

HIRING PROCESS

EFFECTIVE DATE: 9/1/2018

Scope

The purpose of this guide is to assist hiring managers in attracting and selecting excellent applicants who will assist Facilities/Construction Management in achieving its mission and goals. The following is a summary of the steps involved in hiring new employees.

All recruitment and selection activities undertaken by Facilities/Construction Management must be in accordance with the University of Houston System Administrative Memorandum for Human Resources [SAM 02.A13 Recruitment, Job Posting and Selection of Staff Employees](#). All University Human Resources policies and procedures take precedence.

Reason for the Policy

All hiring decisions must be based upon valid, reliable and nondiscriminatory criteria, which are consistently applied. All staff will ensure the policies and procedures are adhered to and that all required forms are used for consistency in hiring. The University goal is to be the employer of choice.

Definitions

- A. **Sr AVC/AVP** – Senior Associate Vice Chancellor/Associate Vice President for Facilities/Construction Management
- B. **F/CM Senior Leader** – Assistant Vice Chancellor or Assistant Vice President for Project Management, Facilities Services, Facilities Business Operations and Compliance, and Facilities Planning.
- C. **HRBP** – Human Resource Business Partners are a part of Central Human Resources that assist departments and divisions on campus with their hiring and employee issues
- D. **FBO** – Facilities Business Operations is a team within Facilities Business Operations & Compliance (FBOC)
- E. **CHR** – Central Offices of the Human Resources Department for the University

- F. **F/CM** – Facilities/Construction Management is a department of the Administration and Finance division that includes Project Management, Facilities Services, Facilities Business Operations and Compliance, and Facilities Planning.
- G. **HM** – Hiring Manager as determined by the appropriate F/CM Senior Leader. In order to become a Hiring Manager the Facilities Hiring Manager training is required.
- H. **HRR** – Human Resources Recruiters are Central Human Resources staff members that assist departments and divisions on campus with the hiring process
- I. **IC** – Interview Committee used to help select the final candidate
- J. **Hiring Site** – The current online software (TALEO) used throughout the hiring process for the University
- K. **Soft Offer** – an unofficial verbal offer of employment based on interview results with final confirmations still pending

Process

I. Potential Position

A. Evaluating Needs for Vacancies (10 business days on average)

1. When a vacancy (“backfill”) is realized, the F/CM director over the position where the vacancy resides will evaluate the need for filling the vacant position along with the budgetary implications with the help of FBOC by using the Approved Facilities Staffing Plan (FTE Map).
2. If the director decides to pursue filling the position, the Hiring Director will complete the [F/CM Hiring Justification PDF Form](#). Once submitted, the request will go through the F/CM approvals.
3. FBO will initiate the job requisition within the hiring site once all approvals have been met.

B. Creating a New Position (6 – 8 weeks on average)

1. When a new position or reclassification is visualized, the director should reach out to the Senior Leader to have a discussion. If approved, the Hiring Director will initiate the new position request through the [Hiring Justification online form](#). The approval process will involve FBOC’s budgetary review.
2. If approved by Sr AVC/AVP, the HRBP will evaluate the position to ensure it meets all HR guidelines.
3. Once approved, FBO will initiate the job creation request for processing and CHR approval.

II. Posting the Position

- A. Before the position is posted on the University hiring site, an HRR will work with the HM to confirm the job description, internal posting, external posting, application questions and job addendums.
- B. HMs should confirm the education and years of experience in lieu of education are accurate. Changes will need to be approved by the Senior Leader and then submitted to FBO for HR Compensation final approval.
- C. After these pieces are confirmed for the position, HRR will post the position on the hiring site for a minimum of 10 business days. If additional external promotions are needed, conversations with the HRR can be scheduled.
- D. Approvals from HM's supervisor are required for extending and reopening positions. If approved, the request is to be submitted to FBO for extending and reopening.
- E. HRR will screen all applicants and only send qualified applications to the HM and/or designee to view through the hiring site. HM will not be able to see non-qualified applicants.

III. Choosing Interview Candidates

- A. HM and/or designee will review the applications sent from the HRR within a minimum of 5 business days once the position closes from the site.
- B. HM will choose a minimum of three qualified candidates to interview within 5 business days. If less than three qualified candidates are available, the HM may proceed as long as all other criteria have been met. HM will notify FBO which candidates will be interviewed.
- C. If a qualified Veteran has been self-identified on the application, they must be interviewed. (Senate Bill 805)
- D. Once the top interview candidates are chosen, it is best practice to connect with the candidates, confirm interest in the position, and the salary range prior to scheduling the interview.

IV. Interview Process (15 business days)

- A. The HM will assemble an interview committee (IC) for the position with the goal to have a fair hiring process.
- B. Individuals asked to be on an IC who are related to, have a personal relationship with or friendship with any of the candidates should recuse themselves. Professional workplace interactions are acceptable. Time spent together outside working hours including but not limited to unpaid lunch hours is considered a personal relationship.
- C. The HM will ensure that every candidate will be interviewed with a 3 to 5 member committee. The [table](#) below lists examples of types of positions, number of committee

members and committee member title descriptions. Any requests to deviate from the table below must be approved by the Sr AVC/AVP.

