

**CHAPTER 12**

**PERFORMANCE APPRAISAL PROCESS FOR MOTOR CARRIER SPECIALIST II,  
CALIFORNIA HIGHWAY PATROL**

**REVISED JANUARY 2026**

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## CHAPTER 12

### PERFORMANCE APPRAISAL PROCESS FOR MOTOR CARRIER SPECIALIST II, CALIFORNIA HIGHWAY PATROL

#### 1. OVERVIEW.

- a. The procedures and guidelines for assessing performance and certifying the success of a Motor Carrier Specialist (MCS) II, California Highway Patrol (CHP), are presented in this chapter. Eleven critical tasks have been identified as essential to performing the job of an MCS II and are used in evaluating individual performance. These critical tasks reflect the Department's expectations and have been developed to emphasize observable job behaviors of MCS IIs in the work setting.
- b. The CHP 118N, Performance Appraisal, Motor Carrier Specialist II, CHP, is used to document performance for probationary and permanent MCS IIs, and to certify successful performance in 11 critical tasks.
- c. The annual performance appraisal shall be completed and signed within 30 days following the MCS II's anniversary date. The probationary reports for MCS IIs shall be completed and signed within ten days of the end of 4 months, 8 months, and 12 months. Refer to Chapter 1, General Information, for the assigned responsibilities and the required procedures for completing and signing the appraisal documents.
- d. Interim reporting is used at any time during the rating period to document an MCS II's performance of a specified critical task(s) does not meet performance standards. Occasionally, an MCS II may experience performance deficiencies so serious the supervisor feels the need to immediately initiate interim reporting procedures. In this case, the normal CHP 118N process will be preempted and the supervisor, with the concurrence of the commander, shall complete a CHP 118N immediately, following the procedures outlined in paragraph 3.a.(1)(c).

#### 2. RATING GUIDELINES.

- a. The supervisor should keep in mind the MCS II, as a departmental supervisor, serves as the crucial interface in the chain of command between the rank-and-file employees and departmental management. Therefore, success in carrying out supervisory responsibilities is dependent on a diverse array of technical, organizational, and interpersonal skills. Because of these demands, expectations regarding acceptable performance are high. The critical nature of

this position requires nothing less. Dedication to high standards is the centerpiece and touchstone of the MCS II's appraisal system.

b. The evaluation method for the CHP 118N consists of certification of the MCS II's success in performing each element of 11 critical tasks. Critical tasks, elements, and supporting questions for assessing MCS II performance have been provided in Annex A to assist supervisors in assessing successful performance. All questions may not apply to every evaluation period or to every assignment; however, to substantiate successful performance, the supervisor will generally be able to answer the relevant question(s) under each element in the affirmative. If there is reasonable doubt as to whether a question can be answered in the affirmative, then the supervisor will need to seriously consider the quality of the MCS II's overall performance with respect to that critical task. At the very least, such doubts should trigger the supervisor to provide explicit direction for correcting marginal performance on page 2 of the CHP 118N, under Section D, Comments.

c. Rating System. An MCS II's performance of critical tasks shall be rated on the following five-point rating system.

(1) **5—Outstanding**. A rating of **5** means the MCS II consistently performs in a manner far exceeding what is expected.

(2) **4—Exceeds Performance Standards**. A rating of **4** indicates the MCS II normally functions at a level above what is expected.

(3) **3—Meets Performance Standards**. A rating of **3** indicates the MCS II is performing at a level which is expected for the critical task.

(4) **2—Improvement Needed**. A rating of **2** is always a temporary rating and indicates improvement is definitely needed, but satisfactory performance appears to be achievable with additional training and/or close supervision. If such improvement is not forthcoming, a rating of **1** will usually follow with other corrective action needed.

(5) **1—Unsuccessful**. A rating of **1** in any critical task can result when any of the following occur:

(a) The MCS II fails to perform a critical task required by the classification.

(b) A critical task is performed in an inadequate manner that seriously jeopardizes the successful completion of the task.

(c) The MCS II fails to reach an acceptable level of performance after continued training and/or corrective action has been taken.

(6) **NR—No Rating.** A rating of **NR** shall be assigned whenever a task has not been performed or, for some other reason, the supervisor is unable to rate the MCS II. This rating should be used only in those situations where no job performance or demonstration of proficiency is available.

3. CHP 118N, PERFORMANCE APPRAISAL, MOTOR CARRIER SPECIALIST II, CHP.

a. Process.

(1) The CHP 118N is used to document and certify successful performance in the following instances:

(a) Probationary Motor Carrier Specialist IIs.

1 The probationary period is the final part of the selection process. It affords the supervisor the opportunity to determine whether or not the MCS II meets established performance standards.

a Probationary MCS IIs shall receive written performance appraisals within ten days of the end of 4 months, 8 months, and 12 months.

b The 12-month report shall serve as the final probationary report.

