

NEW RIVER COMMUNITY ACTION
PERFORMANCE EVALUATION PROCESS

I. THE PERFORMANCE PLAN

A. INTRODUCTION

The Performance Plan encourages:

- 1) the supervisor and employee to review the relative importance of various job description duties and to determine acceptable levels of performance;
- 2) the supervisor to develop and recommend for employees a developmental plan for enhancing performance in the upcoming performance cycle;
- 3) enhanced communication between the supervisor and the employee; and
- 4) review of the process by the supervisor's supervisor (reviewer) for accuracy and consistency.

A critical feature of the Performance Plan is the development of Performance Expectations. **The primary purpose of Performance Expectations is to inform employees of what is expected of them.** Expectations are determined at the beginning of the performance cycle. Supervisors have an obligation to monitor performance and to communicate with their employees throughout the performance cycle.

All supervisors involved in an employee's evaluation will be asked to provide input into the development of the Performance Plan; however, the immediate supervisor has the primary responsibility for the development of the Plan.

TIMEFRAME/DUE DATES:

For 12 month staff, Performance Plans will be developed no later than July 31.

For 9 ½ month staff (Head Start classroom staff), Performance plans will be developed the month following the staff return for the academic year (no later than September 30).

B. DEVELOPING THE INITIAL PERFORMANCE EXPECTATIONS FOR A POSITION

The first step in developing the Performance Plan is to determine the position's critical Performance Expectations. The critical Performance Expectations are determined by reviewing the work duties as listed on the job description. All job description duties must be covered in the list of expectations. The supervisor should rank the expectations in order of importance, just as the duties on the job description are ranked in order of importance.

Performance plans for the same positions may be alike for all employees in that position, however, each plan may need to be customized to some extent to cover differences in work sites. It is anticipated that positions in management, even though they may have the same job description, will be more individualized.

A Performance Expectation is a statement indicating the acceptable level of performance for each job duty, i.e., what the employee must do and how well he or she must do it. Expectations should be expressed in terms of quality, quantity, and timeliness, whenever possible. Each expectation should be reasonable, attainable, and as specific as possible. Expectations should be stated in a positive manner. When setting expectations, the supervisor must decide what is acceptable performance for the position, **not** for the employee in the position.

The following questions may aid the supervisor to determine expectations:

"How many or how much needs to be done?"

"How long should it take to complete the duty?" or "When are the results needed?"

"How accurate or thorough should the results be?"

It also may be helpful to use average figures, ranges, or approximations when describing acceptable levels of quality, quantity and timeliness.

Some job duties do not lend themselves to specific measures of quality, quantity and timeliness. For example, two expectations for a management position with program responsibilities may be stated as follows:

- "Reports progress on approved quarterly goals and objectives at the end of each quarter. The report is due on the 10th of the following month."

- "Complete a policy and procedure manual on program implementation for Board consideration by September 1."

PROCESS: Expectations are to be reviewed annually, or more often as needed, as job descriptions change and duties are added, deleted or changed. Once plan has been developed for a position, the plan need only be edited for changes from year to year. Significant changes to plan expectations or the position duties must be approved by the reviewer prior to communicating with employee. Performance plans must be approved by the reviewer every three years if no job description or plan change.

C. EXTERNAL FACTORS

When establishing the performance expectations, the supervisor should consider the impact on the employee's performance of known external factors or events over which the employee has no control. Such factors could be budget, equipment, or policies and procedures. While external factors should be considered in determining expectations, they do not appear as a separate item on the Performance Plan.

D. PERFORMANCE FACTORS

Performance Factors are general characteristics of work behavior, which contribute to an employee's level of performance. For example, an employee can be tardy frequently and, because of this, not meet performance expectations. The result would affect the employee's rating on his or her performance evaluation.

The standard list of Performance Factors follows:

- ✓ Interpersonal Relations
- ✓ Communications
- ✓ Attendance/Punctuality
- ✓ Safety
- ✓ Planning/Analytical Skills/Decision Making

The list of Performance Factors and an explanation of the possible effects each may have on performance appears in Section C of the Performance Plan form.

The supervisor should discuss the employee's Performance Expectations, and how Performance Factors may affect the level of performance, at the beginning of the evaluation cycle.

In some instances, it may be appropriate to write Performance Expectations to include one or more of these factors. For example, a Safety Performance Factor may be written as follows: "Promotes and practices safe work habits to achieve an accident-free work environment."

