



# DISABILITY EMPLOYMENT REVIEW

## Key Findings and Recommendations

### Abstract

Over the Course of the 4th quarter of 2018- the State engaged in an independent comprehensive review of its disability employment practices, practices and procedures. This report is the final findings and recommendations made by Allied Global Services to the State and Department of Administration.



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## Project Overview

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### *Project Purpose*

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- In accordance with Executive Order 15-02, the goal of this project is to review the State of Kansas hiring process and policies and develop a strategy to position the State of Kansas as an employer of choice throughout the disability community.
- Currently the State of Kansas is facing a significant shortage of qualified talent to fill positions within multiple agencies. As of November of 2018, the state's unemployment rate is 3.2 percent according to the Kansas Department of Labor. (<https://klic.dol.ks.gov/gsipub/index.asp?docid=472>)
- The State of Kansas and Governor Colyer are both committed to launching a robust disability inclusion strategy that can be implemented across the 18 Cabinet agencies under the Governor's purview.
- The Department of Administration engaged Allied Global Services to conduct a discovery project that identified issues within the State's hiring process and employment culture.
- This document describes Allied Global Service's point of view regarding gaps identified through that discovery and a proposed approach to close discovered gaps.

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### *Objectives*

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- Interview sponsors and champions involved in initiating the effort to understand their goals and objectives for disability inclusion
- Conduct quick assessments of potential sites to validate whether there are strong candidates for disability hiring initiatives/ programs
  - Interview hiring managers, key personnel and stakeholders at multiple sites and agencies
  - Review recruiting, onboarding training, and other materials
- Summarize findings, identify gaps and opportunities for improvement and conduct a planning session to review the recommendations, agree and align on the path forward
- Prioritize recommendations for selected locations and develop an implementation plan, communication plan and supporting materials

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## Values

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### ***Competitive Employment***

This project holds opportunities for “competitive employment” for individuals with disabilities as the paramount objective as defined by the Kansas Employment First Initiative Act:

1. "Competitive employment" means work in the competitive labor market that is performed on a full-time or part-time basis in an integrated setting; and for which an individual is compensated at or above the minimum wage, but not less than the customary wage and level of benefits paid by the employer for the same or similar work performed by individuals who are not disabled.
2. "Integrated setting" means with respect to an employment outcome, a setting typically found in the community in which applicants or eligible individuals interact with non-disabled individuals, other than non-disabled individuals who are providing services to those applicants or eligible individuals, to the same extent that non-disabled individuals in comparable positions interact with other persons.
  - It is hereby declared to be the policy of the state of Kansas that competitive and integrated employment shall be considered its first option when serving persons with disabilities who are of working age to obtain employment. This policy applies to programs and services that provide services and support to help obtain employment for persons with disabilities. All state agencies shall follow this policy and ensure that it is effectively implemented in their programs and services. Nothing in this section shall be construed to require any employer to give preference to hiring people with a disability.  
(Kansas Statute: Chapter 44; Article 11; Section 36-38- Kansas Employment First Law)

### ***Use of Proven and Effective Disability Employment Strategies***

Allied Global Services has proven experience regarding hiring and retaining individuals with various disabilities. Allied Global Services employs a trained team of employment professionals who understand what it takes to universally serve the disability community from the local, national and global level. They have the experience and expertise to customize disability inclusion strategies for companies of all sizes, industries and locations.

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## *Project Activities*

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### *Inter-Agency Involvement*

To ensure cross agency involvement, two separate work teams were established in the beginning of the project to ensure buy-in, input, accountability and oversight of the. Department of Administration maintained a lead stakeholder role with Craig Knowlton and Andy Traub (Allied Global Services) serving as primary project leads with Department of Administration.

- **Governance Board:** Consists of ranking officers within multiple agencies to represent their agency as well as provide input and oversight into the project. Agencies consist of: KDOA, KDHE, KDOL, KDADS, KDOR, DAPS and DACC.
- **Project Team:** Consists of personnel who are subject matter experts in organization employee life-cycle and who are able to influence organizational change. Team consisted of leaders in employment policies and programs from KDOA and KDADS.

### *Stakeholder Interviews*

During the discovery process, 56 interviews were conducted with various stakeholders in multiple agencies.

