

**1. PURPOSE**

Houston Public Works Hiring Supervisors standard operating procedure will establish hiring process for HPW supervisors.

**2. OBJECTIVE**

Create clear and consistent guidelines for hiring HPW Supervisors, so that all employees conduct themselves with integrity throughout the hiring process.

**3. DEFINITIONS**


The following terms are used in this document.

TERM	DEFINITION
Applicant	A person that has applied for a position.
Approving Authority	Service Line Director or designee.
Branch	Operation team(s) within Houston Public Works Service Line that reports to a manager who reports to a Service Line Director.
Candidate	An applicant that has been selected for an interview.
Hiring Manager	A person in the Houston Public Works Department responsible for hiring employees to fill an open position. Generally, it's a person who functions as a supervisor or manager in the department and may act as the future employee's direct supervisor.
Human Resource Generalist	Assigned Human Resources representative for the Service Line.
NEOGOV	System submission of posting requisitions, application referrals, audit tracking and electronic selection of candidates.
Service Line	Specialized functional area within Houston Public Works (Houston Water, Capital Projects, etc.)
Staffing Efficiency Assessment (SEA)	Process initiated by the Mayor's Office that assesses the need for the requested position.
Branch Manager	The Manager in charge of a Branch that reports to the Service Line Director.
Supervisor	A person within Houston Public Works whose official task is overseeing the work of a person or group, or of other operations and activities.

**4. SCOPE**

This policy applies to all Houston Public Works Service Lines; however, does not supersede City policies, procedures, or directives.

**5. RESPONSIBILITIES**

ROLE	
Service Line Hiring Manager or designee.	
APPROVED: 	DATE APPROVED: 2/21/2022

## 6. PROCEDURE

### 6.1 HIRING PROCESS

- The Service Line Hiring Manager or designee will communicate (verbally or in writing) to the approving authority regarding funding, anticipated salary, and approval of potential vacancies.
- The Approving Authority will review and approve the posting request prior to the information gathering session with Human Resources. The posting of positions as Promotional Jobs at a level more restrictive than Citywide must be approved in writing by the Approving Authority prior to posting. The Service Line Hiring Manager may begin the posting requisition process in NEOGOV, if available.
- Vacant or reclassified positions that are identified as Staffing Efficiency Assessment (SEA) classifications require approval from the Mayor's Office before the information gathering session with Human Resources.
- Initiation of SEA must be processed using: <http://bit.ly/SEARquest>
- Once SEA position is approved or designated as SEA exempt, the Hiring Manager or designee will electronically submit a posting requisition in NEOGOV and establish a meeting with their assigned Human Resources Generalist.

### 6.2 INFORMATION GATHERING SESSION

Prior to the information gathering session, the Hiring Manager will upload in NEOGOV and submit to the assigned Human Resources Generalist the following forms:

- a. Position Specific Attributes Form
  - b. Preferences of Ideal Candidate
  - c. Job Posting Template
  - d. Supplemental Questions
- After the advertised posting has closed, the Human Resources Generalist will electronically send the top 20 percent of applicants that meet the minimum qualifications to the Hiring Manager through NEOGOV. If the Hiring Manager prefers a different percentage or decides to consider other applicants who meet minimum qualifications but have not yet been referred, they must contact the Human Resources Generalist to discuss expectations and justify the need.
  - The Hiring Manager will review in NEOGOV the top applications and select their top ten for one posted position or top fifteen for 2 or more posted positions. These top applications will be sent to the Selection Committee. If there are fewer than ten applicants for one position or fewer than fifteen for two positions, all applications will be sent to the Selection Committee.
  - The Hiring Manager will send a notice listing their top applicants to the Service Line Approving Authority and forward those applications to the selection committee.

### 6.3 APPLICATION SELECTION COMMITTEE

The hiring manager shall create a committee of three members to review applications and select a minimum of the four most qualified applicants to interview (when applicable). The Hiring Manager or a designee must be a member of the committee. If the hiring manager selects a designee, the designee must be a supervisor or manager of a higher PG than the position being hired. Three or more representatives are needed for the committee if a service line has more than three Branches. The Committee must consist of the Hiring Manager (or designee), a supervisor at a higher paygrade level than the position being hired from outside the Branch and a supervisor at a higher paygrade level than the position being hired from outside the Service Line. In lieu of a supervisor, employees of PG26 or above may serve on the committee provided they are of a higher PG than the position being hired and meet all other criteria.

### 6.4 SELECTION COMMITTEE INTERVIEW SELECTION PROCESS

Each candidate to be interviewed must have their application selected by two-thirds of the Selection Committee or at least 50% if the committee has more than three members.

### 6.5 INTERVIEW PANEL PROCESS

A separate Interview Panel shall be created by the Hiring Manager's Supervisor or designee equal to or higher paygrade level than the Hiring Manager to conduct the interviews. A minimum of one panel interview must be conducted. The Interview Panel must consist of the Hiring Manager (or designee), a Supervisor at a higher paygrade level than the position being hired from outside the Branch, and a Supervisor at a higher paygrade level than the position being hired but from outside the Service Line. In lieu of a Supervisor, employees of PG26 or above may serve on the panel provided they are of a higher PG than the position being hired and meet all other criteria. If the Hiring Manager selects a designee, the designee must be a Supervisor or Manager of a higher PG than the position being hired. Any other members of the interview panel must be from outside the Service Line and at least a Supervisor higher than the position being hired. The Interview Panel should be diverse and reflective of the Department by race and gender.