During the year's performance cycle, the impact of Performance Factors on an employee's performance should be considered in all areas of the Performance Evaluation.

E. DEVELOPMENTAL PLAN AND SUGGESTIONS

The supervisor should consider how the employee can improve and enhance performance in the upcoming performance cycle and make suggestions for training and development. The developmental plan should be discussed with the employee at the beginning of the performance cycle. The employee may give input into the Developmental Plan and Suggestions.

F. REVIEWER'S ROLE IN PERFORMANCE PLANNING

An important aspect of the performance evaluation system is the requirement that the Performance Plan be reviewed. This ensures that the plan is timely, complete, reasonable, and consistent with plans for similar positions and conforms to evaluation policy. Plans with no changes or insignificant revisions to the prior year's plan do not require Reviewer approval. Supervisor should note "previously approved [date] by [reviewer's name]".

These functions are the responsibility of the reviewer.

In most cases, the reviewer is the immediate supervisor of the person who establishes the employee's expectations. Exceptions may be determined within some programs where multiple staff is involved in the evaluation of an employee.

After the supervisor has prepared the employee's Performance Expectations and Developmental Plan, but before they are discussed with the employee, the Performance Plan is forwarded to the reviewer. **The reviewer must approve the initial Performance Plan before it is communicated to the employee.**

It is the reviewer's responsibility to ensure that:

- 1) each expectation is related to a duty in the job description and all job duties are covered;
- 2) each expectation is clear and specific as to quantity, quality, and timeliness, where appropriate;
- 3) each expectation is reasonable and attainable;
- 4) attainment of each expectation will be measurable;
- 5) expectations are consistent with goals and workload of the program;
- 6) expectations are fair and consistent relative to other expectations for similar positions;
- 7) all foreseeable external factors which may affect level of performance have been appropriately considered;
- 8) expectations are consistent with agency and program goals and needs, not the supervisor's individualistic expectations.

If the reviewer concludes that the Performance Plan is proper, the reviewer should sign the Plan form where noted and return it to the supervisor.

If the performance plan is not satisfactory, the reviewer should return it to the supervisor with an explanation of the deficiencies. After the supervisor makes revisions, the reviewer should review the Plan again to ensure that acceptable changes have been made. The reviewer has the final approval authority for the Performance Plan.

There may be times when the reviewer must play a larger role in the establishment of the Performance Plan, if for any reason, the supervisor is not able to complete it. If the supervisor is on leave or the supervisor's position is vacant, the reviewer may need to complete the plan. If the supervisor is new to the position, the reviewer will need to provide assistance to the supervisor to ensure that the Plan is appropriate.

G. COMMUNICATING THE PERFORMANCE PLAN

PROCESS: After the reviewer has approved the performance plan, the supervisor will print the plan and share with the employee. The supervisor will provide the employee a copy of the performance plan and request that the employee read it thoroughly. **The employee must discuss any questions or need for clarifications with the supervisor before signing.** The employee must acknowledge by signature clear understanding of the employee's duties and acceptable levels of performance. Advise the employee of the right to appeal the Performance Plan to the reviewer.

The supervisor will give the employee a copy of the Performance Plan and the supervisor will keep the original to attach with the final evaluation. A COPY of the signature page only must be forwarded to the HR Manager to acknowledge completion.

H. EMPLOYEE'S APPEAL OF THE PERFORMANCE PLAN

If the employee disagrees with the Performance Plan as developed by the supervisor and approved by the reviewer, he or she should discuss these differences with the supervisor and attempt to resolve them at this level. If the Performance Plan is revised as a part of the resolution, the Performance Plan must be returned to the reviewer for approval.

If an employee still disagrees with the supervisor's Performance Plan after attempting to resolve the issue at the supervisor level, the employee has ten (10) working days from the date he or she is presented with the Plan to appeal to the reviewer for reconsideration. In this case, the reviewer already will have approved the Performance Plan that the employee wants to appeal. However, this process affords the employee the opportunity to meet with the reviewer to provide additional information or clarification.

Following the meeting with the employee, the reviewer will discuss the appeal with the supervisor prior to making any changes to the Plan. The reviewer has the final authority to modify the Plan through the appeal process. If changes are made, the revised form should be signed by the employee and initialed by the supervisor and the reviewer.