- Kansas Department of Aging and Disability Services (KDADS) volunteered to open its staff and leadership to unfettered access for the project. All levels of employees within KDADS were interviewed. Cross-sections of these employees were considered (time on job, job title, job responsibilities and agency leadership were considered.)
  - Locations included: Osawatomie State Hospital, Kansas Neurological Institute and KDADS Administrative Offices
- Kansas Department of Administration
- Governance Board Members (see above)
- Members of Kansas Employment Systems Change Coalition (ESCC)
- Office of the Governor

### *Process and Procedure Reviews*

Select job postings, recruiting materials, onboarding paperwork, diversity training, accommodation policies/ procedures and other materials were reviewed during the discovery phase.

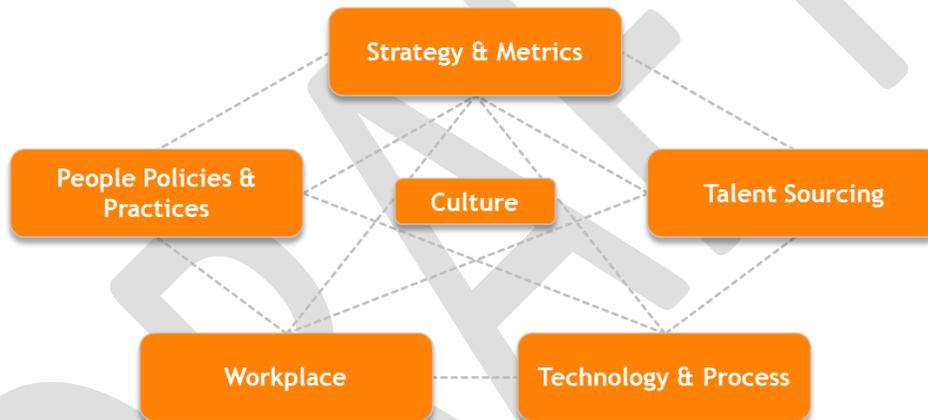
### *Findings and Recommendations*

After the interviews and review of documents, policies, procedures and diversity materials, a gap analysis was performed between best practices in both the government and private enterprise practices and the current state of disability employment with the State of Kansas. Although significant gaps were discovered, this report will focus on only the changes that could have the greatest yield on the State of Kansas' hiring and retention practices for people with disabilities.

## Executive Summary

During the course of the discovery phase of this project, it was very encouraging to learn that to a person interviewed (56 in total)-, no one was unwilling to engage in intentional hiring practices to attract and retain individuals with disabilities. However, anecdotally many individuals who were interviewed perceived significant gaps to the State of Kansas becoming a disability friendly employer to not only the disability community but also those individuals currently employed by the State of Kansas.

This Executive Summary and report contain recommendations for multiple areas identified through the discovery process. Those areas include: Strategy and Metrics, Talent Sourcing, Technology and Process, Workplace, People Policies and Practices. Each of these main areas contribute to help understand a general disability employment culture for individuals with disabilities within the State.



However, this report will not go into all recommendations for improvement but will highlight those recommendations intended to produce the greatest yield to the State in the area of disability employment. The full report has more details about each recommendation.

The recommendations offered here address key areas of concern identified during the project. They also represent proven strategies that have addressed similar needs in other private and public entities locally, nationally and around the globe. It should be noted that several of these recommendations also echo recommendations of other State of Kansas agencies and disability stakeholders- but will not attempt to state their cases for the recommendations but will focus only on the findings of this project.

## Key Findings and Recommendations

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### *Strategy and Metrics*

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Strategy and metrics should reflect the intended strategic direction for the organization.

- Leadership not only sets the strategy but also defines the metrics in which success is measured
- Strategies need to be consistent with best practices in competitive employment
- Metrics are only effective when those being measured are held accountable to the outcomes

#### ***Strategy and Metrics Recommendations***

1. **Enforce/ renew emphasis of KS Executive Order 15-02.** This Executive Order is a general blueprint for proving both a desire and direction for the State to become an employer of choice. Executive Order No. 15-02 states- 'all state agencies... shall make certain that each agency have employment management practices which include outreach recruitment and hiring, supporting, mentoring, development, rewards and recognition for achievement of individuals with disabilities.' (KS Executive Order 15-02)
2. **Set disability hiring and employment targets for each agency** which reflect at a minimum the federal hiring target of 7% of all new hires should be individuals with disabilities.
3. **Develop and include statutory preferential language for hiring individuals with disabilities.** A precedent has been established for this in Kansas law as similar language has been included for veterans. This statute should also include authorization for the State of Kansas to ask both candidates and employees to self-identify as an individual with a disability in order to determine whether the target identified above has or is being reached.

