



Staffing the Foundation

**From Governance and Institutional
Development in Foundation Building
Sourcebook: A practitioners guide based
upon experience from Africa, Asia, and
Latin America**

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Funding for the Sourcebook was provided by the Charles
Stewart Mott Foundation, with additional support from Aga
Khan Foundation Canada, the Asia Pacific Philanthropy
Consortium, Avina, Inc., the Ford Foundation and Open
Society Institute.

Section 2 Staffing the Foundation

This section examines how a professional staff is hired and developed so that they can effectively carry out the foundation's programmatic and administrative responsibilities. In the first case, the role of the Executive Director is examined. The second example explores the well-developed personnel systems of the Foundation for the Philippine Environment (FPE).

Example 1 The Role of an Executive Director
Esquel Ecuador Foundation

Example 2 Personnel Systems
Foundation for the Philippine Environment

Are Professional Staff Necessary?

It is possible for donors to make grants without investing resources in recruiting and training professional staff. They can hire part-time consultants and/or rely on volunteer support. One argument for this approach is that it may reduce administrative expenses.

The foundations we examine in this section have chosen, however, to recruit and train a professional staff because they believe that by doing so they can better manage resources and scale up their impact. These foundations believe the benefit in terms of their ability to identify and support strong programs and have an impact over time outweigh possible savings in administrative expenses.

What Staff Does a Foundation Need?

In many organizations, the Board, often working with a lead staff member, decides what staff the foundation will need. After the head of the foundation has been retained, many boards turn over the staff recruitment to that person. Although they remain involved in broader staffing issues (policies and the growth of the organization), they seldom take a role in the recruitment process. Specific roles and titles of staff members vary significantly; however, the foundations in this chapter have all filled the following positions:

- Head of the foundation: many foundations focus the leadership role in a single individual but this role may be shared between two individuals. The three foundations in this chapter all employ an “executive director.”
- Program staff: depending on the grantmaking strategy of a foundation, program staff will bring a variety of skills including familiarity with the geographical areas where the foundation works and professional knowledge of the thematic areas of concern to the foundation.

- Financial staff: often includes an accountant
- Communications staff: sometimes combined with a fund-raising person
- Fundraising staff: functions are sometimes shared with program staff
- Administrative staff

Staff run the daily affairs of a foundation and ensure that the intentions of the Board are carried out. They also provide ongoing support to the Board and Board committees. Candidates for each position are selected based on the needs of the foundation.

Summary Points

A founder who wants to play the role, has proven capable and has gained the trust of the Board could be effective in an executive staff position. In the case of the Esquel Ecuador Foundation (FEE), the Board chose to appoint the leader of the core group of founders of the foundation as executive director. His commitment, energy and vision was demonstrated in his work prior to and during the formation of FEE. They did not see the need to search for an executive director who was not already familiar with FEE's vision.

A well-developed personnel system can ease the staff recruiting process over the long run. Detailed job descriptions used by FPE help to clearly define the role of each staff member and their responsibilities. This facilitates the process of replacing departing staff.

Staff development plans can help to enhance the skill of staff in areas where existing expertise cannot be identified and can help to keep up staff morale. A staff development system like FPE's allows staff members to acquire new skills in areas where there is a shortage of expertise or to refine existing knowledge. This can help in empowering staff members and enable them to grow professionally within FPE so the staff turnover rate is lower.

A staff evaluation system can help to improve relations between supervisors and staff. FPE's staff evaluation system constantly allows staff to reflect on their performance and relations with peers, supervisors and subordinates to improve working conditions and staff morale.

Example 1

The Role of the Executive Director
Esquel Ecuador Foundation

The Esquel Ecuador Foundation (FEE) was legally registered as a foundation in 1990, though the founding members—all social and economic development professionals—formed a task force in the late 1970s to address the social needs of the country through research and dialogue. When the Foundation was formed, the members of the task force recruited board members that became FEE's governing

body. It was this group that appointed the leader of the task force as FEE's Executive Director; this title was changed to Executive President in 1993. The Board opted to choose, through a transparent process, a proven leader who could communicate the mission and vision of the organization effectively through demonstrated energy and commitment.

