



EMPAC

A Kansas-based nonprofit employee assistance agency providing value-added services for employees and family members of client companies and organizations.

Recruitment Profile for Position of Chief Executive Officer Employee Assistance Consultants (EMPAC)

More information about EMPAC can be found at:
www.empac-eap.com

For additional information, please contact:

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Qualified persons are invited to apply by the preferred deadline of
October 9, 2017.

Please send cover letter highlighting Profile's preferred qualifications,
resume, and recent salary history in a single integrated file to:

mflentje@austinpeters.com

EMPAC is an Equal Opportunity Employer

Recruitment Profile for Chief Executive Officer Employee Assistance Consultants (EMPAC)

EMPAC is Kansas-based nonprofit employee assistance program dedicated to providing counseling and related services to employees and family members of client organizations.

The Board of Directors seeks a Chief Executive Officer with the leadership skills and business management expertise to increase EMPAC's value for member entities and their employees.

This Profile provides prospective candidates with information about the organization and its opportunities and challenges, the clients it serves, duties and qualifications established for the position, preferred qualities for the CEO, and other relevant information.

I. Description of EMPAC

EMPAC is an employee assistance program (EAP) whose mission is to provide a comprehensive, customized resource for member employers and their employees and family members, enabling each to advance toward their full potential.

EMPAC supports member employers to prevent and minimize workplace productivity challenges with individualized employee and family-member counseling and education, as well as workplace training.

As the largest EAP in Kansas, EMPAC supports employees with resources to address family, work, mental health, financial and legal problems. Among EMPAC members, an estimated 15 percent of their employees or family members use EMPAC services each year. Employers equally benefit from EMPAC services with sustained employee productivity, reduced turnover, and access to high-quality training – all of which can enable cost savings.

With offices in Wichita, EMPAC serves a consortium of more than 200 private and social-sector entities located throughout the nation. For employers and employees in the immediate geographic area, services are provided through in-house counselors and on-site trainers; for members at distant locations, services are provided through a network of contract affiliate providers.

Upon its founding in 1977, EMPAC's initial focus was on services related to workplace substance abuse. In subsequent years, EMPAC has increased its value with a diversity of other services:

- Professional assessment and referral
- Short-term counseling for family and relationship issues, stress and depression, financial management and legal issues
- Crisis intervention and critical incident stress management
- Dependent-care referrals
- Support for laid-off employees
- Health and wellness consultation

- Training, both in-house and web-based, spanning a broad array of subject areas for employers, supervisors, and managers
- Management consultation
- Resource library
- Insurance gate-keeping
- Workplace violence potential assessment

EMPAC is governed by a 12-member Board of Directors elected annually by member entities. The Board has exclusive responsibility to appoint and vacate the position of Chief Executive Officer, and to supervise and evaluate the performance of the person holding the position. Since its incorporation, EMPAC has had five CEOs. The current CEO has resigned, effective October 1, 2017.

The 2017 general operating budget is approximately \$1 million. Due to an increase in new member contracts, the budget has grown substantially over the past five years. More than 90 percent of revenues are derived from the basic contract fees paid by member entities which entitle them to a defined amount of counseling and training hours each year. Member fees vary and are calculated based on the number of employees and desired level of service. Other revenues are generated through additional fee services for members and work performed for affiliate EAPs. The agency leases its building in downtown Wichita and has no indebtedness.

The organization employs seven full-time and three part-time employees. The majority of employees are masters-level counselors: five are full-time, and three are part-time counselors. Other employees perform marketing and administrative functions. In addition, the workforce often includes a masters-level student intern studying at a local university. All employees currently report directly to the CEO.