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## *Talent Sourcing*

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With the current extremely low unemployment rate, - the State of Kansas is forced to compete with all employers (private, non-profit, etc.) to attract, hire and retain qualified talent into its open positions. The state recognizes that competition for talent is an area of great concern.

### ***Talent Sourcing/ Recruitment Recommendations***

1. Engage disability community and non-traditional recruiting resources to actively and intentionally recruit individuals with disabilities into State positions/ roles.
2. Move away from job postings just being an advertised job description- make them more of a marketing piece to attract individuals with disabilities (and other populations) to State/ agency positions. This can be done either as a crafted boilerplate message about working for the State or can be done agency by agency with their own messaging. Also the entire job description does not need to be posted rather only main bullets need to be listed in the posting as well as any unique essential functions to the job.
3. Collect and publicly articulate the reasons for people to have long tenures with the State. The State of Kansas struggles to compete with the private sector for top talent. The state needs to understand and communicate the reasons for individuals to not only apply with but to stay with the State of Kansas as a career.
4. Present a career path within the State of Kansas as the employer vs. each individual agency being seen as a separate employer- as they are currently perceived. By presenting the pros of working for the State of Kansas it provides a much larger opportunity for individuals to consider. Also a suggestion of providing testimonials of employees who have had long and extensive careers within the state system can be showcased on the State's career site. Testimonials can provide a powerful message to the benefits of working for the state- especially from different levels of employees from different agencies. NOTE: A testimonial from a senior leader within an agency would be incredibly impactful.
5. Seek a Certificate of Tax Clearance in the onboarding process not during the application process. Moving this requirement to later in the employment process would remove a significant barrier to employment for individuals with disabilities as it is an additional step. It would also allow for a more efficient application process.
6. Require service providers to regularly review vacant State of Kansas positions in their area and to intentionally source qualified candidates to those positions. Service providers across the state of Kansas receive significant dollars to support individuals with disabilities in finding employment. However it is not a requirement for the service providers to report back to the state on their efforts to fill state positions with the

people they serve. There are potentially many qualified individuals with different disabilities who could very well find good positions with the state. However those opportunities are not systematically offered/ reviewed for them. This could be a win/ win scenario for the state by improving outcomes for their dollars allocated as well as providing competitive positions to individuals with disabilities.

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## *Technology and Process*

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The use of technology has greatly improved recruiting and hiring practices for many employers. However, candidates and employees with disabilities can be challenged by some processes driven by ever changing technology.

### ***Technology and Process Recommendations***

1. Review the application process which has been identified as a significant barrier to employment for candidates with disabilities to the State of Kansas. This recommendation is in response to feedback provided by recent new hires as well as hiring managers within agencies. It is recommended to explore alternative workflows for candidates who identify as needing an accommodation to the application process.
  - a. Abbreviated application process that will shorten the timeframe from the time a candidate submits an application to the interview and then to offer or rejection. Employees were frequently telling of their hiring 'journey' taking up to 8-10 weeks.
  - b. Alternative methods for applying to the state (i.e. paper format, removal of 'timing out' functions of the application platform, , etc.)
    - i. Ability to contact a 'help line' for assistance in completing the application- perhaps even verbally. Options for the 'who' answers the 'help line' could be a dedicated role within a specific agency or an additional contact within each agency can be assigned. Currently the Accommodations section of the application located in the correct place on the State Employment Center homepage- but suggest it be re-worded to celebrate/ encourage individuals with different abilities. The current verbiage is rather intimidating and not welcoming for people to ask for an accommodation (see below).
      - ACCOMMODATIONS: The Americans with Disabilities Act of 1990 ensures you the right to reasonable accommodations. A request for an accommodation will not affect your opportunities for employment with the State of Kansas. Arrangements will be made if you have a disability that requires an accommodation for completing an application form, interviewing or any other part of the employment process. It is your responsibility to make your needs known to the Division of Personnel Services at 785-296-4278 or the agency to which you are applying. THE STATE OF KANSAS IS AN EQUAL OPPORTUNITY EMPLOYER
  - c. Provide a 'short form application'. This type of application may be presented to candidates in a variety of settings to capture very basic information such as: contact information, job/ positions interested in and last two positions.