The Executive President is a member of the Executive Committee that is also composed of the Chairman and the Vice Chairman of the Board. This group meets monthly or when convened by a member. The Executive President's role, as seen in Article 22 of FEE's by-laws, states the role of the Executive President as the fundraiser, the chief staff person in liaison with the Board, the representative and the Head Administrator of Esquel. An effective leader should ensure that the foundation operates efficiently on an administrative, programmatic and policy level.

Article 20 of the by-laws describes the functions of the Executive Committee and the responsibilities of the Executive Director to the Committee and Article 21 specifies the tenure of the Executive Director:

Article 20. The functions of the Executive Committee will be:

- To comply with and ensure the fulfillment of the statutes and regulations of the Foundation
- To interpret the statutes and regulations of the Foundation
- To approve the financial policies presented by the Executive Director
- To be informed of technical reports and financial statements presented periodically by the Executive Director

Article 21. The Executive Director will be the Administrator of the Foundation. He or she will be appointed by the Board of Directors for a period of three years and may be re-appointed for two additional consecutive periods...

Article 22. The functions of the Executive Director are:

- To direct and be responsible for the operation of the Foundation
- To comply with and ensure the fulfillment of the statutes and regulations of the Foundation
- To represent the Foundation legally, judicially, and extra-judicially
- To prepare the Annual Work Plan and Annual Report and submit them to the Board of Directors for its consideration
- To present technical reports, financial statements, and periodic reports to the Executive Committee in accordance with General Regulations
- To obtain the technical and financial resources required for the adequate operation of the Foundation
- To propose guidelines for the investment of the Foundation's financial resources and present them to the Executive Committee for approval
- To hire the operational staff of the Foundation⁸

Example 2

Personnel Systems

Foundation for the Philippine Environment

The Foundation for the Philippine Environment (FPE) is a good example of a foundation that has a highly developed and standardized staff recruitment system. This system not only facilitates the process of replacing out-going staff, it also serves to clearly define the specific roles and responsibilities of each staff member.

Each job description also includes the supervisory relationships for the staff member. Below are two examples of job descriptions including the Executive Director and positions in finance, program, communications and human resources.

Each position is described in a detailed job description and is assigned a “job level.” The staff is divided into program staff who implement the Grants Program, Administrative and Human Resources Unit, Finance Unit and Office of the Executive Director. In 1995, FPE went through a “job matching” exercise and salary rationalizing plan which was undertaken by an outside auditing and management firm to derive a more balanced distribution system of benefits and responsibilities. The job descriptions seen below reflect the new system that is presently in place.

The internal document giving the position description for the Executive Director contains the following information about functions and responsibilities:

Major Function

- In accordance with the goals and objectives of the FPE and approved long-term strategy, [the Executive Director] plans, develops, implements, and manages all program activities for the foundation; advises the Board of Trustees on pertinent issues; and provides essential input for program review and evaluation

Major Duties and Responsibilities

- Implements policies established by the FPE and manages day-to-day operations...Supervises FPE staff and reports regularly to the FPE Board...Further develops and refines office, management, accounting and personnel procedures...
- Plans, develops, implements, and manages the FPE program, which may include performing on-site inspections to evaluate specific projects and overall program progress; networking with regional, national, and international organizations; organizing and participating in meetings to help determine conservation priorities; working with consultants to define appropriate conservation activities; preparing written strategies and keeping the Board informed about programs and projects
- Initiates, investigates, evaluates, and develops projects in collaboration with other organizations and donors as necessary, to formulate new projects and strategies, as well as changes to existing programs, and recommends their adoption to the Board
- Performs on-site inspections...
- Develops, as requested, reports, papers, slide presentations on conservation-related activities for FPE projects. Works with staff to prepare materials for fundraising, promotional events, public awareness, and education
- Monitors new technical information, policy development, issues, and trends related to Philippine conservation and advises the Board

