

## OCCUPATIONS

Every MDOT job has an Occupational Category.

### **OFFICE/CLERICAL**

Responsible for preparing, recording and retrieving information in an office. Includes bookkeepers and typists.

### **OFFICIALS/ADMINISTRATORS**

Implement policies, direct major units, or provide consultation to a region. Includes comptrollers and police chiefs.

### **PARAPROFESSIONALS**

Perform technical tasks requiring less formal education. Includes personnel associates and right-of-way technicians.

### **PROFESSIONALS**

Specialized jobs requiring knowledge gained in college and through experience. Includes programmers and engineers.

### **PROTECTIVE SERVICES**

Entrusted with public safety and protection. Includes police officers, firefighters and security workers.

### **SERVICE MAINTENANCE**

Insures the care of buildings and grounds, and public safety. Includes drivers and service workers.

### **SKILLED CRAFT WORKERS**

Uses skills gained through apprenticeships or formal training. Includes mechanics and heavy equipment operators.

### **TECHNICIANS**

Uses scientific or technical knowledge, and skills obtained in specialized training. Includes computer operators and drafters.

## STANDARDS

For each criterion within each set of rating factors, there is one of five possible performance ratings.

- Far Exceeds Standards
- Exceeds Standards
- Meets Standards
- Below Standards
- Far Below Standards

Each of these standards is defined in the Employee Performance Appraisal System Supervisor's Booklet

The individual criterion ratings are totaled and averaged for a final overall rating.

## PLANS

Every appraisal will include a written performance plan for the upcoming year.

- **DEVELOPMENT PLAN**  
Employees with an overall rating of "Meets Standards" or better will have a Development Plan. The Development Plan is a cooperative effort between the supervisor and the employee, combining personal interests with the goals of the organization.
- **IMPROVEMENT PLAN**  
Employees with an overall rating of either "Below Standards" or "Far Below Standards" must have an Improvement Plan to identify criteria needing improvement, and the work performance needed to elevate the overall rating to at least "Meets Standards."

Maryland Department of Transportation

The Secretary's Office



**TRANSPORTATION SERVICE  
EMPLOYEE PERFORMANCE  
APPRAISAL SYSTEM**

## PLANNING FOR PROGRESS

One of the main purposes of the Transportation Service Human Resources System is to continually seek new and effective ways to encourage the fullest development of our most valuable asset – our people. A key element of this effort is the Employee Performance Appraisal System.

Helping you realize your personal and professional goals makes it possible to accomplish the transportation goals of the State of Maryland. Department of Transportation employees developed and refined this innovative and practical system. Each of us continues to work hard every day to make it a very real part of our jobs and our careers.

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## OVERVIEW

The TSHRS Employee Performance Appraisal System provides employees and supervisors with a clear look at the work they do together by analyzing individual strengths and weaknesses, and providing a plan to improve and grow as a team.

This brochure briefly describes the Performance Appraisal System. More details are found in the Performance Appraisal Supervisor's Booklet and on the rating forms. Your Human Resources office also can provide information.

## OUR PERFORMANCE APPRAISAL SYSTEM IS...

### Personal

Know the work expected on the job.

### Relevant

Only job-related factors are rated.

### On-Going

Annual appraisals build on previous years.

### Guiding

Plan for development and improvement.

### Realistic

Rate similar jobs using similar standards.

### Equal

A comprehensive system fair to all.

### Specific

Detailed performance level descriptions.

### Safe

Everyone involved, everything considered.

## RATING CRITERIA

### GENERAL FACTORS

All employees

#### **Dependability**

Punctuality; compliance with leave policies; unauthorized leave.

#### **Initiative**

Problem-solving; improvements; pursuit of training; productivity.

#### **Interpersonal Relationships**

Customer service; communication; cooperation, tact and adaptability.

#### **Work Habits**

Meeting targets & timetables; contact with supervisor; use of time, privileges & benefits.

### JOB SPECIFIC FACTORS

All employees, by occupational group

#### **Job Knowledge**

Use of a skill, and its tools and technology, laws, policies and procedures.

#### **Job Quality**

Timeliness; accuracy; workmanship; problem-solving, and customer service.

#### **Job Quantity**

Regular and special assignments, efficiency, meeting deadlines.

### LEADERSHIP FACTORS

Supervisory and Management Employees

#### **Supervision/Team Leadership**

Obtaining results through communication, motivation, employee development

#### **Management/Program Leadership**

Directing programs through planning, decision-making and use of resources.