2. Providing alternative workflow for agencies to interview individuals who identify themselves with a disability- without a fully completed application. Application would be completed after an initial interview with the hiring manager and candidate in order for the recruitment process to proceed.
3. Leverage current technology for individuals to identify themselves as an individual with a disability in a non-threatening way (i.e. employee online self-service portal or periodic survey opportunities.)
4. Ensure the State's applicant tracking system is in line with best practices of collecting candidate data and has the ability to accommodate individuals with diverse types of disabilities. The state applicant tracking system is currently undergoing an upgrade/update within the Oracle platform. This is an opportune time to ensure that the Oracle implementation team is focused on the accessibility aspects of the system.

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## Workplace

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Once an individual with a disability is able to better complete the recruiting process, the next potential barrier is the workplace itself. The employee's success is largely measured on their ability to navigate the very location, people and practices they work with and within on a daily basis. By identifying key supports or barriers early a person can not only bring their 'whole-self' to their job but recognize they are supported in their pursuit of success and satisfaction in their role.

Once an individual with a disability is able to better complete the recruiting process the next possible barrier is the workplace itself. Now the employee's success is largely measured on their ability to navigate the very location, people and practices they work with and within on a daily basis. By identifying key supports or barriers early a person can not only bring their 'whole-self' to their job but recognize they are supported in their pursuit of success and satisfaction in their role.

### **Workplace Recommendations**

1. Celebrate disability in the workplace. The disability community is often overlooked as a key diversity component. By raising awareness to disabilities in the workplace allows people to feel valued. A common theme of stakeholders was 'If you have it- don't talk about it.'

Experience shows that initiatives don't move through companies without the support of senior executives. Ideally, influential leaders not only support the benefits of hiring individuals with disabilities, they let their opinion be known to others. When company leaders can share their successes hiring individuals with disabilities, they can inspire others to start or enhance disability employment initiatives within their own companies.

- America is facing an impending workforce crisis as the Baby Boomer generation ages and retires. By 2030, roughly 20 percent of the U.S population will be aged 65 and older. Millions of new workers will be needed to take the retirees' places in the workforce.
- Workers with disabilities have a turnover rate 48% lower than that of the nondisabled population, lower medical costs (67%), and less time-off expenses (73%).
- People with disabilities have equal or higher job performance ratings.
- The disability market, which includes customers with disabilities, represents \$1 trillion in disposable income.

*Source: CDC State of Aging and Health in America 2007 Report; American Society of Safety Engineers: Harris Poll; U. S. Bureau of the Census*

2. Re-evaluate the use of ergonomic evaluations as an elective service. A common theme amongst stakeholders is that of more disdain caused by a lack of value perceived by leadership in the ergonomic evaluations. Recommendations by the evaluators go into an 'elective' suggestion at best and employees receiving the evaluation results are often faced with resistance for the ergonomic aids. Frequently the response is of the "not essential and therefore not in the budget" response from agency management or leadership.
3. Create a customized State of Kansas disability employment training. There are best practices being used by agencies but there is not a way to communicate these practices throughout other agencies- due to the 'siloed communication' observed by individuals that represented all levels of interagency leadership.
4. Training on disability etiquette, awareness and management should be mandatory for all levels of all agencies. By empowering employees with knowledge related to disability employment- especially what it is and what it is not- helps enhance a workplace's culture. Not only are employees provided with insights into working with people with disabilities but are also given the opportunity to vet their own fears or biases toward the disability population. A layered training program hitting front line employees, supervisors/ managers and agency leadership is highly recommended.

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## *People Policies and Practices*

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### ***People Policies and Practices Recommendations***

People Policies and Practices review consisted of review of employee employment policies and practices as outlined in either state or agency policies. The following are recommendations for refinement, replacement or augmentation of these policies.

