



Title: Executive Director  
Employment Status: Fulltime  
Supervisor: KEA Board of Directors  
Date Revised: June 26, 2016

### Summary of Position:

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The Executive Director serves as chief of staff whose duties are described by the Constitution and Bylaws of the Association. This generally entails managing personnel, the association program and business operations, and implementing performance expectations as established by the KEA Board of Directors.

### KEA Mission and Vision:

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*KEA is the preeminent voice for quality public education. We unite, organize and empower our members to advocate for themselves and to ensure a quality public education for every Kentucky student.*

### Association Values:

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- **Advocacy:** uses effective, meaningful communication and action to promote the interests of school employees and public education
- **Collective Action:** works together to achieve common goals
- **Integrity:** demonstrates sincerity, trustworthiness and reliability
- **Professionalism:** directs sound judgment, empathy, and high standards
- **Respect:** consistently values individuals and their contributions
- **Unity:** lays the foundation for a strong association through shared vision

### Essential Position Responsibilities:

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**Association Management:** Acts as chief staff administrator of the Association. Serves as executive agent of the Association to see that policies and directives are carried out. Recommends to the Board of Directors the employment, continuation in service, compensation, and/or dismissal of all members of the employed staff. Supervises the work of and assigns duties to all employees of the Association; ensures their activities are directed toward the achievement of the purposes, goals, and objectives of the Association. Supervises the work of and assigns duties to all employees of the Association; ensures their activities are directed toward the achievement of the purposes, goals, and objectives of the Association. Meets regularly with KEA staff to consider the implementation of the goals and objectives of the Association. Assigns professional staff members liaison responsibilities with committee or other official groups within the Association where appropriate. Meets with KEA President to consider the implementation of goals and objectives of the Association.

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**Association Operations:** Administers the Association's program budget. Directs and supports the Association's lobbying efforts. Serves as liaison to other statewide organizations. Performs such other duties as may be prescribed in the Constitution, Bylaws, or the Board of Directors.

**Governance Support:** Maintains an accurate record of the proceedings of the Delegate Assembly and Board of Directors. Keeps an exact roll of all classes of membership of the Association. Serves as Treasurer of the Association as designated by the Board of Directors.

#### **Education & Experience:**

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- Bachelor's Degree required, advanced degree desired
- Association management experience required

#### **Behavioral Competencies:**

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**Building Trust:** Interacts with others in a way that gives them confidence in one's motives and representations and those of the organization. Keeps confidences and commitments; direct and truthful.

- Adheres to a set of organizational core values that are represented in decisions and actions
- Avoids situations and actions considered inappropriate or which present a conflict of interest
- Demonstrates honesty; keeps commitments; behaves in a consistent manner
- Follows through on agreed-upon actions
- Gives proper credit to others
- Operates with transparency
- Places confidence in colleagues, staff, and members
- Shares information accurately, completely and appropriately
- Treats sensitive or confidential information appropriately

**Communication:** Clearly conveys and receives information and ideas through a variety of media to individuals or groups in a manner that engages the listener, helps them understand and retain the message, and invites response and feedback. Keeps others informed as appropriate; demonstrates good written, oral, and listening skills.

- Asks appropriate questions
- Clearly and effectively conveys information verbally and in writing
- Ensures that regular communication occurs based on the needs of the work, the individual, or the situation
- Identifies and uses effective communication channels and methods (e.g., presentations, electronic dissemination, social media)
- Listens actively; asks clarifying questions and summarizes or paraphrases what others have said to verify understanding
- Models open, non-defensive, direct, and thoughtful communication

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**Continuous Learning and Professional Development:** Commits to developing professionally, attends professional conferences, focuses on best practices, values cutting-edge practices and approaches; takes advantage of a variety of learning activities, introduces newly gained knowledge and skills on the job.

- Applies new technical and business information/knowledge to practical use on the job
- Demonstrates self-reflection and solicits feedback from others regarding performance
- Identifies individual challenges and seeks opportunities to grow
- Remains respectful in communications and attitude where disagreement exists
- Sets concrete goals for own activities and behavior in order to achieve desired work outcomes and meet or exceed expectations

**Cultural Competence:** Cultivates opportunities through diverse people; respects and relates well to people from varied backgrounds, understands diverse worldviews, and is sensitive to group differences; sees diversity as an opportunity, challenges bias and intolerance.

- Demonstrates behaviors, attitudes, policies and structures that enable them to work effectively cross-culturally
- Displays an open, curious, non-judgmental attitude regarding differences of opinion
- Has the capacity to value diversity, conduct self-assessment, manage the dynamics of difference, acquire and institutionalize cultural knowledge and adapt to diversity
- Identifies and understands the needs and help-seeking behaviors of individuals
- Respects and relates well to people from varied backgrounds

**Decision Making/Problem Solving:** Breaks down problems into components and recognizes interrelationships; makes sound, well-informed, and objective decisions. Compares data, information, and input from a variety of sources to draw conclusions; takes action that is consistent with available facts, constraints, and probable consequences.