If the employee wishes to grieve the results of the appeal, he or she may take steps as outlined in the Grievance and Complaint Procedure of the NRCA Personnel Policies.

II. MANAGING PERFORMANCE DURING THE YEAR.

A. INTRODUCTION

It is critical to provide feedback to the staff throughout the performance year. Supervisors will review performance with staff on a regular basis. The assessment of particularly good performance, or the need for improvement, can be communicated in the course of normal discussions with the employee, or in periodic meetings set-up for that purpose.

The supervisor will inform the reviewer of employee's performance on a regular basis. With regular feedback, there will be no surprises when the performance evaluation is communicated to the employee at the end of the performance cycle.

B. DOCUMENTING PERFORMANCE

The purpose of documenting performance is to record a supervisor's observations of an employee's performance throughout the performance cycle. Documentation can be the key to a successful performance evaluation because it helps the supervisor to recall and effectively evaluate performance at the end of the performance cycle.

All documentation will pertain only to Performance Plan and not to personal likes, pet peeves, or an employee's off-duty activities. Supervisors will document performance of employee on an ongoing basis.

TIMEFRAME/DUE DATES: If performance is satisfactory, a brief update on employee overall performance will be reviewed six months from the development of the performance plan. Any deficiencies in performance should be specifically outlined including improvement plan noting designated time frame for improvement.

PROCESS: The employee will acknowledge performance update review by signature. The employee must discuss any questions with the supervisor before signing. Following update, the supervisor will give the employee a copy of the Performance Update and forward the original to the HR Manager to acknowledge completion.

C. PROCEDURES FOR OBTAINING INPUT WHEN THE DIRECT SUPERVISOR IS HOUSED OFF-SITE.

When an employee is supervised by an individual who is not housed at the employee's primary work-site, input must be obtained from the person responsible for the day-to-day operations of that work site. Input must be obtained prior to conducting performance appraisal updates and formal performance evaluations. Such input will be obtained by the employee's supervisor through verbal or written communication with the on-site manager or director. Comments will be incorporated into the employee's performance plans and evaluations.

D. ADJUSTING THE PERFORMANCE EXPECTATIONS

Sometimes it may be necessary for a supervisor to adjust a performance expectation, add a new expectation, or delete an expectation during the performance cycle of an employee. For example, an unforeseen external factor may have to be considered, or a change in the goals of the organization or a change in an employee's job duties or description. Changes to Performance Expectations that occur during the performance cycle should be initialed by the employee, supervisor, and reviewer.

E. PERSONNEL CHANGES

If the employee's supervisor leaves position, he or she will complete an interim evaluation of the employee's performance. This evaluation will be shared with the employee and reviewed in accordance with the usual performance evaluation process. This interim evaluation should be made available to the incoming supervisor to assist him or her in evaluating the employee at the end of the performance cycle.

The new supervisor will review the performance expectations, make necessary modifications, and use the original supervisor's assessment, along with his or her own assessment, to arrive at the overall evaluation of the employee's performance at the end of the performance cycle.

If the employee transfers, or is promoted to a new position with a different supervisor, the employee's original supervisor will complete an interim performance evaluation. This evaluation will be shared with the employee and reviewed in accordance with the usual performance evaluation process. The employee's new supervisor will use this information to assist in assessing the employee's performance at the end of the performance cycle. The new supervisor is responsible for completing the official performance evaluation. In such cases, however, the reviewer may need to assist the new supervisor, particularly if the new supervisor has had little opportunity to observe the employee's performance.

SECTION III: THE YEAR-END EVALUATION

A. EVALUATING AND RATING PERFORMANCE OF JOB ELEMENTS

1. DEFINITIONS OF RATINGS

Performance is evaluated by comparing actual performance to the performance plan established at the beginning of the evaluation cycle. The supervisor should determine the degree to which the employee meets each expectation. The ratings to be assigned to different levels of performance are designated on the Evaluation form.