1. Add a Chief Diversity Officer to the Governor's staff. Each agency interviewed demonstrated some good practices in areas of disability employment. However, the agencies act independently of each other and rarely (if ever) share best practices outside of their own agency. By adding a State Chief Diversity Officer (CDO) with accountability for increasing diversity outcomes within all State agencies- this will work to build positive momentum for the State to be viewed as a disability friendly employer. The CDO would also serve as diversity champion tasked with providing all under represented employees the opportunity to succeed and work in an environment that sees beyond employees' race, age, religion, disability, or sexual orientation. It's a job about questioning and sometimes even challenging to demonstrate the State's commitment to a diversified workforce with a broad range of perspectives.

A sample of tasks should include:

- Identification and recommend the removal of equality barriers
  - Recruitment and retention of a diverse workforce
  - Regular communication regarding diversity benefits and related organizational successes
  - Education to employees on all forms of diversity including disabilities
2. Enforce standardized interview practices and procedures across all agencies. Regularly during the interview process the length of time for individuals to move through the interview process was brought up by stakeholders as a significant deterrent to candidates. Also more frequent communication and outreach to candidates during the interview process should be considered. Once the process is standardized (and managed) practices can be addressed to be more accommodating for individuals with disabilities.
    - Factors that can be standardized are:
      - Review appropriate panel interviews vs. 1:1 interview
      - Train hiring managers on how to interview individuals with different disabilities
      - Behavior based interviews vs. realistic job preview interviews
  3. Implement consistent accommodation policies and practices across all agencies. Each agency provided differing philosophies on both practices and policies when it came to

accommodating individuals in the workplace. Regular audits from a regulating body or Chief Diversity Officer will help ensure timely communication to employees as well as ensuring that consistent standards are applied to accommodations.

4. Add verbiage of 'work aid' or 'job aid' along with the term 'accommodation' in policies. The term 'accommodation' has become a taboo term to some hiring managers. Accommodations are viewed as either burdensome to the organization or an indicator for potential legal action. Whereas using the term 'work aid' or 'job aid' tends to provide a more 'acceptable' feeling when someone asks for a job aid to help them be successful with the role. During the interviews this term was revealed to stakeholders and the term was overwhelmingly agreed upon as a much better description and term than 'accommodation.'
5. Improve performance management practices to ensure regular communication between employees and supervisors throughout the year, focusing on accomplishing both strategic objectives for the agency/ organization as well as individual performance objectives. Performance management also allows the idea of ensuring that people with disabilities are held to the same standards/ expectations of the job with the same opportunities for pay advancements.
6. Add metrics to leadership reviews to prioritize disability employment practices. Historically, the most effective method to manage and ensure organizational change is by measurement. Measurement encourages communication among stakeholders across organizational levels, reduces ambiguity, and allows identification of potential problems. It also objectively assesses impacts and tracks objectives. Besides its use in planning future projects, measurement enables management to justify decisions. Creating a culture that openly embraces diversity and inclusion requires intentionality and significant resources. It is the function of leadership/ management to ensure the staff is moving in the same direction as the company. If management does not model the necessary attitude about diversity and inclusion the culture change will struggle and fail to take hold.

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### Sample Chief Diversity Officer Job Postings

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#### Chief Diversity Officer

**This position is exempt from the State of Delaware Merit System**

**Recruitment #090517-MUAH12-160101**

#### Introduction

The State of Delaware Department of Human Resources was established by [House Bill 4, as amended by House Amendment No. 1](#), effective July 1, 2017. Included in the House Bill is the Chief Diversity Officer position, which reports to the Secretary of the Department of Human Resources. As further background, the need for this position is reflected in the Ivy Planning Group *Independent Study of Diversity and Inclusion Related Policies, Procedures and Organizational Structure* commissioned by the State of Delaware.

#### Summary Statement

The State of Delaware seeks an experienced and transformative leader to serve as the Chief Diversity Officer. The work requires a dynamic individual with a deep understanding of the complexity and multiple dimensions of diversity, inclusion, equity, including - but not limited to, age, class, culture, disability, ethnicity, gender, nationality, race, religion, sexual identity and socio-economic status. The individual must be a visionary in creating diverse and inclusive strategies for work environments. The Chief Diversity Officer incorporates trend analytics that help identify problems and determine proactive solutions. The Chief Diversity Officer is energized by collaborating on cross-functional teams and serving as a liaison to constituents and community partners on a wide array of programs and initiatives so that our work environment truly reflects the finer work culture we seek to achieve and maintain.