- Actively looks for discrepancies and inconsistencies in available information
- Approaches a complex task or problem by breaking it down into parts and considers each part in detail
- Considers the costs, benefits, risks, and chances for success, when making a decision
- Draws sound, fact-based conclusions, particularly when under pressure or faced with ambiguity
- Generates solutions, taking into consideration political, organizational and individual realities
- Makes informed, timely and effective decisions, distinguishing between relevant and irrelevant information, and consulting others, when appropriate

**Delegating Responsibility:** Comfortably delegates responsibilities, tasks, and decisions; appropriately trusts others to perform; provides support without removing responsibility.

- Communicates expectations regarding outcomes or deliverables, timelines, and quality of work
- Communicates context, purpose, and long-term benefits to empower others to take greater responsibility
- Delegates responsibility and authority to others based on their ability and potential

**Formal Presentation Skills:** Effectively presents ideas, information and materials to individuals and groups. Effectively prepares and provides structured delivery; facilitates workshops or meetings in a structured manner, can facilitate and manage group process.

- Ability to change tactics midstream when something is not working
- Commands attention and can manage group process during the presentation

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- Effective both inside and outside the organization, on both data and controversial topics
- Effective in a variety of formal presentation settings

**Guiding and Developing Staff:** Focuses and guides others in accomplishing work objectives; rewards and recognizes others, both formally and informally, in ways that motivate them. Sets high performance expectations for team members; sets clear performance expectations and objectives; holds others accountable for achieving results. Successfully finds resources, training, tools, etc. to support staff needs. Works with staff to create developmental opportunities to expand knowledge and skill level; provides effective feedback and guidance for career development.

- Establishes expectations and encourages a feedback process
- Identifies an effective strategy for modifying behaviors and attitudes
- Identifies and demonstrates supportive coaching behavior
- Identifies possible problematic behaviors early to be able to provide guidance before it turns into disciplinary issues
- Recognizes and encourages performance excellence

**Initiative:** Takes action without being asked or required to; achieves goals beyond job requirements; acts proactively; takes prompt action to accomplish objectives. Takes ownership of each project and drives it to completion, often by finding creative solutions to any challenges that appear.

- Actively seeks and identifies opportunities to contribute to and achieve goals
- Displays a high level of responsibility, effort and commitment towards completing assignments in a timely manner
- Maintains a level of energy and work activity to achieve goals
- Maintains a sense of purpose, value, and ownership of work
- Seizes opportunities when they arise
- Stays on top of current issues
- Works independently with little direction

**Managing Work:** Shows ability to plan, schedule, direct work of self and others; balances task requirements and individual abilities; organizes materials to accomplish tasks; sets challenging yet achievable goals for self and others.

- Accurately judges the amount of time and resources needed to accomplish a task and matches task to skills
- Actively supports the development and career aspirations of staff
- Appraises performance fairly
- Delegates the appropriate responsibility, accountability and decision-making authority
- Encourages risk-taking and supports staff when they make mistakes
- Ensures that roles, responsibilities and reporting lines are clear to each staff member
- Monitors progress against milestones and deadlines
- Regularly discusses performance and provides feedback and coaching to staff

**Member Focused:** Makes members and their needs a primary focus of one's actions; gains member trust and respect; meets or exceeds member expectations.

- Engages the member as a partner in leadership development and attaining association goals
- Establishes and maintains credibility with the public, members and colleagues

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- Makes use of specialized knowledge to assist members in resolving problems
- Understands members and takes a proactive approach to meeting their needs in an effective and timely manner

**Negotiation:** Effectively explores alternatives and positions to reach agreements and solutions that gain the support and acceptance of all parties.

- Can be both direct and forceful, as well as diplomatic
- Can negotiate skillfully in tough situations with both internal and external groups
- Can win concessions without damaging relationships
- Gains trust quickly of other parties to the negotiations
- Has a good sense of timing

**Risk Taking:** Seeks opportunities and calculates risks to accomplish results that can lead to substantial benefit knowing the real possibility of significant negative consequences.

- Gathers information to understand probability of success, benefits of success, and consequences of failure
- Makes recommendations that challenge the status-quo
- Pushes forward with important initiatives in the face of uncertainty
- Seeks, identifies, and seizes opportunities which help the organization move forward with its strategic vision, translates those opportunities into action plans
- Endorses others who take calculated risks to achieve the organization's goals

**Strategic Leadership:** Expresses a strategic vision for the organization; motivates and persuades others to acquire that vision.