These ratings for individual job elements are:

- **EXCEPTIONAL** = Performance consistently is exceptional. Employee consistently exceeds performance objectives with virtually no detected preventable/controllable errors. Makes significant contributions well beyond normal job responsibilities. Individual requires little direction or supervision.
 - **EXCEEDS PERFORMANCE PLAN** = Performance often exceeds Performance Plan. Employee exceeds performance objectives on a regular basis. Employee is making a valuable contribution to the company. Errors are infrequent and are typically detected and corrected by the employee.
 - **SUCCESSFUL** = Performance fully meets Performance Plan. Employee is fully competent and is satisfactorily performing the job.
 - **NEEDS IMPROVEMENT** = Performance needs improvement to meet Performance Plan fully. Employee does not adequately accomplish objectives nor fulfill all responsibilities; must improve performance within a designated time period.
 - **UNSATISFACTORY** = Needs immediate improvement. Unacceptable performance; below expectations. Employee does not accomplish most or all position objectives.
- **To Exceed or be Exceptional documentation must support job performance that went beyond stated goals and expectations listed on the performance plan.**

2. PERFORMANCE FACTORS

There are general characteristics of work-related behavior called performance factors, which should be considered in determining the overall rating and documented in the comments section of the form. .

3. UNFORESEEN EXTERNAL FACTORS BEYOND THE EMPLOYEE'S CONTROL

Sometimes an external factor, unforeseen when the Performance Plan was written, may have made it considerably more difficult for the employee to MEET or to EXCEED a performance expectation.

Such external factors should be considered in determining an employee's rating for an individual expectation as well as for overall performance. It is possible, then, for an employee to receive a rating of "MEETS PERFORMANCE PLAN" or higher on a job element, even though the original performance expectation was not reached.

In determining the allowance to make for an external factor, the supervisor should consider the level at which the original performance expectation would have been set if the external factor had been known prior to establishing the performance expectation.

4. UNREASONABLE EXPECTATIONS

When evaluating an employee's performance, a supervisor may conclude that an original expectation was set unreasonably high, thereby making it difficult or impossible for the employee to have reached the acceptable level of performance.

In such cases, the supervisor should rate the employee's performance based on the level at which the expectation should have been set and document this adjustment in the "Evaluation of Expectations". Any such adjustment must be based on an objective assessment of whether the expectation was reasonable, and not merely upon the fact that the employee did not meet the expectation.

To avoid penalizing the employee, an adjustment cannot be made to raise an expectation, which was set too low.

B. DOCUMENTATION OF PERFORMANCE OF JOB ELEMENTS

In Section F of the Performance Evaluation form, the supervisor will describe the employee's performance for each job element. In order for employees to understand their performance ratings, supervisors will document all ratings and provide significant feedback on the performance of each job element. Supervisors are required to provide written comments for each rating. Supervisors are encouraged to seek self-assessment/self-evaluation from their employees for job expectations.

The major purposes and outcomes of this documentation are to:

- (1) give an explanation for the rating;
- (2) ensure that the employee's performance is being assessed properly;
- (3) help the supervisor focus on the employee's performance; and
- (4) help the employee understand how to improve performance during the following year.

Examples of documentation for sample expectations:

- *Sample* for Community Service Worker = " Wrote articles and provided interviews to local papers in support of the Emergency Assistance program. She has proven herself to be an excellent advocate for not only NRCA but poverty issues in general."
- *Sample* for *clerical staff* = "Extensive clerical services for annual volunteer event creating exceptional quality professional documents while filling in for staff vacancy".
- *Sample* for teaching staff = "She incorporated staff in classroom work as a team to implement the plans for the day, including the Center Aide in the learning environment. Instrumental in securing volunteer each week for special music program."

C. ERRORS TO AVOID WHEN RATING PERFORMANCE

Some common errors made in rating performance are:

- **Inflated Rating** - This is the tendency to rate the performance of all subordinates higher than is justified by actual performance. This result may occur because the supervisor finds it difficult to criticize the work of others and wishes to avoid conflict with subordinates.
- **Biased Rating** - This error occurs when the supervisor allows personal feelings toward the subordinate that are unrelated to job performance to influence the ratings. Supervisors must not let non-job-related factors such as the employee's age, race, sex, nationality, or disability affect their rating of employee's performance.
- **Halo Effect** - The halo effect occurs when the supervisor allows the employee's good or bad performance on one job element to affect ratings on the other elements. Each job element should be considered separately.
- **Central Tendency** - This is a tendency for some supervisors to rate all performance within a very narrow range because the supervisor does not feel comfortable in giving either "EXCEPTIONAL" ratings or ones that would indicate the employee performed at less than an acceptable level.
- **Recent or Past Behavior Emphasis** - This error occurs when a supervisor rates an employee on the basis of either his or her most recent performance or distant past performance, rather than the performance over the entire current performance cycle. This problem can be avoided by documenting performance throughout the year.