CATEGORIES	Senior Management	Management	Non-Management
Position Ranges Position Title Examples but not limited to	Directors and Higher Executive Directors Principal Project Managers Paygrade 114 & Above	Below Directors and Above Leads Assistant Directors Project Managers Assistant Project Managers Managers Supervisors 110 Paygrade to 113 Paygrade	Below Supervisor Leads Technicians Custodians Office Support Staff Coordinators Assistants 109 Paygrade & Below
INTERVIEW COMMITTEE MEMBERS The Immediate Supervisor is considered the lead of the interview committee.	5 Members (1) Immediate Supervisor (2) External Customer/Partner (OGC, Internal Audit, etc.) (3) At least one from FBOC, FS and FPC will be represented. (4) Direct Report (5) At Large, Directors and above All 110 positions and above will have assistance from HRR/HRBP.	3 Members (1) Immediate Supervisor (2) At least one rep from FBOC, FS or FPC will be presented. All 110 positions and above will have assistance from HRR/HRBP. Directors will sign as the hiring manager but do not have to be in the interview.	3 Members (1) Immediate Supervisor (2) At Large (3) At Large At Large positions must be positions higher than the interviewee position. Assistant Directors will sign as the hiring manager but do not have to be in the interview.

- D. The HM is responsible for choosing the interview questions that will be used during the interviews. Each candidate will hear the exact same questions. A [list of vetted questions](#) is available through the F/CM SharePoint Hiring Manager resources folder. Any questions not on the list need to be reviewed by the FBO office prior to the interview.
- E. A [matrix](#) will be used to score the candidates on their responses along with other criteria scored.
- F. IC members shall be provided copies of the applications, resumes, cover letters along with the interview questions and scoring matrix. An [interview question template](#) is available.
- G. IC members will take turns asking questions during the interview.
- H. IC members will individually rank each interviewed candidate.
- I. After all interviews are conducted, interview documents for candidates (i.e. scored matrices, interview committee responses) will be collected from the IC members by the HM.

- J. The top candidate will be selected based on the highest cumulative score from the IC. If the HM prefers a different candidate, the HM must present written justification to the HM's immediate supervisor for approval. The HM will also be required to submit written justification with the collected paperwork for choosing candidates that receive cumulative tied scores or have only a one point difference.

V. Candidate Selection (a maximum of 5 business days)

- A. Three reference checks, including at least one from a direct supervisor, for all Senior Management positions are required before making the soft offer. Reference checks for Management and Non-Management positions are at the discretion of the HM. [A reference check template](#) is available.
- B. The HM will contact the top candidate and extend a verbal soft offer including salary range and start date conditional upon the acceptable completion of all University required reviews. The confirmed offer is contingent upon multiple variables including but not limited to debt owed to the University and background checks. (This is not the appropriate time for the candidate to terminate other employment.)
- C. If proposed salary amount is higher than the mid-point, the Senior Leader will determine a plan of action on balancing the additional funds needed and present it to the FBOC AVP for approval.
- D. Within 5 business day from the last interview, the HM will notify FBO when the final candidate has been selected and confirm the proposed start date using the supplied start date options. A [calendar](#) of preferred start dates is available.
- E. FBO will provide all of the necessary paperwork (i.e. [HM agreement](#), New Hire Salary Proposal Analysis) to be completed by the HM. The New Hire Salary Proposal Analysis form is provided by FBOC.
- F. HM should submit to FBO the completed paperwork within 3 business days. This includes the collected interview documents and summary matrix.

VI. Hiring Process (3 weeks on average)

- A. FBO initiates the Pre-Hire process through the hiring site. HM will notify FBO for specific training needs. FBO will register the candidate for the required trainings if any are applicable.
- B. All University required reviews will be initiated and completed prior to FBO confirming the official start date with HM. Every attempt should be made to align the start date to the F/CM [hiring start date calendar](#).
- C. HM is responsible for all additional communications with the candidate and will work together with FBO on the next steps for the hiring process. (i.e. background check, start date adjustments)

- D. FBO is responsible for completing the hiring process. FBO will contact HM upon approval or in any applicable exceptions.
- E. HM contacts selected candidate to confirm official start date and to notify the candidate regarding the electronic offer letter.
- F. The candidate is responsible for accepting or declining the electronic offer letter and completing the additional hire paperwork. (personal data sheet, EEO statement, direct deposit, etc.) The candidate must complete the paperwork at least 5 business days prior to the official start date.
- G. FBO confirms New Hire Orientation date and sends out confirmation to HM. I-9 and eVerify forms must be completed while in orientation.
- H. If New Hire Orientation Day is not the new hire's first day at work, the new hired employee must complete the I-9 at the HR Service Center on their first working day.
- I. FBO will provide the new hire's Employee ID # to the appropriate administrative support team member so the process of setting up the computer, telephone, email address, tools, uniforms, etc. can begin.

Office of Authorship and Revision History

Facilities/Construction Management AVC/AVP Office

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