- Demonstrates awareness of the whole system and how areas integrate
- Displays awareness of impact of external factors on organizational operation
- Formulates objectives and priorities, and implements plans consistent with the long-term interests of the organization in a global environment
- Identifies future threats and opportunities, by understanding the organization's position

**Team Leadership:** Communicates a vision and inspires motivation; engages with others (direct-reports and peers) in team process to solve problems; works to find a win/win resolution of differences; understands how management style impacts staff productivity and development; modifies leadership style to meet situational requirements; helps team stay focused on major goals while managing within a context of multiple directives.

- Fosters a working atmosphere conducive to collaborative efforts
- Listens to constructive feedback and incorporates suggestions to achieve collective objectives
- Provides on-going support of processes and systems that identify, capture, distribute and reuse knowledge
- Solicits input from team members

**Visionary Leadership:** Keeps the organization's mission, vision, and values at the forefront of employee decision making and actions; ensures alignment of organization's strategic plan and agency practices with vision, mission and values.

- Anticipates factors or future trends shaping the organization to craft the vision
- Articulates a sense of purpose for the organization

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- Envisions and articulates the intended result of the change process
- Helps others understand how their work relates to the organizational vision and ensures that job goals are fully aligned with organizational goals
- Helps to generate support of the changes throughout the organization
- Identifies goals that are not aligned with the organizational vision and takes steps to shift the focus
- Influences/motivates others to translate the vision into action

#### Technical Competencies:

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**Employee Relations:** Ensures that staff have the support and tools they need to be successful in their work.

- Applies knowledge of consensus building, negotiation, coalition building, mediation, and other non-adversarial problem solving approaches to resolve problems and advise management
- Develops guidance and provides regulatory and policy advice and assistance on workforce relations
- Identifies, evaluates, and recommends management interventions to solve complex problems and issues
- Reviews complaints or grievances; with management, performs fact-finding and advises management on the preparation of disciplinary and adverse action, grievance, and appeal letters
- Understands and demonstrates knowledge of laws, rules, regulations, the collective bargaining agreement, case law, principles, and practices related to employee conduct, performance, and dispute resolution

**Financial Acumen:** Maintains and applies a broad understanding of financial management principals to ensure decisions are fiscally sound and responsible.

- Demonstrates broad understanding of financial management principles to direct organizational actions
- Fosters an environment that encourages fiscal responsibility
- Identifies cost effective approaches
- Monitors the overall performance of the organization and adjusts allocation of finances based on progress against goals
- Prepares, justifies and/or administers the budget
- Sets organizational priorities by aligning organizational finances with KEA strategic goals

**Labor Relations:** Understands and demonstrates knowledge of laws, rules, regulations, case law, principles, and practices related to negotiating and administering labor agreements.

- Applies knowledge of consensus building, negotiation, coalition building, mediation, and other non-adversarial problem solving approaches to resolve problems and advise management
- Demonstrates knowledge of provisions of collective bargaining agreements
- Identifies, evaluates, and recommends management interventions to solve complex problems and issues.
- Reviews complaints or grievances; performs fact-finding and advises management on the preparation of disciplinary and adverse action, grievance, and appeal letters
- Reviews, translates, and negotiates union proposals, counter proposals, and settlement agreements

**Organizational Strategic Support:** Supports organizational goals and objectives in accordance with strategic and/or operations plans.

- Gathers key information essential to the planning and organizational process (e.g., internal information, audits, benchmarking information, stakeholder input)

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- Provides advice and guidance to resolve, implement or manage program or policy issues that involve areas of uncertainty in approach or methodology
- Streamlines operations for maximum efficiency, automation and effectiveness where appropriate
- Utilizes processes, tools and/or formal mechanisms to effectively monitor and manage results

**Process Management:** Uses industry best practices to control and maintain effective business processes.

- Establishes clear, well-defined processes necessary to achieve the desired outcomes
- Evaluates efficiency and effectiveness of resources utilization and results accomplishment
- Identifies and takes advantage of opportunities to accomplish multiple objectives

**Risk Management:** Uses industry-standard best practices to assess the risks faced by the organization, identify an acceptable level of risk, and develop response plans for risks that become realities.

- Collaborates with stakeholders and users to gain insight
- Communicates the impact of identified risks and recommends corrective action
- Plans and implements measures that will avoid, overcome or compensate for elements of risk

**Other Requirements:**

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- Ability to maintain physical condition and stamina appropriate to the performance of assigned duties that may include sitting and standing for extended periods, operating office equipment, using technology and limited lifting and carrying related to office responsibilities
  - Ability to pass a criminal background check
  - Flexibility, willingness and ability to work long hours, nights and weekends
  - Must possess and maintain a valid Kentucky driver's license, or have the ability to obtain one
  - Willingness to travel extensively by various conveyances, including driving an automobile

**Locations:** HQ (Frankfort)

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**Employee's Signature (acknowledging receipt of a copy)**

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**Date**

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**Supervisor's Signature**

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**Date**

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