

Objective:

To formulate and implement a comprehensive strategic hiring process to ensure the strategic alignment of personnel with effective optimization of budgetary resources focused on the mission of the university.

The Strategic Hiring Committee will consist of the Provost, Executive Director of Human Resources, Budget Office Director, Vice President (VP) for Student Affairs, and Vice President for Administration and Finance. The Provost and Executive Director of Human Resources will serve as committee co-chairs.

Process Overview:

The Strategic Hiring Committee will collectively review and provide recommendations to the President for each request to fill, create, re-organize, re-classify or eliminate a budgeted position. The Strategic Hiring Committee will review the requested positions following an assessment by Human Resources for fair market value and internal equity and the Budget Office for fiscal responsibility and funding availability.

All requests to fill, create, re-organize, re-classify or eliminate (a) budgeted position(s) will proceed through the following order:

1. The Dean/AVP or Business Administrator submits position request(s) to Human Resources– Compensation (Compensation@uhcl.edu). Following approval of a position request through the division/departments management and the Budget Office.¹
2. Upon completion of the review by Human Resources–Compensation, the position request(s) will be forwarded to the Strategic Hiring Committee for review.
3. The Strategic Hiring Committee will either request additional information from the unit or provide a recommendation, which will be reviewed by the President.
4. The President will either accept the Strategic Hiring Committee’s recommendation or request additional information and provide an updated recommendation following a reevaluation of the request.
5. Human Resources–Compensation will communicate in writing the final decision to the requesting unit.

Requests to fill, create, re-organize, re-classify or eliminate a position shall include but are not limited to the following documentation:

- Completed Strategic Hiring Form.
- Current staffing model/organizational chart.
- Position Description
- Business justification for the position(s) or elimination of any position that is part of a reorganization.
- Alignment of the position with the strategic plan of the unit and overall campus strategic plan.
- Current and long-range budget impacts.
- Funding sources including grant funds (Externally funded positions will receive immediate approval by the Strategic Hiring Committee).
- CV or Resume of incumbent in position being re-classified.

¹ At the HR/Budget review steps any modifications or requests for information will be made to the unit requesting the position.

Positions requests will be assigned by the Strategic Hiring Committee to one of the following priority categories: Critical, Essential, and Operational. Definitions for these categories are as follows:

- **Critical:** The position is highly critical to the strategic operation and direction of the campus or unit. Failure to fill, create, re-organize or re-classify the position will result in an undue hardship to the institutions or unit such as the loss of students, faculty, staff, revenue; will place the institution in violation of System Administrative Policies, State and/or Federal law or regulations; or will result in the unit's inability to effectively meet mission-critical operational requirements or standards.
- **Essential:** The position is essential but not critical to the strategic operation and direction of the campus or unit. Failure to fill, create, re-organize or re-classify the position will require the reassignment of duties, tasks and responsibilities across the requesting unit but does not create an undue hardship. The requesting unit can function effectively but not optimally until the position is filled or re-classified.
- **Operational:** The campus or unit has a need to fill, create, re-organize or re-classify the position but there is no immediate or foreseeable urgency to do so. This applies to positions that are projected due to program growth, operational expansion or creation of future departments, programs, operational units or grant-funded positions. Funding has not been identified or the position is not currently budgeted and will only be filled or re-classified as demand increases, operational needs require or grant funds are awarded.

Review Criteria

Criteria for reviewing positions submitted to the Strategic Hiring Committee will be as follows:

- Current overall staffing need(s) of the campus, division, department and how this position will address or meet this/these critical, essential or operational needs.
- The consequences for not filling or re-classifying this position.
- The re-distribution or assumption of duties and responsibilities of the position should the position not be filled or re-classified.
- The impact to the campus or unit budget if the position is approved.
- The impact to the campus or unit budget if the position is not approved.
- The current staffing model level in relation to the strategic plan for the campus or unit.
- Future staffing projections for the campus or requesting unit.

For units above their baseline staffing model levels, hiring recommendations will be made for only those positions designated as Critical by the Strategic Hiring Committee.

The Strategic Hiring Committee will meet bi-weekly. Special meetings may occur as needed.