Phillip,

As promised, I had a meeting with Father Allan and Larry Doorman about your performance. The bottom line is that you need to do better. Fortunately, you still have a chance to show that you can do better. I believe that you are getting stuff done, but the position comes with a substantial salary because the job has considerable responsibilities and performance expectations. We need someone to own the job. If you buckle down, you can get there and I’m going to tell you what I learned to help you get there.

I want to start with your schedule. You told me that you arrive around 8-8:30. I was surprised to hear that your hours are 7-3, and that you are still not clocking in every day. This is a problem. It will get you terminated. You complained to me that you had too much to do. Come earlier, stay later, punch in, punch out, get on top of things.

I want to emphasize that you need to be more organized. Your desk, which is a mess, is an example of how organized you are, not how busy you are. Email is not an appropriate way to organize your work. You need to maintain a to-do list similar to that of your predecessor (a spread sheet or a document). Everything that comes to your attention should be added, and then ask Fr. Allan to help you prioritize and set an expectation of time to complete (Now, Today, Tomorrow, This Week, This Month, Three Months). This is where you can push back and say that expectations are unreasonable. You are letting things fall through the cracks. You need to keep them moving forward. Two examples are the exterior painting of the great hall (and having painters inspect and repair the gutters) and the driveway with the hole needs to be filled. Make calls. Get bids. Put the onus on Fr. Allan, Larry, and me to take the next step.

For the high-priority, high-cost issues (separating utilities, dealing with contracts, …) you need to create files that keep track of the steps you take and the progress you make (spread sheets or documents). Copy and paste entire emails, document phone calls (dates and content), write down costs of materials and the links to the websites where you found them. During your interview, you talked about your last job having software to help you manage purchases and tasks, and you said you could and would develop similar systems. Getting on top of things and getting organized, that’s what will impress.

You mentioned accomplishing 80 work orders since you started. I was informed that those are work orders for the crew. Your work orders are the issues described above. The cemetery is averaging one funeral a week. You need to keep them busy keeping the grounds and the building in tip-top shape.

You need to cut out the mistakes, and many of these mistakes are happening because you are not following the orders and recommendations of Father Allan. I was told stories about you picking up cement when you were told to give the errand to one of the crew, a “certified” letter was not sent as instructed, and the floor cleaning was a done deal but got mucked up. When given specific instructions, follow those instructions. Do it Father Allan’s way. Make him happy.

Communicate. Let people know what is going on. The business office should never be surprised by an invoice. Let others review important communications. Please share the to-do lists and issue tracking documents with me. I can delete an email or file it away, no problem.

I am rooting for you. You have to give it your best effort. Show Father Allan that you are taking work off his desk and that he can trust you. OWN THIS JOB.