- As a representative of FPE, communicates effectively and maintains relationships with colleagues, grantees, host government officials, etc
- Manages and supervises appropriate staff
- Performs other duties as assigned by the Board

Supervisory Responsibility

- Supervises FPE staff, including program officers, administrative assistant, secretary, and casuals, as well as indirectly supervising consultants and grantees

Working Relationships

- Internal: Interacts frequently with staff and Board to advise, plan, and facilitate FPE program work
- External: Interacts frequently with grantees, consultants, donors, other conservation organizations, government agencies, universities, etc

Minimum Qualifications

- Knowledge: A Ph.D. in natural resources management, environmental studies, or a related field, or a master's degree with equivalent work experience
- Experience: At least five years of field experience in the Philippines in conservation, natural resources management, or international development with demonstrated success in managing complex conservation programs
- Skills and abilities: Excellent oral and written communication skills, both in English and Tagalog
Administrative and management experience is essential⁹

FPE's Finance and Administration Manager reports to the Executive Director and heads the Finance Unit. The basic functions of the Finance and Administration Manager are to be responsible for planning, directing, coordinating, and supervising management of the finances including general accounting, projects cost monitoring, and budget operations of the Foundation, along the context of reporting and interpreting, government reporting, evaluating and consultation, including internal audit, tax administration, protection of assets, planning for control, investment/donor/banking relations and economic appraisal. The following is FPE's description of the position:

Position Title: FINANCE AND ADMINISTRATION MANAGER
Organizational Unit: Finance and Administration
Job Level: 8

Basic Function

Managing transactions and processing systems which produce information for the control of planned activities and operations under the Endowment Fund; Reporting and interpreting the results of operations measured in financial terms both for internal and external use including tax administration; Assessment of the financial impact of management decisions and recommendations both before and after implementation; Assuring adequate cash flows to support planned activities and operations; Safeguarding resources through appropriate controls; Consolidating revenue and cost data pertaining to projects, programs and special events; Providing a financial framework for planning activities and operations.

Specific Duties and Responsibilities

1. Financial Management

- a. Establish/maintain in accordance with generally accepted accounting principles and practices, internal control systems and procedures for FPE funds received, property and other assets acquired.
 - Review validity/authenticity of cash disbursements, receipts and other related transactions.
 - Approve all vouchers, request for check payments and other disbursements.
 - Review the accuracy of accounting records of all FPE funds/grants received.
 - Monitor the performance of fund managers on a regular basis.
 - Monitor the operating expenditures against budget, cash position/fund balances and account investments.
- b. Render a written report of the funds/grants received to AID or other donors setting forth a description of all disbursements, property purchased and other transactions.
 - Review and approve all financial reports prepared by the Financial Analyst and General Accountant on all funds received.
 - Ensure compliance of all written reports with established guidelines.

2. Planning for Control

- a. Establish, coordinate and administer an adequate plan for control of operations such as revenue generation (maximization of revenues on investable funds), expense budgets and appropriate monitoring controls to ensure compliance with standards set.
- b. Ensure that adequate internal control measures are in place to safeguard the Foundation's assets.
 - Procure adequate insurance coverage for existing and insurable assets and commodities.
 - Ensure that all equipment is maintained in good condition by providing a system of monitoring its performance on a regular basis.

3. Evaluating and Consulting/Internal Audit

- a. Contract a financial and compliance audit of the books and records of the Foundation relative to projects including all fund sources with a certified public accounting firm/accountant
- b. Conduct close-out reviews with or without the assistance from a public accounting firm to cover completed projects
- c. Conduct periodic internal audit of financial transactions including operating results through evaluation and appraisal of the soundness, adequacy and application of accounting, financial and other operating controls and promote/initiate internal control procedures to ensure the attainment of objectives and effectiveness of policies, organization structure and procedures at reasonable cost

