



MISSOURI DEPARTMENT OF TRANSPORTATION PERSONNEL POLICY MANUAL

POLICY TITLE: Selection Process

NUMBER: 0517

CHAPTER TITLE: Employment

EFFECTIVE DATE: June 1, 2025

PRIOR EFFECTIVE DATE: March 15, 2025

POLICY STATEMENT

The department is committed to employing the best qualified candidates while engaging in recruitment and selection practices that comply with all applicable employment laws.

DEFINITIONS

Applicant: A person who has submitted an internal or external application for a posted job vacancy.

Candidate: An applicant who has been selected for an interview.

PROVISIONS / REQUIREMENTS

1. Advertising:

- a. Each Human Resources (HR) office is responsible for advertising vacancies within their area. The decision to advertise or to not advertise is at the discretion of the respective district engineer or division leader/state engineer. If a position is advertised, documentation of where the position is advertised must be included in the job fill file.
- b. District engineers and division leaders/state engineers are responsible for ensuring that efforts are made by their hiring supervisor and HR Manager to obtain a quality and diverse applicant pool.
- c. Vacancies advertised externally will be posted on the department's careers page. Additional advertising through websites, newspapers, or other publications may be used by hiring supervisors and should be discussed with the assigned HR representative.
- d. The Job Opportunity Announcement (JOA) or other HR approved job announcement shall be used for internal posting and external advertising.
- e. The JOA or approved job announcement will generally be posted for at least 14 calendar days; however, exceptions can be made to post the position for a longer or shorter period of time based on the needs of the position.

2. Use of Temporary Employment Services

- a. The use of temporary employment agencies to fill vacancies within the department is allowed with the approval of the relevant district engineer or division leader/state

engineer.

- 1) Temporary employment agency personnel are not considered employees of the department for payroll, benefits, or other purposes.
- 2) Temporary employment agency personnel are not authorized to operate department vehicles due to the unavailability of appropriate insurance coverage.

3. Applications:

- a. All persons seeking employment or reemployment with the department must submit the application materials indicated on the JOA or approved job announcement by the closing date stipulated on the JOA or approved job announcement; and must complete an electronic application for employment prior to being hired.
- b. A designated HR representative will evaluate and determine which applicants meet or exceed the minimum qualifications.
 - 1) The HR representative, in consultation with the hiring supervisor, has the final responsibility for determining whether an applicant meets minimum qualifications.
 - 2) For all positions, a notation must be made in the JOA system of whether an applicant meets minimum qualifications and whether the applicant was selected for an interview, which must be included in each job fill file.

4. Interview Process:

- a. The HR representative will assist the hiring supervisor to complete the Form P-20, "Applicant Evaluation Worksheet," or other HR Division approved form that contains the interview questions on which the candidates will be evaluated. The document containing these questions must be included in the job fill file. The same approved form must be used for each candidate for that job.
- b. The HR representative will assist the hiring supervisor to develop all interview questions.
 - 1) The HR representative, prior to interviews, should review all interview questions.
 - 2) Interview questions must be directly related to the job tasks, performance skills, and preferred employee qualities of the position being filled.
 - 3) All standard questions must be asked of each candidate interviewed.
- c. The selection of candidates to be interviewed will be based on the applicants' education, experience, and preferred employee qualities relative to the position as provided in the job specification and Form P-20, "Applicant Evaluation Worksheet," or other HR Division approved form.
 - 1) The HR representative will assist the hiring supervisor in reviewing Personnel Policy 0503, "Employment of Relatives," to determine if there is a conflict.
 - 2) Interviews should be scheduled by the hiring supervisor or the HR representative at a time and place when all panel members can be present in person, or virtually when necessary.
- d. The interview questions form should contain the name of the person interviewed, the

date and time of interview, and the name and job title of all panel members.

5. Panel Interviews:

a. Panel interviews are required for all vacancies unless waived by the district engineer or division leader/state engineer.