Vertical managers who have HEAR authority over any candidate cannot serve on the same interview panel. If both managers wish to participate, a second round of interviews must be conducted. The second Interview Panel must be consistent with the Interview Panel composition described in Section 6.5 (INTERVIEW PANEL PROCESS).

- An alternate designate can be selected if the Branch Manager is an executive level staff member and/or if the direct supervisor and branch manager are the same. The designee selected must be a Supervisor or Manager of higher PG than the position to be hired.
- A minimum of five identical interview questions should be utilized for judging the competency, knowledge, and experience of each applicant.

The hiring manager's supervisor or another executive may be invited for observation purposes.

### 6.6 SELECTION PROCESS

After interviews are concluded, the panel may select the best qualified candidate(s). The panel may also select secondary and alternate candidates to move forward if the primary candidate does not complete the hiring process.

Within ten business days, the Hiring Manager will enter in NEOGOV the order of selection and upload selection documentation. An email notification will prompt the Human Resources Generalist to review the submitted documentation. The forms should include:

- a. Interview notes from everyone on the panel
- b. Certify and Submit Form
- c. Disclosure for MVR and Drug Test Form
- d. DPS Computerized Criminal History (CCH) Verification Form
- e. HPW SOP 3-19 Supervisor Hiring Procedure Process Checklist

Human Resources will process the selected candidate and make an offer. The Human Resource Generalist will notify the Hiring Manager. The Hiring Manager will notify the approving authority when the candidate has accepted the position, salary, and the effective starting date.

If there is a counteroffer, the Human Resources Generalist will forward the counteroffer to the hiring manager and approving authority for confirmation, salary analysis reconsideration (if required) and approval. The hiring manager will notify the Human Resources Generalist of the counteroffer decision in writing or email.

If the selected candidate does not pass the verification process or declines the approved salary,

- a. The Human Resources Generalist will inform the Hiring Manager and request permission to proceed with processing the secondary candidate.
- b. Should the secondary candidate fail the verification process, the Human Resources Generalist will inform the Hiring Manager and proceed with processing the alternate candidate.
- c. If there are no secondary or alternate candidates, the Human Resources Generalist will conduct an additional information gathering session with the Hiring Manager to determine if modifications are needed to the forms submitted in Section 6.2 (INFORMATION GATHERING SESSION) of this procedure.
- d. Immediately following the information gathering session, the Human Resources Generalist will repost the position and the Hiring Manager will proceed with the procedure defined in Section 6.3 (APPLICATION SELECTION COMMITTEE)

## 7. COMPLIANCE

Adherence to the above is mandatory. Any employee who violates this procedure may be subject to corrective action.

### 7.1 APPENDIX - FORM(s)

### 7.2 REVISION HISTORY

DATE	REVISED BY	SECTION	CHANGES



## HPW SOP 3-19 Supervisor Hiring Procedure Process Checklist

Requisition #: \_\_\_\_\_ Classification: \_\_\_\_\_

Is this position pay grade 17 or above?

Y N  
☐ ☐

Will this position serve as a supervisor?

☐ ☐

Is this a NON-executive position?

☐ ☐

**If all answers are yes, this policy must be followed, and this form must be completed and uploaded to Neogov when complete.**

### Section 6.2 Information Gathering Session

Name

Title

Hiring manager reviews applications and selects top candidates to Application Selection Committee		
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*\*Top 10 if filling 1 position or 15 for 2 or more positions*

Name

Title

### Section 6.3 Application Selection Committee

Hiring manager creates application selection committee that consist of three members

#### Application Selection Committee Members

Hiring manager or designee

Supervisor, from outside Branch, higher level than position being hired

Supervisor, from outside Service Line, higher level than position being hired

Other (describe): In lieu of a supervisor, PG26 or above may serve on the committee provided they are a higher PG than the position being hired and meet all other criteria.

*\*notify each member to select a min of 4 candidates and submit them in email or writing*

### Section 6.5 Interview Process

#### Interview Panel Members

Name

Title

Hiring manager or designee

Supervisor, from outside Branch, higher level than position being hired

Supervisor, from outside Service Line, higher level than position being hired

Hiring manager's supervisor or another executive may be invited for observation purposes

Other (describe): In lieu of a supervisor, PG26 or above may serve on the Panel provided they are a higher PG than the position being hired and meet all other criteria.

*\*Vertical managers who have HEAR authority over any candidate cannot serve on the same interview panel.*

*\*Only interview candidates selected by 2/3 of the committee or 50% if the committee has more than 3 members.*

*\*\*The "Observer" does not have to be present in interviews. They are selected to ensure the process and procedure are followed.*

**Best Qualified Candidate(s): Primary:** \_\_\_\_\_

**Secondary:** \_\_\_\_\_ (If applicable)

**Alternate:** \_\_\_\_\_ (If applicable)

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**Reset Form**