



Administrative Policy

Filling of Key Executive Management Positions

AP No.

3-5

Effective Date:

Upon Approval

1. POLICY STATEMENT

It is the policy of the City of Houston (City) that all key executive management position postings, hirings, promotions and/or acting designations are processed through the executive recruiter in the Human Resources Department. Each City department will designate an employee to facilitate the compiling and submission of key executive management position packages to ensure consistency. The posting and filling of key executive management positions must be in accordance with the provisions outlined in this policy.

2. POLICY PURPOSE

To establish a uniform procedure governing the creation, posting, and filling of new and existing key executive management positions, including salary adjustments or positions designated as acting.

3. SCOPE

This policy applies to the filling of key executive management positions within the City.

Departments that are exempt from this policy are City Council, Office of the City Controller and Legal Department. All other City departments are expected to comply with is policy.

4. DEFINITIONS

4.1 Department Director: A person appointed by the mayor and confirmed by City Council to assume the administrative duties of a City department. For the purposes of administering this policy, each person appointed by the Mayor as the director or head of the division for each division of the Mayor's office shall be considered a department director.

4.2 Executive Recruiter: An employee in the Human Resources Department designated to facilitate this policy.

4.3 Package: Document or set of documents compiled for approval of a key executive management position action. Examples of the different packages are Job Posting, Waiver of Posting and Hire, Hire from Posting, and Promotion

4.4 Key Executive Management Position: Positions filled within the city which fall into the classifications listed in the Key Executive Management Positions Classifications List as approved by the Mayor.

5. POLICY DETAILS

5.1 The Mayor shall designate one or more persons to facilitate this policy on his or her behalf.

5.2 Each department shall designate a representative to communicate on key executive management position actions with the executive recruiter.

5.3 Recruitment efforts will include consideration of the City's goal to achieve diversity in positions covered

Approved:

Handwritten signature of Sylvester Turner in black ink.

Date Approved:

9/21/16

Page 1 of 6

by this policy.

- 5.4 The extension of a formal job offer (including the salary) requires the advance written approval of the Mayor for all designated key executive management positions as listed in the Key Executive Management Positions Classification List.
- 5.5 Failure to complete and include any required document will delay disposition of the request and the extension of any job offer.
- 5.6 The posting for a direct replacement with no title, responsibility or salary change may require the approval of the Mayor or Mayor's designee in addition to Human Resources prior to posting.
- 5.7 All other policies and procedures regarding the posting, hiring, and/or filling of key executive management positions shall be followed in addition to those stated below.

6. ROLES AND RESPONSIBILITIES

6.1 Human Resources Department Director

- 6.1.1 Review and recommend for approval the posting and filling of all key executive management positions by ensuring the package and actions submitted for the Mayor's approval comply with this policy.
- 6.1.2 Maintain and update the list of key executive management positions established by the Mayor.

6.2 Department Director

- 6.2.1 Recommend for approval the posting or filling of key executive management positions for the respective department by ensuring package submitted is accurate, complete, and complies with this procedure, as of submittal date.
- 6.2.2 Designate a representative to serve as the single point of contact to executive recruiter on requests and actions to comply with this policy.

7. PROCEDURES

7.1 Package creation, submission and approval

7.1.1 Posting of key executive management positions

- 7.1.1.1 Department representative prepares the package and submits to the executive recruiter. The package must include:

- 7.1.1.1.1 A signed memorandum from the department director which states classification, position number, cost center, fund, date vacated/created and justification for filling of key executive management position.

- 7.1.1.1.2 Organization charts for current and proposed department organizational structure. If an organizational change is proposed, the department director shall also provide the rational for the change. The organization chart must include:

- 7.1.1.1.2.1. Current reporting relationship of subordinates to the director

- 7.1.1.1.2.2. Current reporting relationship of subordinates to the direct reports

- 7.1.1.1.2.3. Name and pay grade of each incumbent
 - 7.1.1.1.2.4. Vacancies
 - 7.1.1.1.2.5. Number of direct reports
 - 7.1.1.1.3 Draft posting and proposed supplemental screening questions.
 - 7.1.1.2 Executive recruiter obtains Human Resources Department Director and Mayor's approvals.
- 7.1.2 Hiring of key executive management positions through a waiver of job posting
 - 7.1.2.1 Department representative prepares the package and submits to the executive recruiter. The package must include:
 - 7.1.2.1.1 A signed memorandum from the department director which states classification, position number, cost center, fund, date vacated/created, selected candidate's qualifications, the recommended salary, and the justification for waiver of posting.
 - 7.1.2.1.2 Organization charts for current and proposed department organizational structure. If an organizational change is proposed, the department director shall also provide the rationale for the change. The organizational chart must include:
 - 7.1.2.1.2.1. Current reporting relationship of subordinates to the director
 - 7.1.2.1.2.2. Current reporting relationship of subordinates to the direct reports
 - 7.1.2.1.2.3. Name and pay grade of each incumbent
 - 7.1.2.1.2.4. Vacancies
 - 7.1.2.1.2.5. Number of direct reports
 - 7.1.2.1.3 Current resume for selected candidate.
 - 7.1.2.2 Review and approval
 - 7.1.2.2.1 The executive recruiter submits the package to the Human Resources Department Compensation Division (Compensation Division). The Compensation Division performs an analysis to approve recommended compensation or provide guidance on the salary offer to keep the offer within the current compensation structure. The executive salary analysis form will include signature lines for Human Resources Department Director and Mayor approval.
 - 7.1.2.2.2 The Compensation Division prepares the executive salary analysis form, in consultation with the Human Resources Department Director.
 - 7.1.2.2.3 The Human Resources Department Director reviews and makes recommendations to the Mayor for approval on hires for all key executive

management positions.