2 A Career Development Plan (CDP) shall be prepared by the commander if developmental needs are identified. The CDP shall be completed in accordance with Highway Patrol Manual (HPM) 70.13, Departmental Training Manual, Chapter 9, Career Development Program. Completion of the CDP shall be documented on page 2 of the CHP 118N, under Section C, Supervisor's Development.

3 In the event a new MCS II has no identified training needs, a memorandum shall be prepared stating an evaluation was conducted and no training needs were identified (refer to HPM 70.13).

4 A probationary MCS II shall not be promoted or obtain permanent status if the MCS II receives a final rating of **1** for any critical task. If necessary, a rejection during probation shall be initiated. For information on rejection during probation, refer to HPM 10.2, Internal Investigations Manual.

5 Motor Carrier Specialist II Off Duty. Title 2, Section 321 of the California Code of Regulations prescribes specific requirements for completion of the probationary period.

a If an MCS II has not worked the required 1,680 hours for the probationary period due to absences, the period will be extended. Commands shall contact HRS, Personnel Transactions Unit (PTU), to determine the official date for completion of the probationary period.

b If an MCS II has had a continuous period of absence of 60 or more working days, the probationary period may be extended to provide sufficient time to evaluate the employee's performance. Commands shall contact HRS, PTU to determine the official date for completion of the probationary period. For more information on extensions of probationary periods, refer to HPM 10.3, Personnel Transactions Manual, Chapter 7, Probationary Periods.

(b) Permanent Motor Carrier Specialist IIs.

1 Completion and Submission of Annual Performance Appraisal Reports. Refer to paragraph 1.c.

2 Command Responsibility. Each command is responsible for maintaining a roster of employees by anniversary date and ensuring CHP 118Ns are completed in a timely manner.

3 Transfer. Except as noted in paragraph 3.a.(1)(b)3a, when an MCS II is transferred for any reason (e.g., promotion, involuntary transfer), an evaluation shall be prepared covering the period from the date of the last report until the date of transfer. Except as noted in paragraph 3.a.(1)(b)3b, an annual evaluation subsequent to a transfer will cover the period from the date of transfer until the end of the MCS II's performance appraisal date.

a A transfer appraisal is not required within three months after an annual appraisal with the supervisor's verification no significant changes in performance have occurred. The supervisor will verify the information in Section D, Comments, of the CHP 118N.

b An annual appraisal is not required if due within three months after a transfer appraisal with the supervisor's verification no significant changes in performance have occurred since assignment to the new command.

4 Motor Carrier Specialist II Off Duty. When an MCS II is off duty 30 consecutive calendar days or more because of illness, injury, or leave of absence, the MCS II's appraisal will be extended three additional months after returning to work. (Example: An MCS II works 11 months, is on a leave for 2 months, and returns to work for 3 months. The total performance period will encompass 16 months.) The MCS II's anniversary date does not change and the next performance appraisal is due on the employee's anniversary date.

(c) Interim Reporting.

1 If at any time an MCS II's performance of one or more specified critical task(s) is determined to be unsuccessful and other supervisory techniques have not brought about successful performance (e.g., counseling or corrective memoranda), the MCS II shall be placed on interim reporting and a CHP 118N shall be initiated. All documentation supporting the need for interim reporting shall be attached to the CHP 118N (e.g., Memorandum of Direction; censurable CHP 2, Incident Report).

2 When interim reporting is initiated, and the numerical rating for any critical task is either **1-Unsuccessful**, or **2-Improvement Needed**, the supervisor shall check the box in Section B, Certification of Review on the CHP 118N and note the critical task(s). The supervisor shall prepare a plan of action to correct the deficiency. The interim reporting plan shall include:

- a A discussion of the specific problem area(s).
- b A description of all performance objectives set.
- c Methods outlined to reach objectives.
- d Controls involved.
- e Time frames for follow-up.

3 When an MCS II is placed on interim reporting, only the unsuccessful task(s) shall be assessed except when the deficiency is identified at the same time as the MCS II's annual or probationary appraisal. Interim reporting plans for improvement are to be documented until the performance objective is reached.

4 When an MCS II is placed on interim reporting, the commander shall determine if the MCS II has a transfer request on file. If a

transfer request is on file, the commander shall notify Selection Standards and Examinations Section the MCS II is on interim reporting. Refer to General Order (GO) 10.6, Field and Headquarters Assignments and Transfers Nonuniformed Employees.

5 At the close of the interim reporting period specified in the initial plan of action, a final report shall be prepared indicating whether or not the performance objective has been reached and, if not, what further corrective measures will be taken. This may include extending the initial period of interim reporting.

