



**Family Renew Community, Inc.  
Performance Management System  
Annual Evaluation: Management Level**

Employee Full Name: Kim Bandorf	Supervisor's Name: Tony Deobil		
Department: Program Staff	Evaluation Period	From: 1/1/2019	To: 12/31/2019
Job Title: Program Manager Deland/HP & Aftercare	Overall Score: 4.2 Exceeds Expectation		

**SECTION 1: CORE COMPETENCIES**

Competency	Ratings	Comments
<p><b><i>Adaptability</i></b></p> <ul style="list-style-type: none"> <li>• Adapts to changes in the work environment</li> <li>• Manages competing demands</li> <li>• Accepts criticism &amp; feedback</li> <li>• Changes approach or method to best fit the situation</li> <li>• Adjusts to changes in demands &amp; team interactions</li> </ul>	<p>Outstanding <u>  X  </u></p> <p>Exceeds Expectation <u>  </u></p> <p>Meets Expectations <u>  </u></p> <p>Below Expectations <u>  </u></p> <p>Unacceptable Performance <u>  </u></p>	<p>Kim constantly adapts to changes in her job responsibilities. She is able to learn new grants and programs. She is also able to continue to support her clients given her changing role.</p>
<p><b><i>Professional Integrity</i></b></p> <ul style="list-style-type: none"> <li>• Treats people with respect</li> <li>• Keeps commitments</li> <li>• Works ethically &amp; with sincerity &amp; reliability</li> <li>• Upholds organizational values</li> <li>• Adheres to policies &amp; procedures</li> </ul>	<p>Outstanding <u>  </u></p> <p>Exceeds Expectation <u>  X  </u></p> <p>Meets Expectations <u>  </u></p> <p>Below Expectations <u>  </u></p> <p>Unacceptable Performance <u>  </u></p>	<p>Kim is very compassionate and has a big heart for those she serves. She does need to learn to better balance her work, responsibilities and personal life. I worry that she will burn out professionally if she is not careful.</p> <p>When there are problems surrounding the physical complex she needs to discuss with Rich and with his input develop an agreed upon resolution.</p>
<p><b><i>Communication</i></b></p> <ul style="list-style-type: none"> <li>• Exhibits good listening &amp; comprehension</li> <li>• Communicates with peers and supervisors as needed</li> <li>• Selects &amp; uses appropriate</li> </ul>	<p>Outstanding <u>  </u></p> <p>Exceeds Expectation <u>  </u></p> <p>Meets Expectations <u>  X  </u></p>	<p>Kim typically does a good job of communicating with me and keeping me informed of issues with her clients. Unfortunately, there have been occasions where requests were not responded to or information not shared</p>

<p>communication methods</p>	<p>Below Expectations __  Unacceptable Performance __</p>	<p>because she failed to send responses or sent them to the correct person. There seems to be an ongoing problem with all the documentation needed for paying of bills and documentation for grant compliance. Instead of taking responsibility she tends to lash out. I worry that this is a result of her being a bit overwhelmed.</p>
<p><b>Client/Customer Service</b></p> <ul style="list-style-type: none"> <li>• Displays courtesy &amp; sensitivity</li> <li>• Appropriately handles difficult or emotional customer situations</li> <li>• Responds promptly to client (internal &amp; external needs)</li> <li>• Promotes client &amp; customer focus as a priority</li> </ul>	<p>Outstanding __  Exceeds Expectation __  Meets Expectations <u>X</u>  Below Expectations __  Unacceptable Performance __</p>	<p><b>Kim's 2019 Performance Statistics:</b></p> <p>Deland Case Load 8.4hours/family/month FRC average 5.1hrs</p> <p>Deland Occupancy Rate 88%</p> <p>Deland Average Wait List 1 families</p> <p>FRC Average Wait List 79 families</p> <p>Deland Success Rate 96.6%</p> <p>FRC Success Rate 94%</p> <p>Deland LOS 6 months</p> <p>FRC LOS 7 months</p> <p>The amount of case time Kim spends per family is significantly higher than the other campuses. She needs to work at becoming more efficient in order to reduce her workload.</p> <p>I am concerned that the Deland Campus is only at 88% occupancy and only</p>

		has an average of 1 family on the waiting list. Kim needs to improve her effort of identifying and recruiting potential clients or working closer with the other campuses to help them with their long wait lists. Currently, there are more than 250 homeless school aged children in the Deland Campus area.
<b>Initiative</b> <ul style="list-style-type: none"> <li>Volunteers appropriately</li> <li>Looks for and takes advantage of professional, personal, &amp; team opportunities</li> <li>Seeks guidance &amp; assistance when needed</li> </ul>	Outstanding <u>X</u> Exceeds Expectation __ Meets Expectations __ Below Expectations __ Unacceptable Performance __	Kim does an excellent job of developing new strategies and opportunities to assist her clients. She definitely thinks outside of the box and has developed some innovative ways to help her clients. However, she needs to better prioritize her efforts in order work more effectively & efficiently.
<b>Team Work</b> <ul style="list-style-type: none"> <li>Cooperates with others</li> <li>Contributes to building a positive team</li> <li>Gives &amp; welcomes feedback</li> </ul>	Outstanding __ Exceeds Expectation X Meets Expectations __ Below Expectations __ Unacceptable Performance __	Kim is not afraid to reach out to her fellow Program Managers for advice or direction. She is quick to offer her assistance wherever it is needed. She needs to be a little more sensitive about the way she speaks and reacts with her co-workers.