4. Office Administration Services

- a. Coordinates with all unit heads the development and implementation of all administration policies, guidelines, forms and procedures on the following areas:
 - Procurement and issuance of supplies, materials and equipment
 - Utilization and maintenance of service vehicles.
- b. Identifies and recommends for approval priority capital expenditures
- c. Oversees the installation of maintenance system for office machines and equipment
- d. Supervises the staff tasked to provide support during Board and BOT committee meetings

5. Committee Membership

- a. Management Committee
- b. Retirement Committee
- c. Benefits Committee
- d. Investment Committee

6. Performs other duties as may be assigned from time to time

Qualification Guide

1. College graduate with background in accounting; preferably with graduate studies in Business Administration or Finance
2. Certified Public Accountant
3. Five years experience in general accounting, budgeting, financial reporting, donor funds custody and management with at least three years in a supervisory capacity
4. Adequate working knowledge of integrated accounting applications (e.g., ACCPAC, PLATINUM, GREAT PLAINS)

The role of the Finance and Administration Manager is a critical one since this person and the Finance Unit are responsible not only for keeping clear records of incoming funds, but also for administering out-going grants. Under the governance structure of FPE, which requires liaison with US Agency for International Development, the World Wildlife Fund, the Government of the Philippines and other donors, the Finance and Administration Manager must also have the skills to report and communicate effectively with these constituencies.

The following are descriptions of three other positions at FPE—Supervising Program Officer, Senior Program Officer for Development Communications and Human Development Officer:

Supervising Program Officer

Position Title: SUPERVISING PROGRAM OFFICER
Organizational Unit: Program Development Unit
Job Level: 7

Organizational Relationships

Reports directly to the Director for Program Development;¹⁰ provides technical guidance and supervises Project Officers assigned to all regular projects of FPE and other Program staff. For the duration of the leave of the Director of Program Development, attends meetings of the Management Committee.

Basic Function

Facilitates project development, monitoring and evaluation of regular projects, including site-focused, responsive, CFP-MacArthur, Keidanren NCF, proactive, and action grants; establishes and broadens linkages with other groups, institutions, and individuals to strengthen program implementation; supervises the work of Project Officers assigned to these projects, as well as the Program Assistants of the Program Development Unit.

Specific Duties and Responsibilities

1. Project Development, Monitoring and Evaluation

- a. Prepares consolidation reports of all regular FPE projects
- b. Ensures that specific agreements and refinements or conditions set by the PDC/BOT for Projects approved for funding are incorporated into the pertinent Partnership Agreement
- c. Approves requests for fund release for projects made by Program Officers or Program Assistants
- d. Assigns to particular Project Officers the appraisal of project proposals forwarded by the Executive Director
- e. Ensures the conduct of the monthly gridding of project proposals appraised
- f. Presents to the Management Committee the status of all project proposals received, whether approved rejected or deferred
- g. Oversees the arrangements for the conduct of all activities of the Program Development Unit, particularly the annual partners' meeting
- h. Monitors action taken by PDU staff concerning project modification/alignment and any other specific request by partners regarding project implementation

2. Technical Guidance

- a. Facilitates evaluation of project strategies in order to assist the Director for Program Development and the whole unit in the development of strategies and approaches for the effective implementation of FPE projects
- b. Facilitates the gathering of/consolidates inputs to FPE projects being developed and monitored by Project Officers or Program Assistants, especially in terms of technical and financial soundness and sustainability and problem-solving strategies
- c. Reviews outputs (i.e., presentations, field visits, and monitoring reports) of all PDU staff and provides guidance in their improvement

3. Supervision of PDU Staff

- a. Appraises the performance appraisal report of Program Assistants and recommends appropriate action
- b. Reviews and approves requests for cash advances, liquidation reports, reimbursements, leaves of absence, and daily time records of all Program Assistants
- c. In coordination with the HRDA Unit, recommends training courses for PDU staff
- d. Approves requisitions for materials issuance or purchase based on approved expense item and budget
- e. Coordinates with other units on program-related concerns

