



17 October 2013

Dear Friends,

Firelight staff have just completed our annual employee performance appraisal. So this week we are sharing some guiding principles on performance appraisals.

Any leader of an organization will admit that PEOPLE are the most important asset in an organization. Supporting them is critical to attracting, retaining and supporting them to succeed. While that requires an entire system, one critical component is how you work with your staff to 1) set clear annual goals linked to the organization's strategic goal 2) provide ongoing performance feedback and 3) support staff to develop the skills and knowledge to achieve those goals.

If an organization carefully considers the performance feedback process fits within their system of supporting employees to succeed, it can become a supportive process that is less stressful for managers and employees alike. It can also become one of the most valuable aspects of supporting your staff to be satisfied in their work and to working with the rest of the team to achieve the organization's goals.

There are many examples of forms, procedures that can be used to develop a good performance review system. Your organization has to choose what fits within its own strategic goals. This Newsflash just provides some resources that can help you think about how to set a good system, rather than recommend specific systems or tools. We hope you find it useful.

Sincerely,

The Firelight Team

(Resource) Bridgespan - Setting the Stage for Effective Performance Assessment
(Resource) About.com - Human Resources: Ten Tips for Effective Performance Reviews
(Resource) Daily MBA - Five Steps to Effective Employee Feedback
(Resource) Brene Brown - Engaged Feedback Checklist
(Call for Applications) Commonwealth Foundation
(Call for Proposals) United Nations Trust Funds

(Resource) Performance Appraisals

1. Why include annual performance appraisals in an organization?

Performance appraisals come in many shapes and sizes and go by various names (e.g. performance evaluations, employee evaluations, performance reviews). However, the core of any such program is an opportunity for a manager and an employee to meet and discuss organizational priorities, talk about current performance on the job, and set performance goals for the employee. Ideally, it will be an ongoing process—one in which both the manager and employee will participate. Performance Appraisals are important because:

- Employees are often more engaged in their jobs—and, therefore, perform better—when they understand what is expected, how to achieve performance goals, and how their performance is tied to the success of the business.
- Clear expectations and performance standards, along with achievable goals, will help increase retention and improve morale.
- They provide a framework in which employers can apply uniform performance standards,
- They allow employers to align the employee's goals with the organization's objectives.
- They serve as a medium in which employees can receive and give honest feedback
- They allow employees to see that their employer and supervisor care about their development.

Employers must take care in developing and implementing a performance evaluation program. If an employment decision is ever challenged, the employer should be able to rely on performance evaluations to support its decisions. Therefore, training supervisors and managers on how to conduct a well-prepared, effective appraisal is important.

2. What to consider when thinking about it?

Bridgespan - Setting the Stage for Effective Performance Assessment
<http://bit.ly/19D9hPr>

About.com - Human Resources: Ten Tips for Effective Performance Reviews
<http://abt.cm/GQoMh4>

3. How to Provide Feedback

Daily MBA - Five Steps to Effective Employee Feedback
<http://bit.ly/1bgV51V>

Brene Brown - Engaged Feedback Checklist

<http://bit.ly/GQp87u>

(Call for Applications) Commonwealth Foundation

Commonwealth Foundation has announced the grant opportunity to contribute to sustainable development in the context of effective, responsive and accountable governance with civil society participation. The purpose of this program is to support innovation and sharing of replicable and sustainable models, whilst promoting good practice in participatory governance. Grant offered up to £30,000.

Objectives:

- Deliver an efficient and effective programme which is responsive to the development needs of Civil Society Organizations (CSOs) across the Commonwealth
- Complement the effectiveness of the Foundation's projects by providing grants to CSOs beyond those supported through the projects
- Generate knowledge and understanding of participatory governance and its benefits in promoting effective, responsive and accountable governance within the Commonwealth by supporting models of good practice

Thematic areas:

- Gender equality
- Environmental sustainability
- Cultural respect and understanding

Documents required:

- a copy of organization's registration certificate
- a copy of organisation's most recent audited annual accounts or annual report
- a copy of the registration certificate and most recent audited annual accounts/report for any joint applicant organizations

Eligibility & Criteria:

Civil society organizations are registered entities, who work within the law, but outside heart a commitment to democratic values and the equal treatment of all people. Civil society organizations are diverse and include: volunteer organizations, indigenous peoples' organizations, non-governmental organizations, social enterprises, community-based organizations, labour unions, faith-based

organizations, charitable and philanthropic organizations, professional associations and foundations and parts of media and academia. All CSOs must provide proof of registration.

Deadline to apply is **29 October 2013**.

For more information visit: <http://bit.ly/1hGl9W2>

(Call for Proposals) United Nations Trust Funds

The United Nations Trust Fund's Small Grants Programme has issued the 2014 Call for Proposals. The Fund gives priority to projects focusing on the Programme of Action of the Second Decade under the broad mandated areas of the Forum: culture, education, health, human rights, the environment and social and economic development. The Fund is based on voluntary contributions; disbursement of grants is subject to receipt of funds from donors.

The main aim of the Trust Fund is to support programs and projects advancing the goal of the Second International Decade to: "Strengthen international cooperation for the solution of problems faced by indigenous peoples in such areas as culture, education, health, human rights, the environment, social and economic development, by means of action-oriented programs and specific projects, increased technical assistance and relevant standard setting activities."

The Fund is mainly used for small grants projects with a budget for up to US\$ 10,000 covering one year's expenses.

Indigenous peoples' organizations (local, national or regional), women's indigenous organizations and indigenous youth organizations can apply for the project grants under this Fund.

Projects should be submitted by indigenous peoples, with the full participation, consultation and free, prior and informed consent of the indigenous peoples, groups or communities to be served by the project. All project proposals must include written evidence of free, prior and informed consent, such as a letter or document including names, signatures and contact details of the indigenous peoples, groups or communities the project seeks to serve. Projects should take into account gender balance. Projects focusing on indigenous women, children and youth will be given special consideration. In order to be admissible, the Budget should be based on realistic local costs and salaries. Sustainability of the project and its long-term impact for social change and improvement in the situation of indigenous peoples will be important criteria.

Deadline to apply is 1 November 2013. For more information visit: <http://bit.ly/19reJcr>

Welcome to our new subscribers this week!

Kamachumu Environment Care Association, Tanzania
FoundationDART, Tanzania
Strategic Development Initiatives, Cameroon
Echoes of Mercy, Zambia
Acres of Love, South Africa

As part of the Firelight Foundation's Capacity Building Program, Firelight provides "Newsflashes" to share relevant resources and information with our active grantee-partners via weekly emails and via post on a monthly basis. We hope that by facilitating access to information for grassroots, community-focused organizations, programming for children and families, as well as organizational development, is enhanced. Past editions of the Firelight Newsflash can be found on our website:

<http://www.firelightfoundation.org/resources/newsflash/>.

We welcome your comments, feedback and ideas for upcoming Newsflashes at newsletter@firelightfoundation.org.

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