



Youth Connections

HUMAN RESOURCES PROCEDURES

Youth Connections

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Youth Connections TABLE OF CONTENTS

Job Posting-----	Page 3
Job Description-----	Page 3
Application Process-----	Page 3
Initial Staff Screening-----	Page 3
Pre-Interview-----	Page 3
Interview Questions-----	Page 4
Conclusion Interview-----	Page 4
Second Interview Professional Staff-----	Page 4
Candidate Notification-----	Page 5
Interview Notification Form-----	Page 5
Work Reference Questions-----	Page 7
Personal Reference Questions-----	Page 7
Orientation Meeting-----	Page 7
Probation Period-----	Page 8
Annual Performance Review-----	Page 8
Staff Development-----	Page 8
Progressive Discipline System-----	Page 8
Suspension-----	Page 9
Termination-----	Page 9



Youth Connections

Youth Connections

Human Resources Procedures

JOB POSTING

The agency ad should state the following information; name of organization, title of position, educational requirements, individual characteristics, function of position, salary range, application date and process.

JOB DESCRIPTION

The job description should state the following information; name of organization, title of position, supervisor, stated qualifications, function of position, work responsibilities, administrative duties, and the equal opportunity statement.

APPLICATION PROCESS

1. Internal posting for Youth Connections Staff and a public announcement in Daily Journal, Indianapolis Star Metro South, & funding sources by the next Saturday.
2. Submission of resume and cover letter due date is two weeks following the ad.
3. Staff selection process to identify top three to five candidates the week following the ad.
4. Director contacts candidates to schedule interview appointments the week following the ad.
5. Interviews are set for two weeks following the ad.
6. The staff selection team conducts interviews. The candidates are informed that the second round interviews will be conducted during the next two weeks.
7. Candidate second round interviews are conducted during the two weeks following the ad.
8. The position is offered to the first choice candidate by Friday at 5:00 p.m. with a reply expected by the following Tuesday.

INITIAL STAFF SCREENING RESULTS

The interview team meets to review the questions. The team divides tasks of welcoming candidates, conducting an agency tour, candidates filling out application/driving records/criminal check, passing out candidate screening form as well as conducting interviewing questions.

PRE-INTERVIEW

1. Agency tour
2. Provide the candidate with job description
3. Fill out Youth Connections Standard Application, Driving Records and Criminal Background Check.
4. If applicable, review the video for the position (second interview presentation).



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INTERVIEW QUESTIONS

Overview of Youth Connections, Position Job Description, Benefits, and Expectations
(Confidentiality)

1. Tell us about yourself.
2. Why are you interested in working at Youth Connections (full/part time)?
3. Where do you see yourself in (2-5) years?
4. What are your greatest talents?
5. Identify two for your greatest challenges?
6. How will your past employment assist you with this position?
7. How would you handle this particular situation?

- SP/HH Case: A young person calls you from a pay phone and is scared to go home. They tell you they have bruises all over their body and they need help.
- SP/HH Case: You are conducting a presentation to the Chamber of Commerce and your crisis pager goes off. How do you handle this situation?
- Receptionist Case: The phone is ringing and a person walks through the door, how do you respond?
- Office Assistant Case: Two children, a mother, and a father were waiting for their custody evaluation appointment. You notice that the mother and father are shouting at each other in the waiting area. You are the only person in the office, what do you do?

8. Review the candidate's experience with Word, Excel, Access, Publisher, Adobe Photo Shop, Front Page Explorer, Digital Cameras...
9. Describe the ideal supervisor.
10. What would a dream office setting be for you?
11. Describe a time where you had a conflict with your supervisor or team member and how you resolved the issues.
12. What hours would you prefer to work?
13. How flexible can your schedule be to perform a pager duty?
14. Do you have reliable transportation?
15. Tell us about your volunteer work or favorite pastime activities?
16. Do you have questions for the interview committee?
17. Administration of Test.

CONCLUSION OF INTERVIEW

Inform the candidate that the following will take place:

- Director will contact the provided references.
- Office Manager will conduct the Criminal Background Check/Driving Records.
- All applicants will be notified two weeks following the interview.



Youth Connections

SECOND INTERVIEW FOR PROFESSIONAL STAFF

1. Candidate is asked to either task a skills test or prepare a 5 to 10 minute presentation.
2. Following the presentation the candidate is asked to identify a six-month work plan.
3. The candidate has an opportunity to asks any questions regarding the program.

CANDIDATE NOTIFICATION

Unsuccessful Candidate

Youth Connections wants to thank you for your personal interest in the (stated position). However, at this time the (stated position) has been filled through an extremely competitive application process. We will keep your resume on file for the next three months in case of future employment opportunities. If you have any questions or concerns I welcome your call at 738-3273 extension 202.

Successful Candidate

Youth Connections wants to thank you for your personal interest in the (stated position). Youth Connections interview committee has unanimously agreed to extend the position to you. We believe you will be an exceptional addition to the team who will bring much talent, skill, and personality. Thank you for you commitment and willingness to support our service to the community.

The terms of the employment that Youth Connections has agreed to offer are:

- Stated Salary
- Stated Hours
- Stated Benefits
- Stated Holidays/Vacations/Sick time
- Probation Period

Your employment will begin on (stated date) at (stated time). (Stated Employee) will be responsible for welcoming you and assisting you with the orientation process. The office dress is casual business attire.

If you have any questions I welcome your call at 738-3273. Welcome to your Youth Connections team!

Attached: Personnel Manual

Hiring Guideline

The employment of all personnel must be confirmed in writing setting forth the following: position title, salary, fringe benefits, status (full-time, part-time, on-call), name of immediate supervisor, 6 month probation status, and the designation that the employee his/her job description and the following manuals: Personnel. Both the new employee and his/her immediate supervisor must sign the letter, and both will retain a copy of the letter.