6 While the MCS II is initially placed on interim reporting for a specified period of time, it is the MCS II's responsibility to attain satisfactory performance as soon as possible. If the employee shows no progress in improving performance, the command may, at any time during the interim reporting period, take further action to address the performance deficiency.

(2) Discussing Motor Carrier Specialist II Appraisals.

(a) Informal Discussion.

1 Prior to completing an MCS II's annual performance appraisal, the supervisor shall meet with the MCS II to discuss the appraisal of job performance during the past 12-month period.

2 Before the informal discussion is held, critical tasks, elements, and supporting questions should be reviewed and comments made regarding areas to be discussed during the meeting.

3 A few days prior to the informal discussion, the MCS II should be notified of the date, time, and location of the meeting. It is important the supervisor arrange for adequate time with no interruptions.

4 At the beginning of the informal discussion, the MCS II should be given a copy of the preliminary ratings. Areas of disagreement, if any, should be resolved whenever possible. If the performance of any critical task(s) will be deemed unsuccessful, the MCS II shall be made aware of the requirement to be placed on interim reporting and an interim reporting plan shall be developed.

(b) Another performance appraisal conference shall be held when the CHP 118N is finalized for signature.

b. Completing the CHP 118N, Performance Appraisal, Motor Carrier Specialist II, CHP.

- (1) Identification Information. The appropriate identification information shall be entered in the space provided at the top of the CHP 118N.
- (a) Appointment Date. Enter the date the employee was appointed to the current classification.
  - (b) Name. Enter the last name, first name, and middle initial of the employee.
  - (c) Identification Number. Enter the employee's departmental identification number.
  - (d) Location Code. Enter the location code to which the employee is permanently assigned.
  - (e) Assignment. Enter the name of the Division, Area, or section to which the employee is assigned.
  - (f) Reason for Report. Enter one of the following in this space:
    - 1 First, Second, or Final Probationary. These entries are to be used for assessing all MCS IIs during the probationary period.
    - 2 Annual. This entry is to be used for assessing MCS IIs on an annual basis.
    - 3 Interim. This entry is to be used whenever an MCS II is placed on interim reporting.
    - 4 Transfer/Promotion. This entry is to be used whenever an MCS II is transferred from one command to another or promoted to a new classification.
  - (g) Reporting Period. Enter the dates of the period covered by the assessment.
  - (h) Informal Discussion Date. Enter the date of the informal discussion.
  - (i) Mentor. Check the box if the employee served as a mentor during the rating period.
  - (j) Coach. Check the box if the employee served as a coach during the rating period.

(2) Section A, Critical Tasks.

(a) Rating Box.

1 A rating box is provided adjacent to each critical task for the assignment of a numerical rating.

2 The numerical rating shall be based on the performance appraisal factors specified in Chapter 1 and a thorough review of the performance elements and questions for consideration contained in Annex A.

(b) Performance Element Check Box.

1 The supervisor shall use the check boxes to indicate performance elements observed during the rating period.

2 A numerical rating shall not be assigned to individual performance elements.

3 “Other” performance elements shall be specified and listed when this box is checked by the supervisor.

(c) Assigning a Numerical Rating.

1 An MCS II’s performance of critical tasks shall be rated on the five-point rating system (**5—Outstanding, 4—Exceeds Performance Standards, 3—Meets Performance Standards, 2—Improvement Needed, and 1—Unsuccessful**). A rating of **NR—No Rating** shall be assigned when there is no job performance data or demonstration of proficiency on which the supervisor could reasonably base an evaluation.

2 Supervisors preparing performance evaluations should remember the assigned numerical rating and written comments used to support them must be justified, as they are subject to appeal by the MCS II through the excluded employee grievance and appeal procedures. This is of particular importance when the ratings are lowered for a subsequent rating period. Artificially inflated or unsupported numbers may make it difficult to lower a rating in the future.

3 The CHP 118N ratings for critical tasks shall be supported by the MCS II’s performance during the rating period and other forms of documentation (e.g., CHP 2, letters of appreciation, and/or complaints).

4 The purpose of the performance evaluation system is to evaluate the MCS II's performance of critical job tasks during the prescribed rating period. Performance of the critical tasks during preceding rating periods should not be considered in assigning a numerical rating, except in the case of interim reporting.

5 Because the importance of individual performance elements contained in the critical tasks varies, the supervisor should make a rating determination based on the following considerations:

a If any one performance element is determined by the supervisor to be essential to successful completion of the task, and is performed in such a manner performance standards are not met, a rating of **1** or **2** for the critical task shall be assigned with appropriate comments and interim reporting implemented.

b If, however, a performance element is determined by the supervisor to be **important** but not essential to successful completion of a task (e.g., spelling), and performance of this element is unsuccessful, a rating of **3** or higher could be justified if all other performance elements in the task meet or exceed performance standards.