4. External Communication and Linkages

- a. Establishes and broadens linkages and maintains communications with NGO-PO networks, government agencies and other institutions and individuals to strengthen program implementation

5. Special Duties

- a. As part of the collegial staff, participates in recommending policies and guidelines for program and project approval process
- b. Performs other functions as may be assigned from time to time

Qualification Guide

1. College graduate with background in Forestry, Biology, Environmental Studies, Ecology, and other related courses; graduate course units or units on these areas highly desirable
2. Three to five years experience in project management activities, preferably with exposure to environment-related projects
3. Previous supervisory or management experience preferred

Senior Program Officer

Position Title: SENIOR PROGRAM OFFICER for DEVELOPMENT COMMUNICATIONS

Organizational Unit: Development Communications Unit

Job Level: 7

Organizational Relationships

Reports directly to the Director for Institutional Development; exercises over-all supervision of the DCU staff; coordinates with the Program Development Unit on needed communications support, with the Finance Unit for financial requirements of the unit and its projects, and with the Human Development and Administration Unit for administrative matters. Serves as a member of the Management Committee.

Basic Function

Responsible for the development of the Foundation's communications programs in coordination with Management and other units.

Specific Duties and Responsibilities

1. Institutional Communications Program Development

- a. Facilitates the development and oversees the implementation of FPE's communication plan
- b. Handles specific FPE proactive programs
- c. Facilitates the development of the units' annual workplan
- d. Establishes the standards for internal and external communications materials, publications, and productions

2. Coordination and Linkaging

- a. Oversees the provision of secretarial support to the Regional Advisory Committees and the Experts Advisory Panel
- b. Represents FPE in activities involving inter-agency collaboration pertinent to the unit's mandate

3. Supervision of Communications Officers and other Administrative Matters

- a. Appraises the performance of the unit's staff in implementation of individual work plan and compliance with financial and administrative policies
- b. Reviews documents and presentation materials before submission to the director for Institutional Development
- c. Approves requests for funds release, cash advances, liquidation reports, reimbursements, leaves of absence, daily time records of staff belonging to the unit
- d. Coordinates the administrative, budget and financial concerns of the unit

Qualification Guide

1. College graduate with background in Development Communications, Mass Communications, Journalism, and other related courses
2. Three years experience in communications projects, preferably with exposure to environment protection or conservation programs
3. Previous supervisory or management experience desirable

Human Development Officer

Position Title: HUMAN DEVELOPMENT OFFICER
Organizational Unit: Human Development and Administration Unit
Job Level: 6

Organizational Relationships

Reports directly to the Director for Institutional Development; supervises the work of the office drivers and office service workers. Serves as vice-chairperson of the Benefits Committee; oversees the work of the Inter-unit Administrative Committee.

Basic Function

Under the supervision of the Director of Institutional Development, ensures implementation of FPE's Staff Development and Capability Building Plan, staff recruitment, induction, orientation, performance appraisal, and career planning; administration of staff compensation and benefits.

Specific Duties and Responsibilities

1. Staff Development and Capacity Building

- a. Handles preparations for the conduct of the monthly staff development sessions
- b. Administers training needs assessment as needed and validates results with the staff and their supervisors
- c. Assists in the development of a staff development master plan based on the TNA results and performance appraisals
- d. Identifies training courses for individual staff based on the master plan
- e. Arranges for the attendance of the staff in various training programs
- f. Administers evaluation of individual training and feedback on ST&D sessions

2. Compensation and Benefits Administration

- a. Administers the compensation and benefits structure through preparation of contracts of employment or professional salary adjustment, personnel movement, salary adjustment and promotion papers
- b. Prepares documentation for group insurance, health care, retirement plan and individual travel insurance
- c. Computes hours of work of staff based on daily time records and tracks utilization of leave benefits
- d. Enrolls and reports newly hired employees in statutory agencies
- e. Processes and ensures the filing of notifications of maternity and sick leave, applications for loans, and other benefits with the appropriate government agencies
- f. Maintains and updates records of FPE staff in terms of change of status, additional dependents and beneficiaries

