Policy 1026

From Human Resources

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PERSONNEL POLICY MANUAL
MoDOT Personnel Policy Title: Career Ladder Promotions **Policy Number**: 1026 **Chapter Title**: Wage and Salary Administration **Effective Date**: May 1, 2010 **Supersedes Policy Number**: 1026 **Dated**: January 1, 2010
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POLICY STATEMENT

The department provides opportunities for advancement of salary grade and pay to employees in designated career ladders within the department. These advancements are intended to be in recognition of employees completing requirements to be promoted to intermediate or senior level jobs. Although the department intends for career ladder promotions to be provided when employees complete the stated requirements, there may be times when budget limitations will delay or prevent some career ladder promotions.

DEFINITIONS

Career Ladder: A career progression for employees designed to encourage development of skills in many jobs below the first level of supervision. Career ladders consist of a series of related jobs (usually either two or three) through which employees can advance by meeting the eligibility requirements established for the next higher job.

Career Ladder Advancement (Promotion): Advancement (promotion) to the next higher job within a designated career ladder that has been earned by an employee successfully meeting the eligibility requirements for the next higher job.

Career Ladder Job: A job within a designated career ladder.

Career Ladder Promotion Checklist: A listing of the skills, knowledge, and abilities identified for each career ladder job, which an employee must possess to be considered for advancement to the respective job.

Career Path: Job choices that generally result in advancement to higher salary grades throughout an employee's career with the department. An employee's career path may consist of both career ladder jobs and competitive jobs.

Competitive Job: A job for which an employee must compete with other employees or outside applicants to be considered. Competitive jobs include, but are not limited to, supervisory jobs and the entry-level job of each career ladder.

PROVISIONS / REQUIREMENTS

1. As outside applicants are hired into the department, many of them will be hired to fill entry-level jobs within designated career ladders. Some outside applicants will be hired to fill higher-level career ladder jobs or to fill competitive jobs. Once these outside applicants become department employees, they will have opportunities to progress through various career paths within the department. Career paths for employees who remain with the department for many years will usually consist of them having held various career ladder jobs and various competitive jobs. Provisions/requirements for advancing in career ladder jobs are described in the remainder

of this policy. Provisions/requirements to be considered to fill competitive jobs are described in Personnel Policy 0517, "Staffing of Department Vacancies."

2. A list of career ladders and the career ladder jobs within each career ladder, which have been designated by the department, can be seen on the Human Resources (HR) Division web site (http://sharepoint/facilitation/HR/Compensation/Shared%20Documents/Career%20Ladder.pdf). Not all career ladders will have the same number of jobs and not all jobs below first level supervision will be included in a career ladder.

3. Entry-level jobs within each career ladder are considered competitive jobs. If an employee wants to be considered for an entry-level job, he/she will need to compete with other employees or outside candidates. Once an employee is selected to fill an entry-level job within a career ladder, the employee will have an opportunity to advance to the higher-level jobs within that career ladder without competing with other employees or outside candidates. There may be times when an intermediate or senior level career ladder job will be advertised to be filled through a competitive process. One example of when this could occur is when turnover has created several vacancies in a career ladder and none of the employees currently in the career ladder are ready for advancement. Advertising may occur in this and other occasions to see if employees from other districts/divisions/offices may be interested to compete for one of these vacancies. These advertisements will not impact the opportunity for an employee currently in that career ladder to advance when he/she has met all requirements.

4. To be eligible for promotion to the next higher (intermediate or senior level) job within a career ladder, an employee must meet all eligibility requirements for the next higher job, as stated below:

A. Employee must meet or exceed the minimum education and experience requirements as stated on the job description for the career ladder job.

B. Employee must meet the certification requirement, if applicable, for the career ladder job for which he/she is being considered and must maintain the required certification to remain in the higher job. If an employee does not maintain the required certification, he/she will be demoted to the previous job title and salary rate. Required certifications are stated on job descriptions.

C. Employee must meet the requirements of the Career Ladder Promotion Checklist for the career ladder job for which he/she is being considered.

1) An employee cannot be considered for a career ladder promotion until he/she possesses all the required skills, knowledge, and abilities for the next higher (intermediate or senior level) job.

2) Until a checklist has been created for the particular career ladder job for which an employee is being considered, this requirement will be waived.

3) Career Ladder Promotions Checklists for relevant career ladder jobs will be listed in the HR Division web site (http://wwwi/hr/).

D. Employee must perform at a "Successful" level or higher in his/her current job.

1) An employee cannot be considered for a career ladder promotion if he/she has an Overall MAPS rating of "Needs Improvement" or "Unacceptable" on his/her most recent final performance review on the MoDOT Accountability and Performance System (MAPS) form.

2) An Overall rating on a MAPS form of "Needs Improvement" or "Unacceptable" can be considered for up to three years in delaying career ladder advancement, especially if the employee has also had problems with accidents or discipline during this time.