6 Probationary MCS IIs are to be rated on the degree to which their performance meets the standards expected for the amount of experience possessed.

7 By conclusion of the probationary period, an MCS II must meet the minimum acceptable performance standards (rating of **3**) for all critical tasks. Ratings of **2** are permissible for MCS IIs who have been placed on a training program based on identified needs for improvement in one or more critical tasks, and who have improved sufficiently for the supervisor to be reasonably certain performance objectives will be met.

8 A probationary MCS II shall not be promoted or obtain permanent status if a final rating of **1** is received for any critical task.

9 Any critical task rated **1—Unsuccessful** shall be addressed on page 2 of the CHP 118N, under Section D, Comments. The supervisor shall follow the steps outlined in paragraph 3.a.(1)(c) to correct unsuccessful performance.

(3) Section B, Certification of Review.

(a) The supervisor shall use the check boxes to indicate required personal and proficiency information has been discussed with the MCS II and is current.

1 CHP 137CN, Field Personnel Folder Annual Review (Nonuniformed).

a The supervisors shall review the CHP 137CN and ensure the field personnel folder contains all the required documentation and certifications. All documents must be complete, current, and properly dated.

b The supervisor shall place a check mark in the Reviewed column in the space provided next to each document reviewed with the MCS II.

c Upon completion of the review, the supervisor shall complete the last line of the form by entering the Supervisor Name and ID, Rank, and Date Reviewed.

(b) Valid Driver's License. The supervisor shall ensure the MCS II's driver's license is valid and note the expiration date in the space provided.

(c) Review General Order 0.8, Professional Values. The supervisor shall discuss and provide a copy of GO 0.8 to the MCS II.

(d) CHP 14, Leadership Development Plan. The supervisor shall mark the box to indicate the CHP 14 was discussed with the employee. The supervisor shall indicate whether or not the employee elected to complete a CHP 14. If requested, the supervisor shall provide the employee with a blank CHP 14.

(e) Unsuccessful Performance. Supervisors shall check this box if the MCS II receives a rating of **1—Unsuccessful**, or **2—Improvement Needed**, for any critical task and list the task(s) in the space provided. The purpose of this indicator is to make the employee aware job performance does not meet expected standards. If improvement to an acceptable level is not accomplished within a reasonable period of time, administrative action will be initiated as specified in Chapter 1, paragraph 4.c.(3).

(4) Section C, Supervisor's Development.

(a) The supervisor shall indicate whether or not a CDP was completed (refer to HPM 70.13).

(b) The supervisor shall review the identified developmental needs and check the appropriate box to indicate whether the developmental needs have been met. If not, the supervisor shall provide a brief statement on the steps to be taken to ensure developmental needs are met and provide time frames.

(5) Section D, Comments.

(a) Whenever the supervisor is required to make comments on the assignment of a numerical rating, as specified in paragraph 3.b.(5)(d), those comments shall:

1 Be directed to the appropriate critical task.

2 Cite specific examples of clearly defined, observable job performance to illustrate why the rating has been assigned.

3 Not be used to document initial comments about excellent or deficient performance. Emerging performance trends should have been documented on other source documents (e.g., censurable CHP 2, Memorandum of Direction).

(b) Supervisors shall refrain from the use of generic comments. Both positive and negative comments must be justified.

(c) Comments regarding previous years' performance may be used in conjunction with current performance to recognize long-term trends, patterns, or goals. It would be particularly pertinent to comment on past performance of the critical task(s) where performance during the current evaluation period has shown marked improvement or deterioration in comparison with past evaluation periods.

(d) Required Comments.

1 All ratings of **1**, **2**, **5**, or **NR** must be justified by appropriate comments.

2 Supervisors are encouraged to make appropriate comments for ratings of **3** and **4**.

(e) Overall Statement of Performance. A narrative statement for all probationary MCS IIs shall be entered in Section D of the CHP 118N, briefly summarizing and evaluating performance for the rating period. The supervisor should also comment on the overall effectiveness of a permanent MCS II as a departmental supervisor.

(f) Development Goals. The supervisor will discuss those critical task(s) in which the MCS II can further enhance supervisory skills. Critical task(s) in need of further development can be significant problem areas or areas of acceptable performance requiring only minor refinements. **This discussion shall include suggested methods for development.**

(g) Other Comments. Section D of the CHP 118N is not restricted to comments related to the critical tasks. Supervisors may use this section to make appropriate comments on behavior or performance not specifically identified within the critical tasks.