3. Recruitment and Replacement

- a. Conducts screening, initial interview, and testing of applicants
- b. Prepares a short list of the most qualified candidates and arranges interview with the appropriate supervisor and/or manager
- c. Prepares employment contracts and makes arrangements for the orientation of newly hired staff
- d. Monitors the contracts of probationary and contractual staff and notifies management on appropriate action to be taken regarding continuance of employment
- e. Prepares and distributes the forms for the periodic performance appraisal of the staff and summarizes the results
- f. Maintains an active file of qualified applicants

4. Institution Building

- a. Handles preparations for the mid-year and year-end staff assessment and planning workshops, as well as the team building and family day activities
- b. Maintains the Freedom Wall and the Suggestion Box
- c. Undertakes periodic documentation of staff meetings

5. Administrative Support¹¹

- a. Handles arrangements for air travel of staff going on field assignments or conferences/ meetings in the region
- b. Ensures that messengerial duties and dispatch of drivers and vehicles are discharged effectively by monitoring the work of the Administrative Staff
- c. Oversees the procurement and inventory of supplies and materials as well as action taken on job orders
- d. Facilitates documentation for payment and other transactions regarding communication services (landlines and mobile phones, pagers), security services and other job orders
- e. From time to time, takes specific instructions from the messages for the Executive director regarding meetings and schedules at FPE

Qualification Guide

1. College graduate with background in Human Resource Management/Development, psychology, behavioral science, sociology, or anthropology
2. One year experience in Human Development functions involving training, compensation and benefits administration, recruitment and placement

Staff Development

FPE aims to attach the same standards to their own staff development that they apply to their partners. The Human Resource Development and Administration Unit prepares an annual work plan for staff training and development. It includes provision of short course training at specialized institutions such as the Asian Institute of Management, part-time graduate and vocational studies and specially designed training sessions on topics mainly related to environmental studies.

Staff development initiatives can be found in activities such as additional skills training, participation in workshops and seminars, field experience, and exposure to other organizations. These incentives are important to the health of the Foundation as well as to the productivity and enthusiasm of the individual staff members.

There are five components to staff development at FPE: performance appraisal, monthly capacity-building workshops, field exposure for non-program staff, individual staff training and leadership experience for staff members who have undergone training

These staff development and training mechanisms apply to staff members including program and administrative staff. FPE prepares a staff training schedule every year. The 1998 workplan is shown below:

Human Resource Development & Administration Unit			
KRA/Target	Activities	Time Frame	Inter-Unit Support
Staff Training & Development			
Master Plan	<ul style="list-style-type: none"> Identify areas of specialization per staff 	1st quarter	All units
Individual Training	<ul style="list-style-type: none"> Provide support for graduate, postgraduate & vocational (diploma) studies of staff Formulate, validate, finalize revised policy on local training Arrange for individual staff training to short courses, including AIM training 	1st quarter onwards 1st quarter	All units December 1997, Mancom, staff meet All units
ST&D Session	<ul style="list-style-type: none"> Gender Sensitivity Niño Phenomenon Writing Workshop Agenda 21, UN Convention Biological Diversity Terrestrial Ecosystems Aquatic Ecosystems Culture & Environment Indigenous Knowledge System Natural Resource Accounting Jan 	Jan Feb Mar Apr May Jun Jul Aug Sep to Nov Dec	All units PDU
Exposure Trips	Quarterly Assessment in <ul style="list-style-type: none"> Abra Malindang Matutum Samar (Cataraman) Interpersonal Relations <ul style="list-style-type: none"> Team Building Family Day Sports Activities; aerobics; bowling 	2nd Quarter 3rd Quarter April May Every Friday	PDU, all units All units
Assessment & Planning	Midyear Year-end	July December	All units; especially DCU
Orientation	<ul style="list-style-type: none"> Improve kit: strategic plan, biodiversity Conduct for different staff 	January As needed	DCU, EO
Personnel Administration			
Adequate staff complement	<ul style="list-style-type: none"> Recruit staff assistant for DCU Contract MIS expert 		DCU
Review job description	<ul style="list-style-type: none"> SPO for Proactive, Communications Finance Unit, HRDA 	1st Quarter	All units

