

Kim Bandorf

From: Tony Deobil
Sent: Wednesday, April 14, 2021 10:16 AM
To: Kim Bandorf
Subject: Annual Evaluation
Attachments: Bandorf 2020 Annual Evaluation.docx; Bandorf 2020 Annual Summary.docx

Good Morning Kim,

As you know, it has been a very challenging year and I have several concerns about your behavior and performance. I am taking this review as an opportunity to lay out several of the issues that I believe are at the core of your poor performance. Attached is your Annual Evaluation for the 2020 to 2021 year.

Please review the document and there is an area for you to comment on your review. I would like to discuss it with you further next Monday April 19th, I will be setting up some virtual interviews. Please let me know what a good time for you would be to meet. If you would prefer not to discuss it with me personally then you can sign the form and return it to me. It is my hope that we can move on from here and come to a working relationship.

I pray for you on a regular basis and I trust you will continue to grow as a social worker.

Please let me know if you have any questions?

Thanks for your continued support, stay safe, have a great day and God Bless!

Rev. Tony Deobil
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"Life is God's Gift to Us, What We Do With That Life is Our Gift to God!"



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: 2020	To: 2021
Job Title: Program Manager Deland/HP & Aftercare	Overall Score: 0.6 Below Expectations		

SECTION 1: CORE COMPETENCIES

Competency	Ratings	Comments
<p><i>Adaptability</i></p> <ul style="list-style-type: none"> • Adapts to changes in the work environment • Manages competing demands • Accepts criticism & feedback • Changes approach or method to best fit the situation • Adjusts to changes in demands & team interactions 	<p>Outstanding __</p> <p>Exceeds Expectation __</p> <p>Meets Expectations __</p> <p>Below Expectations X</p> <p>Unacceptable Performance __</p>	<p>Kim should strive to be more flexible and adapt to the expectations of the job. She is good with her clients but loses perspective when it comes to her interaction with her Supervisor. I can no longer trust her judgement when it comes to FRC issues.</p>
<p><i>Professional Integrity</i></p> <ul style="list-style-type: none"> • Treats people with respect • Keeps commitments • Works ethically & with sincerity & reliability • Upholds organizational values • Adheres to policies & procedures 	<p>Outstanding __</p> <p>Exceeds Expectation __</p> <p>Meets Expectations __</p> <p>Below Expectations __</p> <p>Unacceptable Performance X</p>	<p>Kim lacks the discipline to make careful evaluations. She has a tendency to over react to issues on her campus including physical complex issues. She makes statements that are unsubstantiated and are misleading, undermining and potentially dangerous.</p> <p>Examples include the erroneous mold issue which turned out to be a dangerous gas issue. As well as the claim the apartment storm doors were unsafe and needed to be replaced.</p> <p>Kim also approached a Board Member's spouse and complained that we were not helping one of her client's out financially for day care and she had to help her out personally. This was an</p>

		<p>untrue statement as funds were available but not being accessed by Kim.</p> <p>I continue to experience Kim getting short with me.</p>
<p>Communication</p> <ul style="list-style-type: none"> • Exhibits good listening & comprehension • Communicates with peers and supervisors as needed • Selects & uses appropriate communication methods 	<p>Outstanding ___</p> <p>Exceeds Expectation ___</p> <p>Meets Expectations ___</p> <p>Below Expectations ___</p> <p>Unacceptable Performance X</p>	<p>Kim continues to have circumstances where requests were not responded to or information not shared because she failed to send responses or sent them to the incorrect person.</p> <p>For some time, Kim has been avoiding me and when on campus does not stop to check in with me. When she interacts with me via virtual meetings at times she is quiet, puts her head down and avoids issues. When she does engage she is often confrontational and undermining. A recent example was when I asked staff who was getting a COVID vaccine. When I asked Kim she snapped that she was not going to discuss her personal medical history publically. I responded all I was looking for was a "yes" or "no" answer which the rest of the staff were willing to share.</p>
<p>Client/Customer Service</p> <ul style="list-style-type: none"> • Displays courtesy & sensitivity • Appropriately handles difficult or emotional customer situations • Responds promptly to client (internal & external needs) • Promotes client & customer focus as a priority 	<p>Outstanding ___</p> <p>Exceeds Expectation ___</p> <p>Meets Expectations ___</p> <p>Below Expectations X</p> <p>Unacceptable Performance ___</p>	<p>We continue to have an ongoing problem with all the documentation needed for paying of bills and documentation for grant compliance. This issue was documented during the last two VFCCH Audits of documentation. I had to have Kim review and approve all information surrounding grant submissions to avoid insufficient information and</p>

