



MISSOURI DEPARTMENT OF TRANSPORTATION PERSONNEL POLICY MANUAL

POLICY TITLE: Performance Development

NUMBER: 6506

CHAPTER TITLE: Training and Professional Development

EFFECTIVE DATE: December 1, 2024

PRIOR EFFECTIVE DATE: January 1, 2022

POLICY STATEMENT

It is the department's intent that all employees receive continuous, prompt communication and feedback on their performance, and that supervisors evaluate and document performance in a fair and consistent manner.

DEFINITIONS

Performance Development Conversation: Formal or informal communication between a supervisor and their employee to develop and/or review the employee's performance expectations, discuss what the employee needs in order to perform their job well, review progress toward meeting performance expectations, and create individual development plans for the employee.

Performance Development: The method of managing performance of salaried and permanent part-time employees through setting and monitoring expectations, planning and monitoring employee development, coaching employees regarding performance, and providing continuous feedback to employees.

Performance Management File: A hardcopy file or electronic file, maintained by the employee's immediate supervisor, containing the supervisor's documentation (including email and electronic documents) for all phases of the performance management process for the employee. This includes documentation of performance development conversations.

Evaluation Tool: Questionnaire evaluating an employee's performance that is completed by their immediate supervisor(s). This can include evaluations from other leaders who worked closely on a special project or initiative outside of the employee's daily work.

Upward Feedback Form: Questionnaire providing feedback to supervisors that is completed by employees under their supervision in order to allow the supervisor to better understand how effectively they coach, develop, and recognize the employees they lead or mentor.

Growth Model: A three-tiered model, developed by the State of Missouri, used to help employees and their supervisors better understand their current strengths and areas that need further development, so they can achieve their unique professional development goals.

PROVISIONS / REQUIREMENTS

1. Performance development conversations, as outlined below, are to be conducted for all

salaried and permanent part-time employees.

2. Performance development conversations must occur as frequently as needed to meet the employee's specific needs. The frequency of these conversations will vary depending on the employee and their needs. These conversations should occur monthly, at a minimum, except for the two months in which the required online evaluations take place. While it is not required that supervisors have a performance development conversation during the months in which online evaluations take place, it is strongly recommended.
3. Twice a year (March and September), supervisors must complete an online evaluation for their employees utilizing the Evaluation Tool as a supplement to performance development conversations. Individual evaluation results for each of the rating questions do not need to be shared with employees but can be, if desired or requested. Following each evaluation period (March and September), at minimum, the average of the rating questions along with the specific feedback on the employee's strengths and development areas should be shared with the employee. These online evaluations will not be completed for hourly employees such as interns, seasonal maintenance workers, retiree's (TPT's), emergency maintenance equipment operators, or any other wage positions. Supervisors are required to complete the "Summary Performance Rating for Wage/Seasonal Employees" form at the end of the employee's appointment and forward the form to their local Human Resources representative.
4. Twice a year (March and September), employees will have the opportunity to provide feedback to their immediate supervisors regarding the quality of coaching and feedback they receive from their supervisors or mentors through the use of the Upward Feedback Form. The use of this form by employees is optional and anonymous. This feedback is provided to the supervisor in a summary format and is not attributed to individual employees. The Upward Feedback Form should be completed by the employees who report directly to the supervisor receiving the feedback.
5. Employees and supervisors should review the Growth Model documents linked to this policy at least twice a year or as frequently as needed to ensure they are continuing to identify development opportunities for themselves and their employees.
6. An initial probationary period of six months is required for all employees upon employment or re-employment on a salaried or permanent part-time basis, including those previously employed as seasonal/wage employees. A discussion should be held with an employee before the end of the sixth month of the new employee probationary period, at which time a determination will be made as to whether the employee should be retained by the department or be terminated. Personnel Policy 2600, "Performance/Conduct Intervention," should be reviewed for specific details on the termination process. Extensions of the six-month probationary period must be requested through the HR Division.
7. Immediate supervisors are responsible for conducting performance development conversations for all salaried and permanent part-time employees under their direct supervision. Lead workers may provide input on all areas of performance development,

but should not conduct any of the performance development conversations with employees. In the absence of the immediate supervisor, the second-level supervisor is responsible for conducting performance development conversations.

8. Each district/division/office is responsible for ensuring performance development conversations are occurring for all salaried and permanent part-time employees in their area. Supervisors will be evaluated continuously on the performance of their supervisory responsibilities. Supervisors who fail to plan and accurately evaluate employees in their area, or who fail to address employee's performance or conduct deficiencies, or fail to maintain performance development documentation may be subject to disciplinary action.
9. If an employee is not meeting the expectations established during their performance development conversation, the supervisor should contact their local HR office to determine if any disciplinary action is required. Before a disciplinary action resulting from not meeting performance expectations may be issued, the local HR manager must review the supporting documentation.

Previous disciplinary history or performance issues can be taken into account to determine if discipline is required for current performance issues. However, as stated in Personnel Policy 0520 "Personnel Files and Employee Records," if an employee has no further disciplinary actions taken for a period of three years from the date a verbal or written warning is issued (i.e., the date of the letter), documentation about the verbal or written warning will not be considered in subsequent employment and disciplinary decisions.

10. Performance expectations, requirements, conditions, commitments made, and other documentation produced through performance development conversations must be placed in the employee's performance management file. Though documents placed in the employee's performance management file are considered official records, supervisors may provide employees with copies of documents produced through performance development conversations. Refer to Personnel Policy 0520, "Personnel Files and Employee Records," for details on the maintenance of and access to performance management files. Additionally, performance evaluations will be stored and maintained electronically in the department's electronic performance management system. Supervisors must be able to present the performance management file upon request.

Compliance and Quality Assurance Process

11. Directors, district engineers, division leaders/state engineers, and second-level supervisors (supervisor's manager) are responsible for ensuring performance development conversations are occurring between supervisors and employees and are being documented properly. This includes completing the Evaluation Tool twice a year.

Dispute Resolution Process

12. Disputes in performance development conversations are to be handled informally between the employee, their immediate supervisor, and the second-level supervisor. If the dispute is not

resolved to the employee's satisfaction, the employee may forward the dispute to their district engineer or division leader/state engineer with copies to their immediate and second-level supervisor. The local HR office should be consulted to determine if disciplinary action is required.

Personnel Additions/Changes During Evaluation Period

13. When an employee is transferred or promoted to a different position:

- a. The current supervisor should have a closing performance development conversation with the employee for the prior position and must give the employee's performance management file to the new supervisor. The current supervisor should discuss the employee's performance development with the new supervisor prior to the new supervisor having a performance development conversation with the employee.
- b. The new supervisor should have a performance development conversation to set expectations with the employee as soon as possible, but it must occur within 30 days of the transfer or promotion.

14. When an employee is newly hired into a position, the supervisor should have a performance development conversation to set expectations with the employee as soon as possible, but it must occur within 30 days of hire.

15. When a supervisor is transferred, promoted, or otherwise voluntarily leaves their position, the supervisor should have closing performance development conversations for current employees and discuss their current employees' performance development with the incoming supervisor. It is the responsibility of the second-level supervisor to ensure performance management files are provided to the incoming supervisor.



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CROSS REFERENCES

[Personnel Policy 0520, Personnel Files and Employee Records](#)
[Personnel Policy 2600, "Performance Management"](#)

FORMS

[Summary Performance Rating for Wage/Seasonal Employees](#)

REFERENCES

[Growth Model for Individuals](#)
[Growth Model for Managers](#)
[MoDOT Performance Development SharePoint Site](#)