Performance Appraisal	<ul style="list-style-type: none"> •Subordinate to superior •Peer review, partners' evaluation 2nd Quarter 	December All units
Compensation & benefits	<ul style="list-style-type: none"> •Meeting of Benefits Committee to discuss clothing allowance (uniform) & transportation •Administer performance appraisal & bonus •Salary adjustment due to inflation (per September 1997 BOT meeting: 7%) •SSS/Medicare/Pag-IBIG •Retirement •Overtime •Life Insurance & Medical Benefit •Rice Subsidy •Christmas Bonus •13th month* •SL Conversion* <p>*Note: amounts based on '97 salaries</p>	1st Quarter All units 2nd Quarter
Office Administration		
Office Systems	<ul style="list-style-type: none"> •Records disposal •Reprint office policies •Revise employee handbook •Review policies <ul style="list-style-type: none"> 1. Vehicle usage & accountability 2. Equipment issuance & accountability •Design/revise office forms <ul style="list-style-type: none"> 1. Copy services (reproduction) 2. Gate pass, job order 3. Vehicle request •Provide matrix of courier service & travel agencies •Tracking of documents dispatched •Provide monthly report of gasoline consumption •Update list of supplies •Provide monthly report of telephone bills •Guidelines for equipment disposal •Ensure that communications are transmitted as requested •Ensure that ED & staff are conveyed safely & on time 	Dec '97 DCU 1st Quarter 2nd Quarter All units 1st Quarter 1st Quarter All units 1st Quarter Ongoing Continuing Continuing Continuing
Procurement		
Procure needed supplies & equipment	<ul style="list-style-type: none"> •Finalize list of needed supplies, equipment •Procure equipment •Procure institutional give-aways 	Dec '97 All units As scheduled, July '98
Inventory Management	<ul style="list-style-type: none"> •Maintain & update inventory management & control system 	Continuing
Repair & Maintenance	<ul style="list-style-type: none"> •Insure vehicle, renew registration (LTO) 	Per due date (month) Finance (fund)
Vehicle maintenance, registration & insurance	<ul style="list-style-type: none"> •Ensure that vehicle is maintained & in good running condition 	January
Equipment repair & maintenance	Equipment: upgrade & repair	As needed All units Finance (fund)
Office maintenance, repairs & fabrication	<ul style="list-style-type: none"> Premises: rehab grotto, & paint fence (or ivy) Install gate (dirty kitchen) Repair roof, water tank Install: Deep well pump = 120,000 Fabrication: cabinets for old files 	January Finance (fund) 1st Quarter 2nd Quarter 2nd Quarter January

Performance Management System

The performance appraisal described in the schedule includes not only assessment by staff member's supervisors, but also by subordinates, peers and grantees. In addition, FPE holds monthly capability-building workshops. Topics of these workshops include:

- Toxic waste management
- Environmental impact assessment
- Asia-Pacific economic cooperation framework for upland development projects
- Women, the environment and sustainable development
- Map reading

These monthly sessions also serve to enhance team spirit, since the staff members sometimes cook the meals to be served during the whole-day event. They also help to cement better relationships between staff and members of the Board, since the Board members sometimes serve as facilitators of these sessions.¹²

Team Building

FPE makes use of six mechanisms to help the staff coalesce and unify:

- *Team-building workshop*, held once a year, all the staff attend. Strengths and weaknesses of individual staff are identified
- *Family Day*, held once a year, usually in summer. The whole staff and their families have an outing at an out-of-town resort. FPE staff prepare the food
- *Anniversary celebration*, held in January, in which staff members put up the exhibit and participate in presentations
- *Inter-unit sports activities*. Sports have included bowling and table tennis, with inter-unit teams formed
- *Inter-unit committees*, are convened to organize activities, such as the Assessment and Planning Workshops, FPE Anniversary celebration, Christmas party
- *Freedom Wall and Suggestion Box* are where the staff members express what they feel or want to suggest