### SECTION 2: INDIVIDUAL COMPETENCIES

Competency	Ratings	Comments
<b>Job Performance</b> <ul style="list-style-type: none"> <li>Competent in required job skills &amp; knowledge</li> <li>Requires minimal supervision</li> <li>Uses resources effectively &amp; with proper sense of stewardship</li> <li>Completes work</li> </ul>	Outstanding __ Exceeds Expectation X Meets Expectations __ Below Expectations __ Unacceptable Performance __	Kim is able to effectively administer the programs under her responsibility. She has an excellent rapport with her clients. We continue to have issues identified by outside agencies with her charts including order of charts, signatures missing and use of white out. There

<p>tasks in a timely manner</p> <ul style="list-style-type: none"> <li>• Meets &amp; achieves set goals</li> <li>• Prioritizes &amp; plans work activities in a productive manner</li> </ul>		<p>also seems to be a continuing problem with paperwork for billing and grant purposes.  <i>(This is a repeat comment from last year) I worry that she is attempting to take on too much and carries too much personally on herself. I worry she will burn out professionally if she does not learn how to compartmentalize her workload better.</i></p>
<p><b>Workload Management</b></p> <ul style="list-style-type: none"> <li>• Delegates assignments appropriately</li> <li>• Matches the responsibility to the position</li> <li>• Grants authority to work independently</li> <li>• Sets expectations &amp; monitors delegated activities</li> <li>• Provides recognition for results</li> </ul>	<p>Outstanding __</p> <p>Exceeds Expectation __</p> <p>Meets Expectations <u>X</u></p> <p>Below Expectations __</p> <p>Unacceptable Performance __</p>	<p>(This is a repeat observation from last year) I worry that Kim is putting way more time than she documents. She is often on the telephone with her clients' after-hours. It is my hope she will set greater boundaries and learn how to better compartmentalize and protect her personal life as well to better encourage her clients to take on more responsibilities.</p> <p>The amount of time Kim spends on the job is too high given her actual case load. She needs to find ways to reduce her work time and improve her efficiency.</p>
<p><b>Supervision</b></p> <ul style="list-style-type: none"> <li>• Inspires respect &amp; trust</li> <li>• Shows courage to take action</li> <li>• Challenges &amp; supports others to perform well</li> <li>• Demonstrates values and decision-making consistent with organizational values</li> <li>• Uses negotiation &amp; mediation skills to resolve conflicts</li> </ul>	<p>Outstanding X</p> <p>Exceeds Expectation __</p> <p>Meets Expectations __</p> <p>Below Expectations __</p> <p>Unacceptable Performance __</p>	<p>Kim and Dorothy have a great relationship and they work well together. They are a great example for the other campuses on how a team should work.</p> <p>I am worried that Dorothy feels compelled to work long hours off the clock. Dorothy is feeling the strain and is considering leaving FRC. Kim needs to take greater control of</p>



		Dorothy's hours and limit them to what is reasonable.
<p><b>Human Resource Management</b></p> <ul style="list-style-type: none"> <li>• Supervises the work of direct reports</li> <li>• Provides performance coaching when needed</li> <li>• Encourages &amp; provides training opportunities</li> <li>• Recognizes subordinate deficiencies &amp; properly engages measures for improved performance</li> <li>• Sets &amp; monitors achievable goals &amp; objectives</li> </ul>	<p>Outstanding X</p> <p>Exceeds Expectation __</p> <p>Meets Expectations __</p> <p>Below Expectations __</p> <p>Unacceptable Performance __</p>	<p>Kim does an excellent job of ensuring that Dorothy is meeting the requirements of her job.</p>
<p><b>Problem Solving</b></p> <ul style="list-style-type: none"> <li>• Identifies problems in a timely manner</li> <li>• Gathers &amp; analyze information skillfully</li> <li>• Develops alternative solutions</li> <li>• Encourages input from others for problem resolution</li> </ul>	<p>Outstanding __</p> <p>Exceeds Expectation X</p> <p>Meets Expectations __</p> <p>Below Expectations __</p> <p>Unacceptable Performance __</p>	<p>Kim is faced with many changes and problems. She was able to work with them resulting in successes.</p> <p>However, I have experienced Kim getting short with me and with others.</p>

