main Section" tab which will give you tips, ideas, and even additional resources; a "Checklist" tab that can be used to keep you organized; and a "PowerPoint" presentation summarizing the major points in the section. *Get ready to dive in and find help and resources!*



JOB DESCRIPTIONS | SELECTION CRITERIA

In this section of *The Community Tool Box*, learn about developing job descriptions for attracting a pool of candidates and setting criteria for selecting those who will move on to the interview process.



ADVERTISING FOR CAREERS AT YOUR PROGRAM

In this section of *The Community Tool Box*, you will find detailed information about getting your job description in front of candidates that will be a fit for your program.

We recommend posting on these sites:

- [Alliance for Kids, El Paso County's Early Childhood Council](#)
- [Healthy Child Care Colorado](#)
- [Indeed - How to Post on Indeed | Indeed Resource Library](#)



SOCIAL MEDIA TEMPLATES

If your site posts on social media, we have graphics for your program to utilize. We've even provided space at the bottom to personalize!

- [Facebook Social Media](#)
- [Instagram Social Media](#)
- [Twitter Social Media](#)

Additional Resources



INTERVIEWING

- In this section of *The Community Tool Box*, you will find detailed information about conducting interviews that will help you arrive at a candidate best suited to your early childhood program.
- In this [blog from CareerBuilder.com](#), you will learn about the best interview questions to ask – based on candidate feedback.



REFERENCE CHECKS

This resource comes from the *Business News Daily*. Learn what to ask - and not ask - when following up on the references provided by your candidate.

- Track reference check responses using this [Reference Check Template](#)



PRE-SERVICE TRAINING & ORIENTATION

Bringing a new staff person on board will require Pre-Service Training and Orientation. This link to *The Community Tool Box* website offers information about implementing an orientation process for new staff members that offers them the best possible start at your early childhood program.



TRAINING INFORMATION & REQUIREMENTS

This link to the [Office of Early Childhood website](#) offers information about training requirements, training resources, and free training opportunities.

- [Training Components Prior to Working in a Classroom](#)
- [Off-Site, Community-Based Training for Early Childhood Teachers](#)



PROFESSIONAL DEVELOPMENT & EARLY CHILDHOOD NEWS

Your Early Childhood Council is a resource for early childhood programs. In this toolkit, we are highlighting [Allianceforkids.org](#), two monthly newsletters, and links to social media:

- [Alliance for Kids \(Providers, Leaders & Teachers page\)](#) and [Training Calendar](#)
- [Subscribe](#) to the Professional Development Update (PD Update) and Early Childhood News (EC News)
- Facebook (@allianceforkids), Instagram (allianceforkids_etc), Twitter (alliance_kids)