1) The size of, and specific members to serve on, each panel will be determined by the district engineer or division leader/state engineer or designee.

a) Diversity of the panel, as well as potential conflicts of interest, should be considered when selecting the composition of the panel.

b) For all supervisory and management level positions, consideration will be given to include a direct report to the vacant supervisory level position on the interview panel. However, there will be instances when it is either not appropriate or a direct report of the supervisory position being filled is not available to serve on the panel.

(1) If included, the hiring supervisor will determine which direct report will serve on the selection panel. This individual should be in good standing and should not have received any disciplinary actions of a written warning or higher within the past 12 months for either performance or conduct issues.

(2) A direct report who serves on the panel should not be an individual who has applied for the position.

(3) The role of the direct report is to provide their perspective and input to the hiring supervisor during the interview process. The hiring supervisor will take this information into consideration during the decision-making process; however, the final decision on who is hired resides with the hiring supervisor.

2) For management level positions (district/division management team positions and above) that have high customer and partner contact, the panel may also include a partner from an external organization or agency.

a) The hiring manager will determine the appropriate partner to serve on the panel. The hiring manager should consult with their local HR office to determine whether any conflicts of interest exist with this partner's participation.

b) If included, the role of the partner is to provide their perspective and input to the hiring manager during the interview process. The hiring manager will take the partner's viewpoints and perspectives into consideration during the decision-making process; however, the final decision resides with the hiring manager.

3) For those management level positions which do not have high external partner or customer contact but do have high contact with department partners, the panel may include an internal partner.

4) At least one panel member must have completed interview training.

5) Each panel member should attend all interviews and participate as instructed by the hiring supervisor. All panel members are not required to take notes on the

answers given by each candidate; however, at least one person must be designated to take notes. All notes taken must be included in the job fill file. After the interview, the panel members will work together to complete one applicant evaluation form for each candidate interviewed using Form P-20, "Applicant Evaluation Worksheet," or other HR Division approved form.

6. Selection Process:

- a. When all interviews are completed and the panel has completed the Form P-20, or other HR Division approved form, each panel member should review the application, their interview notes, the P-20, or other HR Division approved form and any other relevant information that has been provided for each applicant in order to select their top candidates.
- b. The panel members should then discuss all top candidates and attempt to reach a consensus on their choice. If there is no consensus among panel members, the final decision is up to the hiring supervisor. If the hiring supervisor is unable to pick a candidate, they must discuss the hiring decision with their supervisor(s) to determine who will be offered the position.
- c. Once a candidate has been selected, the supervisor should discuss their hiring decision with an HR representative. The decision should be based on all relevant job-related information obtained about the candidate relative to the position as demonstrated by their job application, resume, answers to interview questions, and other information available for consideration. Documentation supporting the decision to select the specific candidate should be included in the job fill file.
- d. For external candidates, an HR representative will work with the hiring supervisor to determine what employment references are needed for those who are seriously being considered for the vacant position. References from the current employer of external candidates who are seriously being considered for the vacant position should be secured only after the candidate has given authorization to do so. Form P-15, "Reference Questionnaire," must be used when obtaining references for external candidates who are seriously being considered for the vacant position.

For internal candidates, an HR representative and hiring supervisor will work together to obtain employment references for those who are seriously being considered for the vacant position. Form P-15, "Reference Questionnaire," must be used when obtaining references for internal candidates. Documentation contained in the internal candidate's performance management file that is related to the position being filled should be discussed with the hiring supervisor or HR representative.

Other HR Division approved forms and guidelines may be used to obtain employment references. The same approved form must be used for all candidates being considered for that job. Any reference information obtained must be included in the job fill file.

- e. When the applicant selected does not meet the minimum job requirements, a waiver from the district engineer or division leader/state engineer is necessary prior to making an offer. The district engineer or division leader/state engineer has the discretion to waive minimum job qualifications after consultation with the HR Director

or their designee. The hiring supervisor cannot make a conditional offer of employment until the waiver is reviewed and approved by the district engineer or division leader/state engineer. All waiver documentation must be included in the job fill file.

