

America's Second Harvest Food Bank of the Big Bend

CEO Evaluation

I. Purpose

- a. America's Second Harvest Food Bank of the Big Bend will take into consideration the following when determining the Chief Executive Officer (CEO) compensation: board performance reviews, progress against strategic outcomes, market comparisons of similarly situated Foodbanks, local non-profit agency CEO compensation comparisons, and CEO salary history.
- b. The CEO is eligible for annual base pay adjustments and an annual incentive bonus contingent upon review outcomes.
- c. Goals for the CEO evaluation include:
 - i. Spark discussions between the executive and the board
 - ii. Give the CEO the opportunity reflect and learn
 - iii. Give board members the chance to reflect not only on the CEO's performance but on the performance of the board and of the organization
 - iv. Provide a basis for compensation decisions
 - v. Lead to alignment and clarification of goals and expectations

II. Performance Review

- a. The Executive Committee representing the Board of Directors of America's Second Harvest Food Bank of the Big Bend will evaluate the performance of the CEO annually. The evaluation will take place via board survey and be conducted by the Board Chair in conjunction with the Executive Committee. Survey results will be compiled and reviewed by the Executive Committee. Following review, the Executive Committee will provide a recommendation for applicable adjustments and/or bonus to the Board of Directors.

III. Progress Against Strategic Outcomes

- a. The CEO will prepare a summary of the progress of ASHBB in relationship to the achievement of top line goals expressed in the ASHBB Strategic Plan and present it to the Executive Committee for review as part of the annual performance appraisal. All top line goals have a year-end measurement that is quantifiable. The Executive Committee will consider achievement toward these goals and factor that achievement into the CEO's overall ranking.

IV. Market Comparison

- a. The Executive Committee will review market comparisons of similarly situated Foodbanks and local non-profits to determine the appropriate range of compensation for the CEO. The Executive Committee will use these benchmarks in making recommendations to the Board of Directors for adjustments in the CEO's compensation.

V. Procedure

- a. The CEO's evaluation will take place during the 4th quarter of each year in consideration of that year's activities and outcomes. Adjustments to the CEO's compensation and incentive bonus award (if any) will be made in the 1st quarter of the calendar year.
- b. The Executive Committee reviews the process and evaluation instrument(s) with the CEO.
- c. The CEO completes a self-assessment evaluation.
- d. Executive Committee members complete the CEO evaluation individually. Executive Committee holds an executive session to review results and compiles final evaluation document.
- e. Executive Committee provides the final CEO evaluation during a face to face meeting with the CEO.
- f. The CEO may provide a response (in person or in writing) to the Executive Committee and/or full board.

VI. Record Retention

- a. All documents related to the CEO's evaluation and salary compensation are retained in the CEO's personnel file.

VII. Documents: See attached Performance Review

October 16, 2015

Performance Review for CEO

Survey Form for Executive Committee

Period under review: _____

Date of Review:

Completed by _____ Signature: _____

- **Very Good (VG):** Performance clearly exceeds job requirements and significant contributions are made well beyond job demands.
- **Satisfactory (SAT):** Solid and occasionally impressive performance.
- **Improvement Needed (IMP):** Performance is frequently unsatisfactory and specifics are listed.
- **Not Enough Information (NEI):** There is not enough available information for me to make a judgement or rating.

1. Overall Organizational Performance	
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a. Works with the board and management staff to develop and implement strategies for achieving mission, goals and objectives.	<input type="checkbox"/> VG <input type="checkbox"/> SAT <input type="checkbox"/> IMP (Specify here) <input type="checkbox"/> NEI
b. Utilizes knowledge of significant trends and developments in the field to make changes and/or improve organizational results.	<input type="checkbox"/> VG <input type="checkbox"/> SAT <input type="checkbox"/> IMP (Specify here) <input type="checkbox"/> NEI
c. Builds respect and maintains a high profile for the organization as the community leader in the fight against hunger in the region.	<input type="checkbox"/> VG <input type="checkbox"/> SAT <input type="checkbox"/> IMP (Specify here) <input type="checkbox"/> NEI
d. Looks for and takes advantage of opportunities to demonstrate the impact of agency programs on the clients and communities served.	<input type="checkbox"/> VG <input type="checkbox"/> SAT <input type="checkbox"/> IMP (Specify here) <input type="checkbox"/> NEI
e. Comments on Overall Organizational Performance:	
2. Community Leadership	
a. Serves as an effective spokesperson representing the organization well to constituencies, donors, grantors and the general public	<input type="checkbox"/> VG <input type="checkbox"/> SAT <input type="checkbox"/> IMP (Specify here) <input type="checkbox"/> NEI
b. Establishes and makes use of working relationships with other food banks, non-profit organizations, government agencies and elected officials	<input type="checkbox"/> VG <input type="checkbox"/> SAT <input type="checkbox"/> IMP (Specify here) <input type="checkbox"/> NEI
c. Utilizes a variety of communication vehicles to highlight and address the issues related to hunger, the programs that the agency implements to address them, and the accomplishments of the agency in the communities it serves	<input type="checkbox"/> VG <input type="checkbox"/> SAT <input type="checkbox"/> IMP (Specify here) <input type="checkbox"/> NEI
d. Comments on Community Leadership:	