(h) Use of additional sheets of paper for comments is prohibited. If additional comments are needed, the supervisor may check the box at the bottom of Section D, marked "Additional Comments (see page 3)," to generate an additional page of the CHP 118N form. A fourth page of the CHP 118N form may also be generated by checking the appropriate box at the bottom of page 3.

(6) Section E, Signatures.

(a) Signature of the Supervisor. The supervisor's name shall be typed or printed; then a signature and date shall be provided in the appropriate spaces.

(b) Signature of the Reviewer. After reviewing the performance appraisal, the reviewer's name shall be typed or printed; then a signature and date shall be provided in the appropriate spaces. The reviewer shall ensure the supervisor has properly completed the form and discussed the report with the employee. The reviewer shall check the appropriate box to either concur or not concur with the supervisor's report. The reviewer shall not change the supervisor's final appraisal of the MCS II's performance; however, comments substantiating reasons for disagreements must be made whenever the reviewer does not concur with the rating. These comments are to be documented on additional sheets of paper, initialed and dated by the MCS II, the supervisor, and the reviewer, and attached to the CHP 118N.

(c) Signature of the Employee. The MCS II shall sign and date the form and indicate by checking the box provided if a discussion with the reviewer

is desired. If the MCS II refuses to sign the form, the supervisor shall indicate "Refused to sign" in the Employee's Signature box. A third party shall initial the form as a witness to the refusal.

(d) Request for Review. If the employee indicated in Section E of the CHP 118N a desire to discuss the report with the reviewer, the reviewer shall discuss the report with the employee and check the appropriate box to indicate a discussion was held.

(e) Final Probationary Report. When a final probationary report is due, the appropriate box either recommending or not recommending the MCS II for permanent civil service status must be checked.

(f) Initials. The MCS II, supervisor, and reviewer shall initial the appropriate box at the bottom of page 1 of the CHP 118N. If the CHP 118N includes an optional page 3 or 4, the MCS II, supervisor, and reviewer shall also initial the appropriate box at the bottom of these pages.

c. Completion, Distribution, and Retention of Appraisal Forms.

(1) Completion. Final copies of the CHP 118N may be typed or printed; however, all completed evaluations must be legible. The most recent revision of the form should be utilized.

(2) Distribution.

(a) For distribution of CHP 118N, refer to Chapter 1.

(3) Retention. The most current CHP 118N, plus four years, shall be retained in the field personnel folder.

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## ANNEX A

### MOTOR CARRIER SPECIALIST II, CALIFORNIA HIGHWAY PATROL, CRITICAL TASKS

This annex outlines each critical task and its performance elements for Motor Carrier Specialist II, California Highway Patrol. A series of questions for consideration in evaluating the performance elements is provided. Supervisors are encouraged to become thoroughly familiar with each element and question, although the tasks described are not intended to be all-inclusive.

#### 1. DEPARTMENTAL POLICIES AND PROCEDURES.

##### a. Knowledge.

(1) Does the employee have a working knowledge of policies and procedures affecting the employee's assignment?

(2) Does the employee maintain an up-to-date working knowledge of additions or revisions to policy and procedure?

(3) Does the employee keep subordinates up-to-date on recent changes? Does the employee ensure policy/procedure changes are understood?

##### b. Application.

(1) Are those policies and procedures affecting the employee's specific assignment complied with? Consider those policies which are pertinent to the demands of the assignment.

(2) Does the employee willingly accept assignments? Are they carried through to conclusion?

(3) Does the employee regularly plan for and document completion of various tasks (e.g., ride-alongs, performance appraisals, training days)?

c. Support. Does the employee exhibit support for departmental policies regardless of personal beliefs or opinions?

#### 2. INTERPERSONAL RELATIONS.

##### a. Subordinates.

(1) Does the employee maintain good rapport with subordinates?

## ANNEX A

### MOTOR CARRIER SPECIALIST II, CALIFORNIA HIGHWAY PATROL, CRITICAL TASKS (*continued*)

- (2) Does the employee gain the respect of subordinates without a loss of supervisory control?
  - (3) Is the employee fair and impartial when dealing with subordinates?
- b. Departmental Employees.
- (1) Are supervisory directions, including criticisms, given and/or received without losing self-control?
  - (2) Are the working demands and deadlines of others (e.g., office personnel, supervisors, peers) given consideration to allow adequate time for completing assignments?
- c. Motor Carriers, Public/Industry.
- (1) Does the employee try to understand the problems the public/industry face regarding meeting federal and state laws?
  - (2) Are personal feelings controlled?
  - (3) Does the employee maintain a good rapport with the public/industry representatives?
  - (4) Is the employee a good representative of the Department?
  - (5) Does the employee handle contacts in a professional manner (i.e., give adequate information without either being abrupt or going into a long dissertation)?
  - (6) Is the employee able to satisfactorily handle requests for information which should not be given to the public/industry?
- d. Allied Agencies.
- (1) Does the employee recognize and respect the authority and responsibilities of allied agencies?
  - (2) Does the employee represent the views of the Department in a positive manner?

