



# Great Employees

*How to Find Them  
and Keep Them*

# **Prepare clear and fair employment policies.**

- **Retain the flexibility to change policies or to adapt as appropriate**
- **Remember: this is the Catholic Church—reflect this in your policies**
- **Enforce policies fairly—treat similar infractions the same**
- **Change policies to respond to new concerns, changes in technology, etc.**

# Develop a meaningful Position Description

- Clearly describe the job duties
- Identify education/experience/certifications required or preferred
- Set forth the essential functions of the job (critical for ADA compliance)
- Retain flexibility to assign other duties
- Monitor job duties over time—make changes to description as warranted

**Post the job announcement and  
follow all legal requirements**



# **Conduct an appropriate orientation**

- **Complete I-9's, execute receipts, etc.**
- **Review and distribute applicable Arch/parish/school policies**
- **Introduce employee to at least a few co-workers**
- **Review benefit eligibility/participation**
- **Walk around the grounds, deliver keys, computer codes, etc.**



# **Conduct training commensurate with the job responsibilities**

- **Consider outside training if particularly helpful**
- **Do not assume the employee knows how to do the job to your specs or in your environment**
- **Conduct regular in service training—find the teaching moments**

# **Observe, coach, counsel and discipline—keep communication open**

- **Actively observe employees—an early investment of time can pay huge dividends**
- **Take appropriate action—commensurate with the circumstances**
- **Document, document, document**
- **Dismissal—consult with Arch Attorney per Catholic Mutual**

# **Develop meaningful performance measurements**

- **Base measurements on the position description**
- **Be honest!!!!!!**
- **Conduct regularly**
- **Conduct “mini” or informal performance evaluations**



# Special issues

- Financial Exigencies, reduction in force
- Aging employees
- Disabled employees
- Electronic Communications
- Social Media
- FLSA—exempt/non-exempt—timekeeping—vacations, etc.

**Be an effective leader**





# Jesus taught us the way



- Love your neighbor as yourself.