The State of Delaware defines diversity as the human experience of its more than 14,200 employees. This human experience is marked by its complexity, shaped by historical, social, economic and political phenomena, and characterized by differences.

#### Essential Functions

Essential functions are fundamental, core functions common to all positions in the class series and are not intended to be an exhaustive list of all job duties for any one position in the class. Since class specifications are descriptive and not restrictive, incumbents can complete job duties of similar kind not specifically listed here.

- Guides efforts to define, assess, and cultivate access, equity, diversity and inclusion throughout state government.

- Develops statewide Diversity and Inclusion leadership practices ensuring that they are firmly established throughout state agencies to energize our commitment to inclusion by collaborating with state agencies to identify policies and practices that support the recruitment and retention of employees from historically underrepresented groups.
- Promotes and provides education to foster an awareness and understanding of the various laws, regulations, and policies regarding nondiscrimination.
- Manages and directs the work of the staff in the Office of Diversity and Inclusion.
- Consults with leaders at all levels to provide strategic direction and to promote new initiatives. (i.e. Office of the Governor, diversity councils and commissions, agency/department leadership and staff, supplier diversity, Director of Women's Advocacy and Advancement, community organizations).
- Creates procedures to ensure shared accountability for achieving diversity and inclusion results.
- Collects and uses data to assess programs and increase accountability by creating scorecards to monitor, track progress, and ensure improved metrics.
- Works in partnership with top state, private sector and nonprofit leaders to position diversity as one of state's key initiatives. Capitalizes on the varied ways diversity and inclusion can be embedded in the state's infrastructure, policies, and programs.
- Provides guidance and direction in the interpretation of laws, rules, and regulations.

## Job Requirements

### **JOB REQUIREMENTS for Chief Diversity Officer**

Applicants must have education, training and/or experience demonstrating competence in each of the following areas:

1. Possession of a Master's degree or higher in Human Resource Management, Public Administration, Business Administration, Legal Studies, Labor Relations, Industrial Relations, Organizational Development/Organizational Effectiveness or related field, **AND** at least 5 years' experience as a Chief Diversity Officer which includes leading and implementing diversity and inclusion programs in complex organizations with proven ability to create change.
2. Experience in relationship building across all organizational levels; community building, networking and deploying effective programs that foster diversity and inclusion.
3. Experience in researching and developing analytics and performance metrics to report progress.
4. Experience in leading strategic management initiatives for organizational development such as change management, workforce planning or continuous quality control.
5. Experience in applying and interpreting the laws, rules, regulations, policies and procedures as they relate to diversity and inclusion.
6. Experience in staff supervision.

## POSITION DESCRIPTION

### **Chief Diversity and Inclusion Officer**

The Chief Diversity and Inclusion Officer (CDIO) is a senior leader who serves as a catalyst to leverage best practices and resources across Kansas State University's campuses to promote a culture of inclusion where individuals from all racial and ethnic identities, ages, nationalities, social and economic status, sexual orientation, gender identity/expression, religious, political and ideological perspectives, and physical and mental abilities are able to thrive and be engaged. The CDIO provides strategic and programmatic leadership for diversity and inclusion initiatives that advance diversity as a critical component of social, academic and intellectual life at K-State.

The CDIO works across the academy, but with a particular emphasis with 1) Human Capital Services on faculty and staff recruitment, retention, and institutional equity, 2) the Provost and academic organization on faculty development and curriculum, and 3) the Vice President for Student Life and Associate Vice President for Student Life/Diversity and Multicultural Student Affairs on student recruitment, retention and success.

The CDIO reports directly to the President and serves as the senior diversity and inclusion advisor to the President and university leadership. S/he serves on the President's Cabinet and President's Advisory Council.

### Strategic Leadership (30%)

The CDIO provides vision and leadership to effectively integrate inclusion into the work of Kansas State University, working closely with university leadership, diversity point people and the university community to shape and implement investments, plans and strategies aligned with institutional goals and creating a welcoming environment for all. This includes facilitating and coordinating university strategic planning and prioritization in the areas of diversity and inclusion; conducting periodic climate surveys; and working collaboratively to develop and implement strategies and initiatives that advance a climate of diversity and inclusion and support the university's mission and the K--State 2025 vision and goals. Specific responsibilities include:

- Collaborates with senior leaders to integrate diversity best practices into institutional employment and workplace practices, including business practices and programming.
- Engaging appropriate stakeholders, develops, implements, operationalizes and measures the

- university's strategic diversity and inclusion plan, vision and related goals.
- Chairs the President's Commission on Multicultural Affairs and works closely with the university's network of diversity point people.