## ANNEX A

### MOTOR CARRIER SPECIALIST II, CALIFORNIA HIGHWAY PATROL, CRITICAL TASKS (*continued*)

#### 3. SETTING AN EXAMPLE.

##### a. Personal Appearance.

- (1) Is attention to grooming evident?
- (2) Does clothing conform to policy and is it appropriate for the assignment?
- (3) Does the employee's personal image reflect positively on the Department?

##### b. Time Management. Are time management techniques used effectively (e.g., punctuality, schedules enough time for meetings, deadlines met)?

##### c. Demeanor.

- (1) Does the employee exhibit a positive attitude?
- (2) Does the employee display a positive respect for authority? Do the employee's actions command respect from subordinates?
- (3) Do the employee's actions reflect a sensitivity to the concerns of others including, but not limited to, protected groups as defined in the Equal Employment Opportunity Program?

NOTE: The effect of a good example not only provides a model for subordinates to emulate but also affords the employee a firm base from which to take necessary actions.

#### 4. VERBAL COMMUNICATIONS.

##### a. Organization. Is the employee well prepared in advance of assignments? Does the employee know what to say and when?

##### b. Training Techniques.

- (1) Does the employee maintain control of the group, yet allow for feedback from subordinates?
- (2) Are unscheduled field visits conducted?

## ANNEX A

### MOTOR CARRIER SPECIALIST II, CALIFORNIA HIGHWAY PATROL, CRITICAL TASKS (*continued*)

- (3) Are training responsibilities willingly assumed?
- (4) Is the employee adequately prepared before instructing subordinates?
- c. Speaking to Groups.
  - (1) Are thoughts expressed in an understandable manner?
  - (2) When answering questions or appearing before groups, is the employee knowledgeable about the subject?
  - (3) Does the employee speak effectively to a variety of groups and audiences?
  - (4) Does the employee present a desired image and maintain proper decorum?
  - (5) Is the employee courteous when responding to inquiries from the public?
- d. Court Testimony.
  - (1) Is testimony enhanced by the employee's personal appearance and behavior?
  - (2) Does testimony reflect adequate preparation?
  - (3) Is testimony factual, unbiased, and free of opinion unless requested?
  - (4) Is testimony clear, concise, and readily understandable?
- e. Listening Ability.
  - (1) Does the employee actively listen to what is being said?
  - (2) Does the employee accurately interpret what is being said?
  - (3) Is the employee able to assess changes in voice inflection and other physical characteristics?

## ANNEX A

### MOTOR CARRIER SPECIALIST II, CALIFORNIA HIGHWAY PATROL, CRITICAL TASKS (*continued*)

#### 5. WRITTEN COMMUNICATIONS.

##### a. Organization.

- (1) When given a task with clear instructions, is the employee able to complete it without frequent direction?
- (2) Are reports submitted by the employee properly organized and in the proper format?
- (3) Are the reports appropriate for the kind of incident being documented?

##### b. Includes Necessary Elements.

- (1) Are all necessary elements contained in reports?
- (2) Does the employee analyze all elements being considered?
- (3) Do reports meet all legal and departmental requirements?

##### c. Conclusions and Recommendations Supported.

- (1) Are conclusions and recommendations valid and logical?
- (2) Are assumptions identified?
- (3) Are reasonable alternatives discussed?
- (4) Do reports indicate the background investigation, research, and/or study of the situation was thorough and complete?

##### d. Suspense Dates Met.

- (1) Are written or verbal progress reports presented when appropriate?
- (2) Are suspense dates met?

##### e. Reports/Correspondence Grammatically Correct. Does the employee prepare reports or correspondence using proper sentence and paragraph structure and grammar?

## ANNEX A

### MOTOR CARRIER SPECIALIST II, CALIFORNIA HIGHWAY PATROL, CRITICAL TASKS (*continued*)

f. Punctuation, Spelling, Legibility. Does the employee prepare written material which is legible and free of spelling and punctuation errors?

#### 6. TECHNICAL/STAFF KNOWLEDGE.

##### a. Knowledge of Technical Material.

(1) Does the employee maintain a knowledge of technical material essential to subordinates' jobs?

(2) Does the employee readily admit when an answer is unknown?

(3) Does the employee research and provide answers in a timely manner? Are the answers accurate, clear, and understandable?

##### b. Motor Carrier Program Analysis.

(1) Is the employee able to draw sound conclusions about the unit's operation from analyzing program activities?

(2) Are the employee's conclusions logical and consistent with departmental goals and policies?

c. Legislation/Regulation Development. When appropriate, does the employee review proposed regulation changes and make recommendations that are clear, concise, and based on sound judgment?