		potential loss of reimbursement. Compared to the other Program Managers I receive more complaints about Kim by her clients.
Initiative		
<ul style="list-style-type: none"> Volunteers appropriately Looks for and takes advantage of professional, personal, & team opportunities Seeks guidance & assistance when needed 	<p>Outstanding ___</p> <p>Exceeds Expectation ___</p> <p>Meets Expectations ___</p> <p>Below Expectations X</p> <p>Unacceptable Performance ___</p>	She needs to better prioritize her efforts in order work more effectively & efficiently. Kim has the lowest case load of all three campuses but spends the greatest amount of time and her outcomes are not better than the other campuses.
Team Work		
<ul style="list-style-type: none"> Cooperates with others Contributes to building a positive team Gives & welcomes feedback 	<p>Outstanding ___</p> <p>Exceeds Expectation ___</p> <p>Meets Expectations X</p> <p>Below Expectations ___</p> <p>Unacceptable Performance ___</p>	Kim is not afraid to reach out to her fellow Program Managers for advice. She is also quick to offer her assistance to her colleagues 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
Job Performance <ul style="list-style-type: none"> Competent in required job skills & knowledge Requires minimal supervision Uses resources effectively & with proper sense of stewardship Completes work tasks in a timely manner Meets & achieves set goals Prioritizes & plans 	<p>Outstanding ___</p> <p>Exceeds Expectation ___</p> <p>Meets Expectations ___</p> <p>Below Expectations ___</p> <p>Unacceptable Performance X</p>	<p>We continue to have issues identified by outside agencies with her charts including order of charts, signatures missing and use of white out. There also seems to be a continuing problem with paperwork for billing and grant purposes.</p> <p>I have had multiple conversation concerning the way she speaks and interacts with me as the Executive Director.</p>

work activities in a productive manner		Unfortunately, instead of modifying the way she interacts me she just tries to avoid me.
<p>Workload Management</p> <ul style="list-style-type: none"> Delegates assignments appropriately Matches the responsibility to the position Grants authority to work independently Sets expectations & monitors delegated activities Provides recognition for results 	<p>Outstanding __</p> <p>Exceeds Expectation __</p> <p>Meets Expectations __</p> <p>Below Expectations X</p> <p>Unacceptable Performance __</p>	<p>(This is a repeat observation from last year) 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 overall efficiency.</p>
<p>Supervision</p> <ul style="list-style-type: none"> Inspires respect & trust Shows courage to take action Challenges & supports others to perform well Demonstrates values and decision-making consistent with organizational values Uses negotiation & mediation skills to resolve conflicts 	<p>Outstanding __</p> <p>Exceeds Expectation __</p> <p>Meets Expectations __</p> <p>Below Expectations X</p> <p>Unacceptable Performance __</p>	<p>For several months I have asked Kim to make sure that Dorothy attends our weekly virtual staff meeting. To the best of my recollection she has only participated in a few meetings. The justification is that Dorothy often arrives after the meeting commences and monitors the meeting out of sight. I have no way of knowing if she is actually attending the meeting.</p> <p>Recently, I asked if we could move the meeting one half hour to allow Dorothy more time to join the meeting,</p>
<p>Human Resource Management</p> <ul style="list-style-type: none"> Supervises the work of direct reports Provides performance coaching when needed Encourages & provides training opportunities 	<p>Outstanding __</p> <p>Exceeds Expectation __</p> <p>Meets Expectations __</p> <p>Below Expectations X</p> <p>Unacceptable Performance __</p>	<p>(This is a repeat observation from last year). I am worried that Dorothy feels compelled to work long hours and off the clock. Dorothy was feeling the strain and was considering leaving FRC.</p> <p>Unfortunately, as result Dorothy resigned her</p>