## Philanthropy, Fundraising, and Engagement (25%)

Collaborating with the KSU Foundation, other university leaders and a variety of university constituencies, initiates and manages fundraising efforts in the areas of grant funding and management, major gifts and corporate and foundation relations to advance institutional diversity and inclusion initiatives. Maintains strategic relationships with the community, alumni, corporate donors, benefactors, industry, and local, state, regional and national organizations focused on multicultural education, student affairs, diversity and inclusion.

## Retention and Recruitment Program Development (15%)

The CDIO collaborates with university departments to develop strategic hiring and retention efforts to attract and retain a highly talented, diverse workforce. Drives diverse talent identification and retention strategies for staff and faculty. Working with Talent Acquisition, colleges and other units, proposes, develops and deploys initiatives that broaden the university's outreach to diverse, qualified candidates.

## Education, Communication, and Outreach (15%)

Coordinates a wide variety of diversity programming at the university and community level addressing all dimensions of diversity and inclusion. Plans and hosts university and public events on the subject of diversity and inclusion. Proposes and/or develops institutional programming related to diversity and inclusion, including employee developmental programs in areas such as cultural competencies and cultivating and retaining future leaders from diverse backgrounds. Deploys and measures initiatives aimed at the promotion of diversity and cultural competence in the workplace. Facilitates group discussions and town hall meetings in response to campus, national and global events related to diversity and inclusion.

Establishes effective modes of communication about ongoing diversity and inclusion at Kansas State University. Creates and implements communications strategies and content management for training, web resources, social media and print materials to support diversity inclusion and related initiatives. Serves as a spokesperson for the university on matters related to diversity and inclusion. Forms and cultivates strategic partnerships with individuals and organizations outside the university to help further its diversity agenda.

## Advice, Reporting, and Guidance (15%)

Serves as the senior advisor to the President and university leadership on initiatives and issues related to diversity and inclusion and university climate as it relates to faculty and staff and identifies opportunities for institutional improvement. Ensures the development and communication of related university policies, standards and procedures. Serves as an advocate, mentor and resource for concerns and issues related to diversity and inclusion. Collects, analyzes, monitors and disseminates institutional data to benchmark and promote accountability for diversity and inclusion at Kansas State University.

## Qualifications/Knowledge, Skills and Abilities

Qualified applicants must have a master's degree in a relevant field from an accredited institution, terminal degree or doctorate preferred. The successful candidate will be an innovative, strategic and results-oriented leader with a broad vision for the role of diversity in achieving institutional excellence. S/he must be adept at facilitating difficult discussions, shepherding change, creating and strengthening partnerships, and aligning an array of efforts across the university. In addition, the successful candidate must have:

- Demonstrated success as a collaborator and relationship builder, with strong interpersonal skills and ability to build coalitions and collaborative working relationships with a broad range of diverse individuals and groups, including senior executives, to achieve results
- Strong track record in managing change with an understanding of the contexts, cultures and politics within institutions that impact the implementation of effective diversity change efforts
- Proven record of success in fund development and external fundraising and related project administration
- Demonstrated cultural awareness and agility and ability to build trust, credibility and navigate a complex landscape
- Demonstrated success in identifying and implementing best practices of diversity and inclusion and an excellent command of modern diversity and inclusion concepts and issues in higher education
- Demonstrated success in working collaboratively to develop and implement recruitment and retention strategies focused on building a diverse workforce
- Demonstrated success in partnering with faculty in curriculum development efforts that advance diversity, inclusion and social justice
- Exceptional oral and written communication skills with experience in multiple communication modes, including social media, with the ability to articulate the importance of inclusion and diversity to the broader educational mission of higher education institutions
- Knowledge of laws, regulations and guidelines related to diversity, inclusion and nondiscrimination in higher education, including Title IX, Title VI, Title VII, Clery Act, ADEA, ADA, and Section 504
- Proven analytical skills and ability to provide oversight for assessments related to campus climate, diversity, and inclusion
- History of effective leadership in a culture of shared governance