##### d. Providing Technical Guidance.

(1) Is the employee proficient in communicating changes taking place within the industry to subordinates?

(2) Is the employee able to identify the issues involved in the planning process?

(3) Does the employee provide instructions to subordinates to follow departmental procedures and not industry manuals concerning the mechanical aspects of motor carrier safety when there are conflicts?

## ANNEX A

### MOTOR CARRIER SPECIALIST II, CALIFORNIA HIGHWAY PATROL, CRITICAL TASKS (*continued*)

- e. Reviews Technical Reports/Staff Work.
  - (1) Does the employee review subordinates' weekly reports to ensure adequate performance and identify training needs?
  - (2) Are problems confronted directly?
  - (3) Does the employee demonstrate a willingness to become involved?
  
- 7. REVIEW INSPECTIONS/CONDUCT INVESTIGATIONS.
  - a. Organization.
    - (1) Are investigations conducted in a logical and consistent sequence?
    - (2) Are they initiated and completed in a timely manner?
  - b. Evaluation of Procedures/Activities.
    - (1) Are conclusions and recommendations fair, objective, and consistent with the information developed from investigations?
    - (2) Does the employee compare current findings with past history?
  - c. Knowledge of Regulations/Standards.
    - (1) Does the employee understand all of the regulations and industry standards needed to properly document an inspection or investigation?
    - (2) Is the employee able to detect errors in subordinates' work?
  - d. Taking Effective Action. Does the employee initiate or recommend action in a timely manner?
  
- 8. ASSESSING EMPLOYEE PERFORMANCE.
  - a. Establishing Performance Standards/Goals.

## ANNEX A

### MOTOR CARRIER SPECIALIST II, CALIFORNIA HIGHWAY PATROL, CRITICAL TASKS (*continued*)

- (1) Are performance standards regularly discussed with the staff and adjusted as circumstances necessitate?
  - (2) Are subordinates kept informed of expected job performance standards?
  - (3) Is every effort made to achieve goals with available resources?
  - (4) When action plans for goal attainment are implemented, does the employee ensure follow-up is taken throughout the year?
- b. Observing Employee Performance.
- (1) Do written reports indicate the employee is contacting subordinates in the field?
  - (2) Does the employee ensure the appearance and condition of subordinates' equipment meets departmental standards?
  - (3) Does the employee ride along with subordinates and observe their performance in the field?
  - (4) Does the employee use a checklist and document observed performance (e.g., safety practices, investigations, public contacts, equipment use, court appearances)?
  - (5) Is action taken on information obtained from observations?
- c. Reviewing Written Work.
- (1) Is sufficient time included in the schedule to review reports?
  - (2) Are reports reviewed for accuracy, completeness, content, format, and compliance with policy?
  - (3) Does the employee discuss necessary corrections with subordinates in a constructive manner?
  - (4) Is exemplary written work recognized and commented on?
  - (5) Are training needs recognized?

## ANNEX A

### MOTOR CARRIER SPECIALIST II, CALIFORNIA HIGHWAY PATROL, CRITICAL TASKS (*continued*)

(6) Is it necessary to return written work the employee has reviewed and approved?

d. Performance Appraisals.

(1) Are the comments objective and understandable?

(2) When evaluating subordinates, are observations of critical task performance used?

(3) If work performance plans are implemented, are they realistic and attainable?

(4) Does the employee use the evaluation guidelines in Highway Patrol Manual (HPM) 10.10, Performance Appraisal Manual, when preparing performance evaluations for staff?

(5) Do the evaluations include a review of the subordinates' activities and their adherence to inspection priorities?

(6) Does the employee recognize substandard performance and develop an effective plan of action for correction?

9. PERSONNEL MANAGEMENT AND DEVELOPMENT.

a. Knowledge of Supervisory Principles. Does the employee demonstrate a working knowledge of current principles and techniques necessary for supervision of personnel?

b. Effectiveness of Developing Subordinates.

(1) Are subordinates encouraged to develop their performance abilities to their full potential?

(2) Are performance capabilities identified and discussed with subordinates?

(3) Is assistance provided to subordinates in formulating and implementing plans for expanding job performance skills?

