



CEO Performance Evaluation RFP
Bidders Conference: Questions and Answers (Q & A)
August 4, 2015

Conference commenced, 5:45 PM in the Fresno EOC Executive Conference Room

Question: Is this the first board evaluation for the CEO?

Answer: *The CEO is in his fifth year in this position, the board conducted previous evaluations, and the evaluation processes have not been consistent from year to year. The board conducted the evaluations internally without the assistance from third party HR or organizational development consultants. In past years, the board consulted with their legal advisor to address the board's internal matters relative to their evaluation.*

Question: Please describe the board's evaluation process.

Answer: *The most recent evaluation process by the board: Ad hoc committee developed the evaluation tools (the board's and CEO's self-evaluation forms) then forwarded the draft documentation to the Executive Committee and attorney for their review. The Executive Committee distributed the evaluation tools to the board members and the CEO for their input.*

The CEO and board provided their input, and the information went to the Ad hoc Committee for its review of the evaluations received. The Ad hoc Committee made its recommendations to the Executive Committee.

Question: This is a 24 member board. How many participated in the evaluation?

Answer: *The results...There was almost 100% participation among veteran board members, (recent board membership turnover comprised a group of about 60% experienced members and 40% newer members). There was about an 80% consensus between the board's evaluation and the CEO's self-evaluation on key issues.*

Question: Why is the board seeking a consultant for this evaluation?

Answer: *The Board is looking for an independent consultant to analyze the evaluation responses for the purpose of:*

- *The board is looking for a process that reaches a consensus opinion. As well as establishing a framework that is not reinvented each year.*
- *Identify board member's common threads, comments, and impressions written in their evaluation responses.*
- *Identify extreme board member comments, impressions, and responses being either positive or negative and remove them from the evaluation process.*
- *Provide a safeguard that extreme views do not carry special weight in the evaluation's decision-making process.*



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- *Provide an analysis and recommendations for improving the evaluation tools and overall evaluation process, which will construct the foundation for subsequent performance evaluations.*

Secondly, the board is interested in how the CEO compares with his peers in other organizations, and are particularly interested in the CEO's communication effectiveness with staff and board.

Question: Please describe how the board and staff function.

Answer: *Fresno EOC is a private, nonprofit 501(c)(3) corporation governed by a twenty-four member tripartite Board of Commissioners under the auspices of the EOA of 1964. Eight of those twenty-four members are public elected officials or their designee; eight members are from the business sector, public agencies, and community groups; the remaining eight members are elected low-income target area representatives from throughout Fresno County. Each Commissioner serves a two-year term and can be re-elected a maximum of 5 terms.*

The board established a number of a committees that meet monthly and reports their proceeding to the entire board at its monthly meeting. They comprise the executive committee, finance committee, planning/program evaluation committee, HR committee, pension committee, audit committee, bylaws committee and Ad hoc committees when needed. The board identifies itself a policy making board and diligently works toward maintaining its arm's length in micro managing the organization.

The organization employs approximately 1150 (FT and PT) employees, operates 30 program initiatives and maintains a \$140-160 Million budget derived from public and foundation grant sources. The majority of funds are under contract to administer specific programs and services.

The CEO established an 8 person leadership team of direct hires that meet twice a month, discussions are relative to organizational management, planning, finances, HR policies, internal and external strategies and engagements with partnering public and community organizations. The mid-level management team comprises 11 individuals who include program directors and internal administrative department directors such as finance, IT, and HR. The CEO provides input in the hiring process with the leadership team member involved with the hiring. This group meets with the CEO on a monthly basis.

Staff does not evaluate the CEO formally, but they have opportunities to discuss concerns either in public forum or in private with the CEO.

Question: On page #4_of the RFP under

The Evaluation Instruments (See Attachment "A", and Attachment "B") section the second bullet statement reads.....

- Each of the board Evaluation instruments **has five (5) sections**, each of which has from five (5) to nine (9) questions for the respondent to provide a numerical score to the CEO's performance. **They are "Leadership", "Effective Communication", Management Skills", and "Producing Results"**



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***Answer:** Please note that (5) sections, was a typo, there are (4) sections, associated with the evaluation tool.*

The Bidders Conference adjourned, 6:45 PM
(Q & A Session)

Submitted for web posting: Bill Simon August 6, 2015, 9:50 PM