**SECTION 3: GOALS, TRAINING & DEVELOPMENT, COMMENTS**

<p><b>Review of Previous Goals. Identify previous goals and indicate if they were or were not completed.</b></p>
<p>1 – Kim to work at better managing her workload and family life. She is to continue to develop more boundaries for her clients in an effort to help them develop greater discipline and to minimize her clients encroaching on her personal time. (In Progress)</p> <p>2 – As part of our plan to increase the number of clients served each year and to improve our outcomes she is to develop 3 strategies to improve these areas over the next year. (In Progress)</p> <p>3 – I would like to see Kim to do more self-care and identify ways for her to try and learn how to better deal with the level of stress and responsibility she has. (In Progress)</p>

**Goals & Objectives for the Year. Identify between 2 and 4 job related goals for the upcoming year. Remember, goals should be JOB specific.**

- 1 – Kim to work at better managing her workload and family life. She is to continue to develop more boundaries for her clients in an effort to help them develop greater discipline and to minimize her clients encroaching on her personal time. This should result in a reduction of her time at work and working from home.
- 2 – As part of our plan to increase the number of clients served each year and to improve her outcomes she is to develop 3 strategies to improve her overall efficiency and productivity.
- 3 – I would like to see Kim to do more self-care and identify ways for her to try and learn how to better deal with the level of stress and responsibility. This should result in a reduction of her time at work and working from home.

**Areas or Growth & Development/Training. Specific training needs or skill development.**

I would like for Kim to continue to attend at least 3 case management related training seminars and/or webinars for skills development.

**Rater Overall Comments.**

Kim is an excellent Case Manager and has an incredible heart and compassion for those she serves. I worry and have spoken to Kim about her workload and her self-care. Kim assures me that she does pay attention to herself and takes time for herself.

My concern continues as Kim's workload does not warrant the number of hours she puts in. Although she goes above and beyond for her families I worry that she does too much for them which fails to challenge them to take more responsibility for their own lives. This is witnessed by the unreasonable number of calls from clients and Kim's willingness to pay for things out of her own pocket.

I worry that Kim is overwhelmed and I see the stress negatively affecting her. So far I have not received any complaints about the way she treats her clients. However, I have personally been the recipient of disrespectful behavior. I have also received complaints from other staff about the way she speaks and treats them. I worry this behavior is more indicative of the stress and burnout than anything else. Unfortunately, if it continues or expands to the manner in which she treats clients I will have to take more corrective disciplinary actions.

I believe Kim has great potential as a Social Worker. Unfortunately, the work we do is very demanding and some of the most stressful work I have ever done. However, I worry that on a personal level Kim is slipping down the slippery slope and if she is not more careful she is going to have serious personal problems.

**Employee Comments.**

While I acknowledge your concerns, I feel I must say that I put in long hours because I truly enjoy what I am doing. I do not feel stressed and my personal life is fine, although that should not be a concern here. I have tried very hard to keep my personal life and my professional life separated, except on the occasions when friends and family can enhance the agency by volunteering their time, trucks, expertise, and manpower. I feel this is a bonus for FRC since it positively affects what we do here. If there has been any stress or feelings of being overwhelmed, it may just be because I have been told I am stressed and headed for burnout! That could not be further from the truth, and what may look like stress is merely frustration with those who would want to label me stressed. I have taken your concerns to

heart and have lessened my hours at work, put in place more boundaries for clients during off hours, as well as advised admin staff to respect my off hours too. What I will not do, is apologize for advocating for my clients and I believe that the extra time I spend with them enhances their ability to be successful, not hinder it. I believe that showing a genuine interest in my clients makes them want to better their situation, and if giving them that attention and guidance helps them, then that is what I should be doing. I believe that a success rate of 96.6% is proof that my methods are working and are sound. That being said, I am still a work in progress and will attempt to manage my time better!  
I will continue to collaborate with other program staff and value the discussions both with them and with you.  
I am sure you have noticed, I love my job, my clients, and am passionate about both. I will continue to work on issues that concern you. But please know that while my approach to things may, at times, be a bit unconventional, I will always have the client's best interest at heart and am usually trying to navigate a broken system that does not. If I am short with staff, it is usually because I received the same, but if I have been disrespectful to you in any way, I do apologize and will keep a check on both from here on out. Sometimes, advocacy is not pretty, but civility is free so I will attempt to abide.  
Respectfully,  
Kimberly A. Bandorf

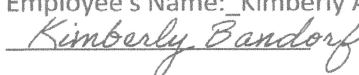
*I certify that I completed this Performance Evaluation and I have released it to the employee.*

Rater's Name: Tony Deobil, Exec.Dir. Rater's Signature:  Date: \_\_\_\_\_

*As Executive Director, I certify that I have reviewed this Performance Evaluation.*

Executive Director: Tony Deobil Executive Director's Signature: \_\_\_\_\_ Date: \_\_\_\_\_

*I acknowledge that I have received and reviewed this Annual Evaluation.*

Employee's Name: Kimberly A. Bandorf Employee's Signature:  Date: 02/07/2020

*In the event an employee does not wish to sign this Annual Evaluation, I have witnessed their receipt of the Form.*

Witness Name: \_\_\_\_\_ Witness Signature: \_\_\_\_\_ Date: \_\_\_\_\_