3) If an employee did not receive an Overall rating of "Needs Improvement" or "Unacceptable" on his/her latest MAPS form, but is not performing at a "Successful" level or higher at the time of being considered for a career ladder promotion, the promotion can be delayed until the supervisor is satisfied the employee is performing at a "Successful" level or higher.

E. Employee must not have received a disciplinary action of a written warning or higher (demotion, probation, or suspension without pay) within the past 12 months for either performance or conduct issues.

1) Disciplinary actions of a written warning or higher will make an employee ineligible for career ladder advancement for the next 12 months following the date of the disciplinary action, with the following two exceptions:

a. Suspensions related to testing positive for alcohol will make an employee ineligible for a career ladder promotion for two years.

b. If a waiver is approved to allow an employee who received a written warning to be promoted before the end of the 12-month waiting period. On rare occasions, a district engineer or division leader/state engineer may believe there are exceptional circumstances that support issuing a waiver to allow an employee to receive a career ladder promotion in less than 12 months after he/she was issued a written warning. Before a waiver can be issued under this exception, the district engineer or division leader/state engineer must collaborate with the Human Resources Director to receive her/his support.

2) Disciplinary actions of a written warning or higher can be considered for up to three years in delaying career ladder advancement, especially if the employee has also had problems with performance or accidents during this time.

F. An employee's accident record may have an impact on eligibility for career ladder advancement, with the frequency and severity of accidents occurring within the past 12 months having significant influence on whether or not the employee will be allowed to advance.

1) Accidents for which an employee was not at fault will not impact the employee's chances for advancement.

2) Although each employee should strive to be accident-free, an employee with a minimal amount of personal injuries, property damage accidents, etc., can still be considered for advancement. The higher the severity of each accident and the higher the volume of accidents by an employee, the lower his/her chances will be to receive a career ladder advancement.

3) Accidents that have occurred within the past 12 months will carry the most significant weight on an employee's eligibility for advancement. Accidents that occurred within the past three years can be considered in delaying career ladder advancement, especially if the employee has also had problems with performance or discipline during this time.

G. Before employees can receive a career ladder promotion to a senior level job, the district/division/office management teams must review the work to be performed by these employees and be assured that when these employees are promoted to the senior level job, they will be spending more than 50 percent of their time performing senior level duties. This review must also ensure the remaining employees in senior level positions of the career ladder for that area will be performing senior level duties more than 50 percent of the time.

5. Recommendations to provide career ladder promotions will be initiated by supervisors of employees in career ladder jobs. Supervisors will be expected to provide documentation of an employees' eligibility related to each of the requirements stated in paragraph 4 (such as tracking an employee's progress toward meeting the expectations of the appropriate checklist, tracking accident and discipline incidents, etc.). A local human resources representative will be required to review documentation for each planned career ladder promotion to confirm the promotion is justified based upon the requirements in paragraph 4.

6. Authorizations for the number of jobs that can be filled within each clerical, technical, and professional career ladder will be set by the appropriate district engineer, division leader/state engineer, or office director for the jobs in their areas. These managers will also be responsible for setting the authorization levels for all other jobs within their areas to ensure their total authorizations do not exceed the authorizations set for their areas during the annual budget process.

7. The authorizations set for the jobs in each career ladder will cover the total number of jobs in each career ladder, but will not be broken down further to set specific authorizations for the intermediate and/or senior level jobs within each career ladder.

As authorizations are set for each career ladder, part of the planning process district engineers, division leaders/state engineers, and office directors are to consider includes trying to ensure that if all employees in each career ladder were to reach the senior level job at the same time, there would be enough senior level duties for these employees to perform senior level duties at least 50 percent of their time. If there will not be enough senior level duties for employees in a particular

career ladder to reach this 50 percent level, consideration should be given to reducing the authorization levels within the career ladder.

8. For authorizations within professional career ladders in each district/division/office, the appropriate district engineer, division leader/state engineer, or office director will further determine whether or not employees who do not possess a four-year college degree will be allowed into a professional career ladder job. The district engineer, division leader/state engineer, or office director will determine the number of positions that can be filled by employees who do not possess a college degree-if any. When an employee who does not possess a college degree enters a professional career ladder job, he/she will have the same opportunities to advance to the intermediate and/or senior level jobs as employees who possess a college degree.

9. The provisions/requirements stated in Personnel Policy 1016, “Salary Increases,” will be used when determining the rate of the salary increase to be provided to an employee who receives a career ladder promotion.

10. Grievances related to career ladder advancement or related to the number of authorizations within each career ladder (including the number of authorizations for employees in professional career ladders who do not possess a college degree) will be considered within a district/division/office. These grievances will not be allowed to continue above the level of the district engineer, division leader/state engineer, or office director.

CROSS REFERENCES

Personnel Policy 0517, “Staffing of Department Vacancies”

Personnel Policy 1016, “Salary Increases”

FORM

"MoDOT Accountability and Performance System (MAPS) Form" (http://wwwi/intranet/hr/maps/documents/MAPSform.pdf)

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