In order to avoid rating errors, the supervisor should set aside the evaluation for a few days. Later, he or she should review the form again. The supervisor should compare the evaluation forms of all the employees she or he has evaluated to find patterns, which might indicate errors. The reviewer plays a critical role in evaluating the supervisor's ratings for each category as well as overall.

D. OVERALL PERFORMANCE FACTORS

The Performance Evaluation form provides the opportunity for the supervisor to summarize the overall performance of the employee. This section also can be used to record any significant aspects of the employee's job performance that are not addressed elsewhere in the evaluation.

For example, this section should be used to comment on adjustments based on external factors taken into consideration at the time of the evaluation, observations concerning significant changes in performance, and the effect of performance factors on overall performance.

The supervisor should include only comments that are related to the employee's performance on the job.

E. DETERMINING THE OVERALL PERFORMANCE LEVEL

To determine the overall performance level, the supervisor must evaluate the "whole job," or total performance, instead of individual job elements. The supervisor should consider the performance achieved on all individual expectations, the effect of Performance Factors on overall performance, and observations noted in the Overall Performance Comments section.

If there is no obvious overall pattern of performance, the supervisor must make an objective assessment of a number of factors to determine an overall performance level.

There should be a logical relationship between the overall performance level and the other sections of the evaluation form, so that the other sections support the overall performance level.

If an employee receives a rating below "MEETS PERFORMANCE PLAN" for any job element, he or she is ineligible to receive an overall performance level of "Exceptional" or "Exceeds".

F. SUPERVISOR'S SIGNATURE

Once the overall performance level has been decided, the supervisor should sign and date the evaluation in the appropriate space.

G. REVIEWER'S RESPONSIBILITY

The completed Performance Evaluation form must be submitted to the reviewer before the performance evaluation interview is held with the employee. In most cases, the reviewer is the supervisor of the supervisor who rates an employee's performance. The reviewer should:

1. ensure that each job element rating is properly documented;
2. assess all ratings for fairness and accuracy;
3. assess whether the designated overall performance level for each employee is supported by the ratings of expectations and supporting documentation;
4. check for common rating errors (see Section III.C.); and
5. determine if ratings are consistent among different supervisors. Have employees with similar performance plans, and whose actual performance is similar received similar ratings?

If the reviewer is not satisfied with the evaluation, it should be returned to the supervisor with an explanation of deficiencies. The supervisor should review the comments of the reviewer and make appropriate adjustments. The evaluation then should be resubmitted to the reviewer for final review. The reviewer has final authority concerning evaluation ratings.

The Performance Evaluation form provides space for the reviewer to make comments. Comments may reflect the extent to which the reviewer agrees with the evaluation and any additional observations about the employee's performance not otherwise covered in the evaluation.

Once the review is completed, the reviewer should sign and date the evaluation form and return to the supervisor.

H. CONDUCTING THE INTERVIEW

The purpose of the performance evaluation interview is to provide the supervisor and employee an opportunity to discuss job performance during the previous year, and to make plans for maintaining or improving that performance in the future.

Performance evaluation interviews require careful preparation and planning. In order to conduct an effective evaluation interview, the supervisor should:

1. Gather and organize specific data supporting each rating, such as observations of performance, reports, records, and other documentation in order to discuss each expectation and the reason each rating was given.

2. Review the Performance Evaluation policy in order to be prepared to discuss what performance award might result from the overall performance level given.
3. Develop a manner of presentation that will focus on improving the employee's performance by discussing specific goals and objectives that will help the employee improve his or her performance.
4. Make arrangements for a private location for the interview, so the conversation cannot be overheard by other employees and there will not be interruptions.
5. Allow enough time for the interview for the employee to feel he or she is the top priority during the interview.
6. Be prepared to discuss a remedial plan if the overall performance level is "Does Not Meet Performance Plan".
7. Bring a copy of the employee's position description and two copies of the completed performance evaluation form, one for the employee and one for the supervisor.

The supervisor should begin the interview with casual conversation to relieve any anxiety that the employee may have. The supervisor first should allow the employee to discuss his or her performance. Giving the employee an opportunity to provide input can minimize hostility and resentment and get the employee involved in solving his or her own problems. The supervisor should explain the rationale for each rating in the evaluation and give the employee an opportunity to give his or her estimate of his or her performance.