Performance Audit of Directors and Managers

Depending on the staff structure of an organization, it is important for lower-level staff to be able to evaluate the managerial skills of their supervisors. The Board briefing book for a December 1997 meeting includes a framework for the appraisal of a manager/director by a subordinate. FPE uses a point system, but many others exist and some research/experimentation may be necessary before making a final decision within an organization.

The following are suggested criteria used in this framework for areas in which managers' performance might be appraised by a subordinate. These same areas can be used for appraisal by a superior, a peer, or project co-worker.

SUGGESTED CRITERIA FOR APPRAISAL: MANAGER/DIRECTOR BY SUBORDINATE

Management of work

- Effectively plans and prioritizes present and future activities of the unit
- Links these activities with the over-all vision, mission, goals, and strategies of the Foundation
- Assigns work properly and clearly
- Sets appropriate work standards and realistic deadlines
- Establishes monitoring systems and streamlines office operations
- Makes prompt and sound decisions

Management of People

- Delegates authority and responsibility fairly and appropriately
- Follows up on delegated responsibility
- Encourages and stimulates purposeful and original ideas
- Motivates subordinates to accomplish their goals
- Promotes career and professional growth of subordinates
- Ensures continued growth and development for self and subordinates
- Appraises and counsels subordinates effectively and without bias
- Observes fairness and impartiality and maintains discipline

Management of Resources

- Budgets resources and people, supplies, time, money, equipment, vehicles
- Ensures proper disbursement of funds
- Ensures proper use and maintenance of office equipment, vehicles, and other facilities

Management of Constraints

- Recognizes and overcomes office difficulties or problems
- Takes responsibility for his/her actions

Innovation

- Initiates and implements new or improved policies/programs/projects/ activities other than those already identified
- Takes risks in program or project implementation

Staff Performance Assessments

FPE has also developed suggested criteria for appraising staff performance for the purpose of determining awards such as promotion and pay raises. Each criterion has a suggested point credit assigned to it so that the person conducting the assessment can score and grade the performance. The areas under evaluation are technical work quantity and quality, work behavior and attitude, and administrative skills [summarized]:

Technical work quantity (output or actual performance)

Technical work quality (quality of work done vis-à-vis skills and capabilities)

- Management of work
- Substance, accuracy, organization of work

- Management of constraints
- Timeliness and alertness
- Communication
- Work behavior and attitude
- Team spirit
- Dependability and adaptability
- Work drive and enthusiasm
- Initiative and resourcefulness
- Stability
- Friendliness and courtesy

Administrative

- Observance of FPE policies and procedures, rules and regulations
- Attendance
- Personal appearance and physical fitness

Additional work (also termed "intervening factors")

- If the additional work is accomplished over and above the usual assignments, it will get point credits that are dependent on the important/impact/difficulty of the work done and the length of time needed to get it done

FPE uses a form to allow an opportunity for the appraiser to make observations about the data collected in the performance appraisal above:

TRAINING AND DEVELOPMENT NEEDS

What are the appraisee's potentials? In what areas do you think he/she should improve? What are his/her problems in these areas?

Development activity _____

Completion date _____

Signature of appraisee _____

Signature of appraiser _____

Appraisal completed and discussed with appraisee on: _____

Signature of reviewer _____

Date _____

References

⁸ Esquel Ecuador Foundation, By-laws

⁹ Foundation for the Philippine Environment, Staff Manual.

¹⁰ For the duration of the leave of the Director for Program Development, the Supervising Program Officer will report directly to the Executive Director or to the person delegated for specific instances.

¹¹ Included bookings for Board and other offices, in absence of Executive Office staff.

¹² Foundation for the Philippine Environment, Staff Manual.