## ANNEX A

### MOTOR CARRIER SPECIALIST II, CALIFORNIA HIGHWAY PATROL, CRITICAL TASKS (*continued*)

- c. Supervisory Techniques/Skills. Is the employee's method of supervision effective?
- d. Effectiveness of Training Provided.
- (1) Are subordinates' strengths and weaknesses identified?
  - (2) Is training provided to correct job-related deficiencies?
  - (3) Does the employee recommend and implement training geared to correct problem areas?
  - (4) Does the employee regularly involve the subordinates in identifying training needs?
  - (5) Is subordinate's job performance monitored after training to ensure training effectiveness?
  - (6) If the training does not bring about desired results, are alternative methods developed and implemented?
- e. Equal Employment Opportunity.
- (1) Is the employee knowledgeable about and supportive of the Department's Equal Employment Opportunity policy?
  - (2) Does the employee utilize all appropriate hiring options to ensure applicant pools are not only qualified but also representative of the diverse community served?
  - (3) Whenever possible, does the employee utilize the Limited Examination and Appointment Program certification lists in filling certain nonuniformed classifications? (Refer to HPM 10.12, Equal Employment Opportunity Manual, Chapter 8, Disability Services Program.)
  - (4) Are reasonable accommodations considered and provided as appropriate under departmental guidelines for employees or applicants with disabilities (refer to HPM 10.12, Chapter 9, Accommodation Services)? Reasonable Accommodation)?
- f. Effective Counseling and Motivation.

## ANNEX A

### MOTOR CARRIER SPECIALIST II, CALIFORNIA HIGHWAY PATROL, CRITICAL TASKS (*continued*)

- (1) Does the employee promote an environment conducive to counseling and motivating subordinates (e.g., open door, truth, fairness, sincerity, reasonableness, self-confidence, enthusiasm)?
  - (2) Are work performance problems recognized?
  - (3) Is an attempt made to change work performance through counseling?
  - (4) Is the counseling effective (e.g., change in attitude, improvement of job performance and morale)?
  - (5) Does the employee recognize counseling limitations (i.e., when to do it yourself and when to refer to someone else)?
  - (6) Is the employee able to “sell” departmental policies and programs, including those which may be contrary to personal beliefs?
- g. Discipline.
- (1) Are subordinates made aware of disciplinary guidelines?
  - (2) Does the employee conform to departmental standards?
  - (3) Does the employee insist all subordinates comply with the same standards?
  - (4) Does the employee ignore disciplinary problems or avoid taking action?
  - (5) Is all available information about a situation gathered prior to taking action?
  - (6) Are subordinates given an opportunity to explain the situation?
  - (7) Does the employee provide timely, constructive criticism for all subordinates in a self-confident manner?
  - (8) Is prompt, appropriate corrective action taken?
  - (9) Are plans of action fully explained to subordinates?
  - (10) Are disciplinary actions recorded for subsequent reference?
  - (11) Does the disciplinary action correct the problem?

## ANNEX A

### MOTOR CARRIER SPECIALIST II, CALIFORNIA HIGHWAY PATROL, CRITICAL TASKS (*continued*)

#### h. Self-Improvement Efforts.

- (1) Does the employee keep current regarding new supervisory practices?
- (2) Does the employee recognize personal limitations and potential and make efforts toward self-improvement?

#### 10. MOTOR CARRIER UNIT SUPERVISION.

##### a. Contribution to Unit/Program Planning.

- (1) When involved in the program or unit planning process, does the employee actively participate?
- (2) Is the employee able to identify the issues involved in the planning process?
- (3) Does the employee present logical, factual arguments when negotiating goals with the supervisor?
- (4) Does the employee involve subordinates in the goal setting process? Are they informed periodically of progress?

##### b. Administrative Functions.

- (1) Does the employee effectively review completed staff work?
- (2) Does the employee meet reporting deadlines?
- (3) Are assignments distributed in a timely manner?

##### c. Improving Operational Methods.

- (1) Does the employee suggest or recommend changes to improve operation of the unit?
- (2) Does the employee involve subordinates/peers in suggesting improvements in operational methods?
- (3) Are the employee's recommended changes logical and valid?

## ANNEX A

### MOTOR CARRIER SPECIALIST II, CALIFORNIA HIGHWAY PATROL, CRITICAL TASKS (*continued*)

d. Analyzing Unit/Program Situations Accurately.

(1) Are potential problems identified and resolved whenever possible or are they ignored or unnoticed until they become critical?

(2) Are both long- and short-range consequences of any action taken considered beforehand?

e. Taking Effective Action.

(1) Does the employee make necessary decisions in the absence of the supervisor or does the employee procrastinate?

(2) Does the employee keep the supervisor informed of decisions made in the supervisor's absence?

(3) Does the employee make decisions without evaluating all available facts?

(4) Are alternate methods reviewed or considered prior to making a decision?

11. OCCUPATIONAL SAFETY.

a. Contribution to Safety Program. Is the employee knowledgeable about and actively involved in all aspects of the Department's Occupational Safety Program as it applies to the unit?

b. Recommendations. Is the employee cognizant of the work environment and able to make appropriate recommendations on methods to improve safety?

Support. Does the employee personally display an active concern for and support of safety programs?

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