When waiver of the minimum requirements as stated on the job specification requires approval from the HR Director (see job description for whether waiver by HR Director is required), a waiver request should be submitted to the HR Director along with the documentation of the other candidates prior to final selection and an offer being made. (Refer to Personnel Policy 0522, "Waiver of Job Specification Minimum Requirements.")

- f. The supervisor should consult with the HR representative concerning promotions and/or position changes that result in an employee transferring from a non-physically demanding position to a physically demanding position (refer to Personnel Policy 0600, "Examinations and Physicals") or from a non-safety sensitive position to a safety sensitive position. (Refer to Personnel Policy 2508, "Drug Testing Program.")
- g. In accordance with Section 226.080, RSMo, "preference shall be given, other conditions being equal, to employment of honorably discharged members of the armed services."

7. Offers of Employment:

- a. For all external hires and for all internal hires that require a physical, drug test, or background check, a written conditional offer must be made. Before making a conditional offer of employment, hiring supervisors must consult with their HR representative to determine the appropriate salary offer in accordance with all Salary and Wage Administration Personnel Policies, including 1016, "Salary Increases"; 1019, "Temporary Assignments or Promotions"; 1021, "Demotions"; and 0522, "Waiver of Job Specification Minimum Requirements," as applicable and consistent with how those policies have been applied in the past. For all salary offers made outside of the provisions covered by these personnel policies, documentation to support the applicant's starting salary must be included in each job fill file. Salary relativity to other relevant current employees should be considered as well as the candidate's level of job-related experience (Refer to Personnel Policy 0521, "Substitution of Education or Experience.") Consultation with the Central Office Compensation unit is encouraged.
- b. Once the salary has been determined and agreed upon by both the hiring supervisor and the HR representative, the supervisor should contact the selected candidate to extend a conditional offer of employment.
 - 1) For external hires, a conditional offer of employment should be made pending completion of a pre-employment, post-offer drug screening, state tax compliance review, as well as a physical examination (physically demanding jobs only), and a criminal background check. In addition to full-time and permanent part-time, the following positions are required to go through a pre-employment drug screening:
 - Temporary part-time
 - Seasonal

- Summer employment
- Internship
- Emergency snow removal
- Retirees
- Rehires

All applicants will be required to complete and pass a criminal background check if there has been a break in service of one or more days and a pre-employment, post-offer drug screening if there has been a break in service over 30 days. (Refer to Personnel Policy 0600, "Examinations and Physicals"; Personnel Policy 2508, "Drug Testing Program"; and Personnel Policy 0519, "Background Checks.")

- a) It should be made clear to the candidate that they should not give resignation notice to their current employer until results of the drug screening, physical, and criminal background check are received, and a final offer is made.
- b) The supervisor should not discuss a start date with the candidate at the time of the conditional offer.

2) For internal hires:

- a) The hiring supervisor should notify the employee's current supervisor that an offer will be or has been made.
 - b) The hiring supervisor should consult with the HR representative to determine whether a drug test, criminal background check, or physical is needed for the new position. If so, a written conditional offer should be made.
- c. When the conditional offer is accepted, the HR representative will contact the candidate and, if applicable, facilitate scheduling of a drug screening and a physical as soon as possible, and initiate the criminal background check. The HR representative will send a written conditional offer of employment to the selected candidate. This letter should contain all conditions of the offer and the salary offered.
 - d. Once the applicable drug screen, physical, and criminal background check are received and it is determined that a final offer will be made, the candidate will be contacted to confirm the offer and establish a start date.
 - e. After the final offer has been accepted, the HR representative, with input from the hiring supervisor, will generate the Employee Status Maintenance Transaction (ESMT) (Refer to the Financial Policy and Procedure Manual.)
 - f. The use of written employment agreements will be limited to those instances when it has been determined by MoDOT management, after consultation with the Chief Counsel's Office (CCO), that a written employment agreement is warranted. If a written employment agreement (including content) is approved by the MoDOT Director, the form and content of the agreement must be approved by CCO.