The supervisor then should give his or her overall assessment of the employee's performance. The supervisor should refer to specific examples of the employee's performance which demonstrate each rating and provide feedback to help the employee improve performance.

Finally, there should be a discussion of the employee's future performance goals. A new performance plan for the coming year should be discussed.

The following good communication skills should be applied during the performance evaluation interview:

- The supervisor must be honest. The supervisor must communicate accurate information regarding the employee's performance.
- The evaluation process should not undermine the employee's sense of self-respect and dignity. It should maintain the employee's self-esteem.
- Specific examples of performance should be used instead of generalized statements.
- The supervisor should listen and maintain an open mind. The employee may provide input that will cause the supervisor to modify the rating.

An employee who disagrees with his or her evaluation should be given ample opportunity to explain. With the reviewer's approval, the supervisor may change any ratings which are warranted based on information provided by the employee or other sources. If the supervisor changes a rating, the reviewer must initial the change to indicate agreement. The supervisor then must inform the employee of the change.

At the close of the interview, the supervisor should summarize the discussion, including the employee's accomplishments, any necessary course of action to improve performance, and any salary increase or disciplinary actions that will result from the evaluation.

The employee should review the evaluation form, write any comments, including concur or non-concur, etc. in section L, and sign the form indicating that the results have been discussed. Additional employee comments may be attached if more room is needed.

If expectations for the coming year are not discussed in this meeting, a follow-up meeting should be scheduled with the employee. Also, if a commitment was made to provide training, it should be arranged.

The supervisor will give the employee a copy of the completed Performance Evaluation. The original will be stapled to the Performance Plan and all Performance Plan Updates and forwarded to the Human Resources Manager/ Executive Assistant for filing in the employee's personnel file.

I. EMPLOYEE'S APPEAL OF THE EVALUATION

If an employee disagrees with an evaluation, he or she may follow the grievance procedure as outlined in the NRCA Personnel Policies (ref. Section XI-A. Grievance and Complaint Procedure).

SECTION IV. PERFORMANCE AWARDS

A. Performance Awards

Performance awards will be granted to employees based on ratings received on their year-end Evaluations. Employees will be granted a step increase if they receive an overall rating of "EXCEEDS PERFORMANCE PLAN" or "EXCEPTIONAL".

Employees will be granted a step increase if they receive an overall rating of "EXCEEDS PERFORMANCE PLAN" or "EXCEPTIONAL". Employees rated "EXCEPTIONAL" will receive equivalent of two additional days of PTO in addition to the step increase for that upcoming year.

No step increase shall be awarded to any employee until the first evaluation after 12 months of employment.

B. Evaluation Due Dates

TIMEFRAME: For all Head Start staff, the evaluation is due annually to Human Resources no later than May 31 of each program year.

For all non-Head Start staff, the evaluation is due annually to Human Resources no later than June 30 of each year.

If evaluation is not received in Human Resources by the above deadline, the supervisor will receive progressive disciplinary action, placed in personnel file by Human Resources.

SECTION V. NEW EMPLOYEES AND JOB CHANGES

TIMEFRAME/DUE DATES: During the month marking the six months anniversary for a new employee or one changing jobs, the employee's supervisor will prepare a **Six Months Performance Summary**.

The **Summary** will:

- note strengths and weaknesses of the employee's performance to date;
- relate to the employee's job description as well as *Performance Factors* (general characteristics of work behavior) as noted in Section 1. D.

PROCESS: The supervisor will discuss the Summary findings with the employee:

- a copy of the Summary will be provided to the employee;
- the signed original should be immediately forwarded to the HR Manager for placement in the employee's personnel file and acknowledge completion.

The supervisor is not required to obtain a reviewer's signature (from the supervisor's supervisor) on the Summary, but any concerns related to the employee's performance to date should be shared with the reviewer.

The initial **Performance Plan** for new hires and those changing jobs will:

- be developed six months after the employee has been on the job;
- be developed and reviewed according to the process noted in Section 1;
- be shared with the employee at the same time the Six Months Performance Summary is discussed.

Once the initial Performance Plan has been developed and approved, the employee falls into the same update and final evaluation schedule as other employees.

No step increase shall be awarded to any employee until the first evaluation after 12 months of employment.

Approved by NRCA Board of Directors 6-15-95

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