3. Administration and Human Resources	
a. Establishes and leads an effective management team that builds and maintains a climate of excellence, accountability and respect.	<input type="checkbox"/> VG <input type="checkbox"/> SAT <input type="checkbox"/> IMP (Specify here) <input type="checkbox"/> NEI
b. Recruits and retains a diverse and qualified staff	<input type="checkbox"/> VG <input type="checkbox"/> SAT <input type="checkbox"/> IMP (Specify here) <input type="checkbox"/> NEI
c. Maintains administrative and grant requirements while implementing programs that address critical needs in the community or support the agency's strategic plan.	<input type="checkbox"/> VG <input type="checkbox"/> SAT <input type="checkbox"/> IMP (Specify here) <input type="checkbox"/> NEI
d. Ensures that procedures and organizational culture support partner agency collaboration and maximized volunteer involvement	<input type="checkbox"/> VG <input type="checkbox"/> SAT <input type="checkbox"/> IMP (Specify here) <input type="checkbox"/> NEI
e. Ensures compliance with relevant agency policies, workplace procedures and employment laws	<input type="checkbox"/> VG <input type="checkbox"/> SAT <input type="checkbox"/> IMP (Specify here) <input type="checkbox"/> NEI
f. Ensures that job descriptions are current and that regular performance reviews are completed and documented	<input type="checkbox"/> VG <input type="checkbox"/> SAT <input type="checkbox"/> IMP (Specify here) <input type="checkbox"/> NEI
g. Comments on Administration and HR:	
4. Financial Sustainability and Mission Impact	
a. Assures adequate control and accounting of all funds, including maintaining sound financial policies and practices	<input type="checkbox"/> VG <input type="checkbox"/> SAT <input type="checkbox"/> IMP (Specify here) <input type="checkbox"/> NEI
b. Implements and evaluates programs and activities that maximize client and mission impact	<input type="checkbox"/> VG <input type="checkbox"/> SAT <input type="checkbox"/> IMP (Specify here) <input type="checkbox"/> NEI
c. Works with the staff, finance committee and the board to prepare budgets, monitor progress, and initiate changes to operations and/or to budgets as	<input type="checkbox"/> VG <input type="checkbox"/> SAT <input type="checkbox"/> IMP (Specify here) <input type="checkbox"/> NEI

appropriate	
d. Retains official records and documents and maintains compliance with federal, state and local regulations	<input type="checkbox"/> VG <input type="checkbox"/> SAT <input type="checkbox"/> IMP (Specify here) <input type="checkbox"/> NEI
e. Implements realistic and ambitious plans for fund development involving the Board and others in fundraising and income generation	<input type="checkbox"/> VG <input type="checkbox"/> SAT <input type="checkbox"/> IMP (Specify here) <input type="checkbox"/> NEI
f. Jointly with the president, secretary of the board and treasurer conducts official correspondence for the organization and executes legal documents appropriately	<input type="checkbox"/> VG <input type="checkbox"/> SAT <input type="checkbox"/> IMP (Specify here) <input type="checkbox"/> NEI
g. Establishes and maintains positive relationships with new and recurring institutional funders such as foundations, government agencies, churches and corporations	<input type="checkbox"/> VG <input type="checkbox"/> SAT <input type="checkbox"/> IMP (Specify here) <input type="checkbox"/> NEI
h. Establishes and maintains with the Board positive and personal relationships with significant individual donors.	<input type="checkbox"/> VG <input type="checkbox"/> SAT <input type="checkbox"/> IMP (Specify here) <input type="checkbox"/> NEI
i. Comments on Financial Sustainability and Mission Impact:	
5. Board of Directors Relations	
a. Provides appropriate leadership to the board and board active involvement in planning, policy making and agency oversight.	<input type="checkbox"/> VG <input type="checkbox"/> SAT <input type="checkbox"/> IMP (Specify here) <input type="checkbox"/> NEI
b. Keeps board members fully informed in a timely way on the condition of the organization, critical issues before it and important activities they may wish to be a part of	<input type="checkbox"/> VG <input type="checkbox"/> SAT <input type="checkbox"/> IMP (Specify here) <input type="checkbox"/> NEI
c. Supports board committees with appropriate staff and relevant information	<input type="checkbox"/> VG <input type="checkbox"/> SAT <input type="checkbox"/> IMP (Specify here) <input type="checkbox"/> NEI

d. Works with the board president to self-assess the board's effectiveness, and that recruitment, involvement and departures of individual board members result in a highly effective decision making body	<input type="checkbox"/> VG <input type="checkbox"/> SAT <input type="checkbox"/> IMP (Specify here) <input type="checkbox"/> NEI
e. Comments on the Board Relations:	
6. Are there additional comments you would like to make that are not within the above categories?	
7. Top three performance outcomes for the CEO for consideration by the Executive Committee and ED in planning future evaluation:	