<ul style="list-style-type: none"> • Recognizes subordinate deficiencies & properly engages measures for improved performance • Sets & monitors achievable goals & objectives 		<p>position due to health concerns. I didn't expect for her to return. When she did, she expressed to me that she could not continue to work as hard and for long hours as before and would resign if it happened again. As her Supervisor Kim failed to manage Dorothy's job expectations within the approved budgeted hours.</p>
<p>Problem Solving</p> <ul style="list-style-type: none"> • Identifies problems in a timely manner • Gathers & analyze information skillfully • Develops alternative solutions • Encourages input from others for problem resolution 	<p>Outstanding ___</p> <p>Exceeds Expectation ___</p> <p>Meets Expectations ___</p> <p>Below Expectations ___</p> <p>Unacceptable Performance X</p>	<p>Unfortunately, over the past year Kim has become more obstinate in the manner in which she interacts with me and is becoming more difficult to work with. I can no longer trust what she tells me and I have to verify each situation and statement she makes to me.</p> <p>Kim has a tendency of not taking responsibility for her statements and blaming others or denying her responsibility. Recently, Kim was challenged about requesting a time tracker for Dorothy from the Administrative office. She then denied she ever asked for the information. The Administrative Assistant then produced an email from Kim requesting the information and when shared with Kim she just ignored the issue.</p>

SECTION 3: GOALS, TRAINING & DEVELOPMENT, COMMENTS

Review of Previous Goals. Identify previous goals and indicate if they were or were not completed.

1 – (Discontinued) 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.

2 – (In Progress) 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.

3 – (Discontinued) 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.

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

1 – (Ongoing) 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.

2 – Kim is to work on improving her documentation for The TANF and Challenge Grants. As the Project Manager for these programs she is responsible for the timeliness and accuracy of the documentation submitted. This will be measured through the results of future external audits.

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.

This last year has been a challenge for us all. Kim has had to deal with the COVID Crisis as well as Dorothy resigning her position for a couple of months. During this time, I continue to have found Kim's behavior towards me unacceptable and it has gotten progressively worse. I was very critical during this review to make sure she understands the seriousness of her behavior. Her disrespect towards me and her undermining my authority will no longer be tolerated. My impression is that Kim feels she is superior to others and continues to act like she knows more than others including me. Kim has said on various occasions that she acts the way she does because that is who she is and I knew what she was like when I hired her. Unfortunately, this is an unacceptable attitude and behavior and I don't see her trying to change, instead she has been resorting to avoidance. This is a very small organization and Kim seems to feel she is not accountable to me and I worry this bad behavior will escalate interfering with good client care and causing damage to the reputation of FRC. I hope that this annual evaluation will identify that she needs to make dramatic changes in her behavior if she wishes to continue working at FRC.

Employee Comments.

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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: _____ Employee's Signature: _____
Date: _____

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: _____



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

Employee Name: Kim Bandorf
Department: Program Staff
Job Title: Deland Program Manager/HP & Aftercare
Date: 2020 -2021

Please select the rating that was assigned to each Competency.

Core Competency	Unacceptable Performance 0	Below Expectation 1	Meets Expectations 2	Exceeds Expectations 3	Outstanding 4	Score
Adaptability	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1
Professional Integrity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	0
Communication	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	0
Client/Customer Service	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1
Initiative	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1
Teamwork	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1
Individual Competency	Unacceptable Performance 0	Below Expectation 1	Meets Expectations 2	Exceeds Expectations 3	Outstanding 4	Score
Job Performance	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	0
Workload Management	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1
Supervision	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1
Human Resources Mgmt.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1
Problem Solving	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	0
Average Composite Score (total/11)						0.6

Overall Score Ranking (circle closest score)

- 0 = Unacceptable Performance 1 = Below Expectations
 2 = Meets Expectations 3 = Exceeds Expectations
 4 = Outstanding