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INTERVIEW EVALUATION FORM

Criteria	Strongly Agree	Agree	Disagree
1. The candidate presented himself or herself well through eye contact, dressed appropriately, and well groomed			
2. The candidate has strong written communication skills.			
3. The candidate has strong verbal communication skills.			
4. The candidate has required work or education background.			
5. The candidate has appropriate technical skill base.			
6. The candidate is invested in Youth Connections for the long term.			
7. The candidate has a strong understanding of the position's requirements.			
8. The candidate has strong instinct regarding case scenarios.			
9. The candidate relates well to others.			
10. The candidate adds to the diversity of our Youth Connections team.			
Comments			



Youth Connections

WORK REFERENCE QUESTIONS

Introduction of Self and Agency

Identify candidate & notify that the reference and that this interview will be confidential

Overview Youth Connections Clerical Position

1. In what capacity do you know this candidate?
2. What were (Name of Candidate's) dates of employment with you?
3. What were his/her duties or responsibilities?
4. How would you describe (Name of Candidate's) level of performance?
5. How was (Name of Candidate's) attendance record? Punctuality?
6. How did (Name of Candidate) get along with fellow workers? Clients? Management?
7. Would you rehire (Name of Candidate)?
8. Is there any reason that (Name of Candidate) should not be considered for this position?

PERSONAL REFERENCE QUESTIONS

1. How do you know (Name of Candidate)?
2. How long have you known (Name of Candidate)?
3. What are (Name of Candidate's) best qualities?
4. What are (Name of Candidate's) weaknesses?
5. Would you describe (Name of Candidate) as reliable and punctual?
6. How does (Name of Candidate) get along with diverse people?
7. Would you hire (Name of Candidate for (Stated Position))?
8. Is there any reason that Youth Connections should not consider (Name of Candidate) for this position?

ORIENTATION MEETING

1. One on One with Safe Place/Host Homes Senior Coordinator
 2. One on One with Custody Evaluator
 3. One on One with Office Manager
 4. Lunch with Executive Director and Supervisor to review the agency policies and procedures (Office Hours, Vacation Requests, Time Sheets, Confidentiality Agreement, Access to Client Files Agreement and as well as to establish Orientation Schedule).
- Completion of any outstanding paperwork, (i.e. I-9, W-4, Drug Free Workplace, insurance forms for full-time employees only, payroll addition form)
 - Review and explanation of work schedule, attendance sheet, and other information relevant to the position
 - Complete appropriate confidentiality forms
 - Distribute and discuss Job Description and Performance Definitions
 - Explain performance evaluation procedures
 - Discuss the personnel manual
 - Review Youth Connections' history, mission statement, purpose, clients served, programs and services offered, outcome targets and measures, and the corporations overall structure and policies
 - Introduction to staff



Youth Connections

- Tour of facility
- Assignment to work area & supplies

PROBATIONARY PERIOD

A six-month probationary period is standard for all employees for each position held. If an employee changes positions with the agency (promotion, demotion, etc.), the six-month probationary period, evaluations, and pay raises will begin anew, unless the new position is an exact position that has been previously held by the employee. The same process of written evaluations will apply. However, the anniversary date for vacation and personal time for applicable employees will remain the original date of hire. (On-call employees are not eligible for vacation and personal time). This period may be extended for an additional period of time at the discretion of the Executive Director.

During the probationary period, the employee will receive an orientation, receive ongoing training, have regular supervision sessions with his/her immediate supervisor, and become familiar with his/her role and responsibilities within the agency. The services of any employee may be terminated with or without cause during the probationary period.

A written evaluation by the employee's immediate supervisor will be prepared at the end of three months and six months of employment. The Executive Director and Supervisor will conduct the evaluation. After the director's review the supervisor will discuss the three to six month evaluations with the employee.

ANNUAL PERFORMANCE REVIEW

Job performances are reviewed annually. The purpose of the review is constructive in nature, that is, to let you know how you are doing and what you can do to improve your performance. The results of the review will influence the annual compensation review.

STAFF DEVELOPMENT

Youth Connections invest in ongoing staff development by providing \$500 FT and \$250 PT.

PROGRESSIVE DISCIPLINE SYSTEM

Youth Connections is committed to the development and success of employees within the organization. In order to ensure fairness, Youth Connections has adopted the Progressive discipline as follows:

Step One: Verbal Counseling

The first sign of an issue, the supervisor or director will informally educate the employee regarding the issue.

Step Two: Written Notice of Poor Performance

If the issue still persists following the verbal counseling, then a written warning will be issued with an official notice of poor performance as well as a performance improvement plan with achievable objectives.



Youth Connections

Step Three: Termination

Following the verbal counseling and written notice of poor performance, the director will either place the employee on probation or terminate the employment privileges.

SUSPENSION

Youth Connections reserves the right to suspend an employee without pay after step two of the disciplinary process. A paid suspension may be invoked when allegations are made regarding the employee that affects the employee's ability to do the job, places the clients at risk, or jeopardizes the corporations' reputation. The paid suspension will be in place until an investigation determines the outcomes of the allegations. These circumstances may include but are not limited to: abuse of a client, abuse of an employee, inadequate supervision of clients, criminal activities, and any other allegation that may affect the safety and welfare of a client or co-worker or the reputation of the corporation.

TERMINATION

Indiana is an 'at will' employment state and Youth Connections reserves the right to waive the progressive discipline system when deemed necessary. There are circumstances that warrant immediate termination without notice. The circumstances are as follows;

- Violation of Confidentiality
- Verbal, physical or sexual abuse of others
- Theft or unlawful activities
- Intoxication on job
- Possession of weapon on work property
- Falsification of records
- Insubordination