7.1.2.2.4 The Mayor approves the hiring/filling of all key executive management positions.

7.1.3 Hiring through job posting

7.1.3.1 Department representative prepares package and submits to the executive recruiter. The package must include:

7.1.3.1.1 A signed memorandum from the department director which states classification, position number, cost center, fund, date vacated/created and justification for filling of key executive management position with specified applicant.

7.1.3.1.2 Organization charts for current and proposed department organizational structure. If an organizational change is proposed, the department director shall provide the rationale for the change. The organization chart must include:

7.1.3.1.2.1. Current reporting relationship of subordinates to the director

7.1.3.1.2.2. Current reporting relationship of subordinates to the direct reports

7.1.3.1.2.3. Name and pay grade of each incumbent

7.1.3.1.2.4. Vacancies

7.1.3.1.2.5. Number of direct reports

7.1.3.1.3 Copy of job posting and supplemental screening questions.

7.1.3.1.4 Application for selected candidate.

7.1.3.2 Review and approval

7.1.3.2.1 The executive recruiter submits the package to the Compensation Division. The Compensation Division performs an analysis to approve recommended compensation or provide guidance on the salary offer to keep the offer within the current compensation structure. The executive salary analysis form will include signature lines for Human Resources Department Director and Mayor approval.

7.1.3.2.2 The Compensation Division prepares the executive salary analysis form in consultation with the Human Resources Department Director.

7.1.3.2.3 The Human Resources Department Director reviews and makes recommendations to the Mayor for approval on hires for all key executive management positions.

7.1.3.2.4 The Mayor will approve the hiring/filling of all key executive management positions.

7.1.4 Promotion

7.1.4.1 Department representative prepares promotion package and submits to executive recruiter. The promotion package must include:

7.1.4.1.1 A signed memorandum from the department director which states classification, position number, cost center, fund, date vacated/created and justification for filling of key executive management position by way of promotion.

7.1.4.1.2 Organization charts for current and proposed department organizational structure. If an organizational change is proposed, the department director shall provide the rationale for the change. The organization chart must include:

7.1.4.1.2.1. Current reporting relationship of subordinates to the director

7.1.4.1.2.2. Current reporting relationship of subordinates to the direct reports

7.1.4.1.2.3. Name and pay grade of each incumbent

7.1.4.1.2.4. Vacancies

7.1.4.1.2.5. Number of direct reports

7.1.4.1.3 Current resume for selected candidate.

7.1.4.2 Review and approval

7.1.4.2.1 The executive recruiter submits the package to the Compensation Division. The Compensation Division performs an analysis to approve recommended compensation or provide guidance on the salary offer to keep the offer within the current compensation structure. The executive salary analysis form will include signature lines for Human Resources Department Director and Mayor approval.

7.1.4.2.2 The Compensation Division prepares the executive salary analysis form in consultation with the Human Resources Department Director.

7.1.4.2.3 The Human Resources Department Director reviews and makes recommendations to the Mayor for approval on promotions for all key executive management positions.

7.1.4.2.4 The Mayor will approve the promotion/filling of all key executive management positions.

7.2 Formal job offers

7.2.1 Once the Human Resources Department Director and Mayor's office approve the executive salary analysis form, the executive recruiter makes the formal job offer.

7.2.2 The effective date will be no earlier than the beginning of the first full pay period following the acceptance of the formal offer.

7.2.3 The executive recruiter submits the appropriate personnel action to Human Resources Department Employment Resource & Services Division for processing once the formal offer has been accepted.

7.3 Acting key executive management position

- 7.3.1 When an open key executive management position is filled with an employee designated as acting in that position, the department director will follow the same procedures in Section 7.3.
- 7.3.2 The department director will complete and submit the position justification form, when applicable, to place the employee in acting status. The department director should indicate the duration of the acting assignment. The initial duration shall be 90 days or less.
- 7.3.3 If an extension of an additional period is requested beyond the 90 days, the position justification form must also state the duration of the assignment. The department director must submit the extension request for the Mayor's approval prior to the expiration of the initial assignment.

8. CONFLICT AND REPEAL

This administrative policy supersedes Administrative Procedure 3-5 (revised), effective June 28, 2010, which shall be of no further force or effect. If the provisions of this policy conflicts with any law, that law shall prevail.

9. RELATED DOCUMENTS AND INFORMATION

- Key Executive Management Positions Classification List

10. POLICY SPONSOR

Department: Human Resources Department