8. Miscellaneous Provisions:

- a. The HR representative will ensure that the new hire completes Section 1 of the I-9 on or before their first day of employment, and that Section 2 of the I-9 is completed within three business days of the employee's start date.

- b. The HR representative will ensure that written notification is sent to all applicants not selected for an interview who applied for the advertised position and are not notified by phone. A copy of the written notification should be kept in the job fill file. It is strongly encouraged that internal applicants are contacted by phone.
- c. The wage rate for temporary part-time employees and retirees should be based on education, experience, minimum job qualifications, and relative salary of other full or part-time employees.
- d. Seasonal or other temporary employees must work in any position less than 1,040 hours in any 12-month period and must separate from the department for a minimum of one month (two pay periods) before being eligible for rehire into a seasonal or other temporary position. To utilize a seasonal or other temporary employee for 1,040 hours or more in a 12-month period, districts/divisions/offices must make a written request to the HR Director for approval. Retroactive service credit toward retirement will not be granted for time worked in non-benefit eligible positions. For a list of benefit eligible employment categories, refer to the "Employment Types and Categories" reference sheet.
- e. To comply with the Commercial Motor Vehicle Safety Act, supervisors must ensure that anyone who operates a commercial motor vehicle has a Commercial Driver's License (CDL). (Refer to Personnel Policy 0510, "Commercial Driver's License.")

9. Job Fill Files:

The following items need to be included in the job fill file retained in the local HR office prior to closing the file:

- Job Opportunity Announcement.
- Advertising/recruiting efforts.
- All documentation forms (forms/spreadsheets/etc.)
- Interview questions and notes from all panel members who took notes.
- Form P-20, "Applicant Evaluation Worksheet," or other HR Division approved form used to evaluate candidates.
- Roster of all candidates applying for the position along with copies of notifications to applicants who were not interviewed, or a copy of the notification and list of the applicants receiving it.
- Hiring and salary justification for candidate selected, if required.
- Conditional offer letters.^{1,2}
- Confirmation Letter, if used.
- Any employment references obtained for all candidates seriously considered.
- Indication that selected candidate met minimum qualifications for the job or a waiver of minimum qualifications.
- Notation of notification to each interviewed candidate they were not selected.



Ashley Halford

Human Resources Director

CROSS REFERENCES

[Personnel Policy 0503, "Employment of Relatives"](#)
[Personnel Policy 0505, "Equal Employment Opportunity"](#)
[Personnel Policy 0510, "Commercial Driver's License"](#)
[Personnel Policy 0519, "Background Checks"](#)
[Personnel Policy 0521, "Substitution of Education or Experience"](#)
[Personnel Policy 0522, "Waiver of Job Specification Minimum Requirements"](#)
[Personnel Policy 0600, "Examinations and Physicals"](#)
[Personnel Policy 1016, "Salary Increases"](#)
[Personnel Policy 1021, "Demotion"](#)
[Personnel Policy 2508, "Drug Testing Program"](#)
[Use of Temporary Employment Services](#)
[Financial Policy and Procedure Manual](#)
["Employment Types and Categories" Reference Sheet](#)

FORMS

[Create/View Employee Profile \(Employment Application\)](#)
[Form P-15, Reference Questionnaire](#)
[Form P-20, Applicant Evaluation Worksheet](#)
[New Hire Checklist](#)
[Reference Sheet for Interview Panel](#)
[Reference Sheet for Interviewee](#)
[Separation Checklist](#)
[Separation Supplement](#)

¹ If the offer is withdrawn or the candidate withdraws, copies of all related correspondence should be in the job fill file.

² A copy should also be sent to Central Office HR