Full-time employee benefits include group health insurance provided through United Healthcare of Kansas. Employees are eligible on the first day of a new month following 30 days of continuous employment. Full-time employees pay 20 percent of the insurance premium for health insurance only; dental and vision insurance and life/disability insurance are covered at 100 percent by EMPAC. Health insurance coverage includes full medical and prescription drug coverage. With a \$2,000 employee deductible, the employee's share of the monthly premium for health insurance is as follows:

- Single employee: \$ 72.38
- Employee and spouse: \$152.00
- Employee and children: \$141.15
- Family: \$220.77

EMPAC also offers a Section 125 Cafeteria plan that allows employees to deduct their insurance premiums pretax and set aside pretax funds to use toward qualified medical and dependent care expenses.

Full-time employees are eligible for retirement benefits after 1,000 hours of service (approximately six months). EMPAC will provide a 50 percent match of employee contributions to a 401K or Roth 401K up to six percent of total salary.

The agency provides nine paid holidays per year, plus one additional personal holiday, taken at the discretion of the employee. Eighty hours of sick leave are allowed per calendar year. Vacation is earned by length of continuous service as follows:

- Year 1: two weeks (80 hours)
- 2-11 years: two weeks (80 hours) in year 2, and then an additional eight hours for every additional year of employment (maximum of four weeks per year)

II. Description of the Community

Wichita, the largest city in Kansas, and its nearby communities constitute a dynamic, thriving metropolitan area with a population of more than 500,000. Its Sedgwick County boundaries encompass 21 municipalities, including the county seat of Wichita where the EMPAC offices are located. EMPAC's South Central Kansas region has a population of more than 800,000.

The pride that residents express in their community and its quality of life is consistently affirmed in independent rankings of U.S. cities. Since 2016, Wichita's notable designations include:

- Top 10 City for First-Time Homebuyers
- Top 100 Best Places to Live (U.S. News ranked Wichita at #58)
- Fifth Most Generous City in U.S. (measured as percentage of people who volunteer)
- Tenth Best City for New College Graduates
- First Among Metro Areas with Least-Stressed Commuters

Additionally, Wichita has earned the prestigious All-American City award four times since 1962. These rankings reflect the community's modest cost of living, diverse fine arts and entertainment, quality education institutions, state-of-the-art health care, and safe and attractive neighborhoods.

The economic climate of the Wichita region is notable for its low business start-up costs, a strength recognized by *SmartAsset*, which ranked it near the top. This ranking reflects Wichita's storied history of entrepreneurship and business innovation. Companies such as Boeing, Cessna, Lear Jet, Pizza Hut, and Coleman were founded in Wichita.

Mainstays of the local economy are manufacturing, especially general aviation manufacturing, health care, energy production, retail services, and agriculture. The region's workforce has the second-highest concentration of manufacturing and other skilled-labor jobs in the country.

The area's modest cost of living, as measured by the cost-of-living index, is below the national average. Wichita's index is currently at 93, six percent below the national average of 100. Other communities in the region enjoy even lower costs of living. Housing is a notable bargain, with the median cost of an existing single-family home at \$127,000 (2016) which is 42 percent below the national median. The City is ranked as having the 99th lowest rent rates among 100 of the largest housing markets.

The community offers a myriad of high-quality public and private education programs. The Wichita School District has recorded multiple consecutive years of rising student achievement. Over the past decade, every Wichita school attendance center has seen major facility improvements. USD 259 has 24 magnet schools with specialized programs in science and technology, international studies, communications, fine arts, and environmental studies. Wichita

also has more than 35 private and parochial schools offering preschool through high school education.

High-quality public education in a smaller school environment also is available at suburban school districts in Sedgwick County, with most expanding to keep up with rising populations. Nearly all these districts have either recently passed bond issues or are preparing bond issues for new construction to be considered by voters.

Wichita also boasts access to an array of more than 20 higher education institutions, ranging from undergraduate and graduate degree programs at Wichita State, Friends, and Newman universities, to community colleges, and technical/vocational training schools. Wichita State, Friends, and Newman each offer advanced-degree programs in mental health fields of study.

As the result of university fine arts programs and a new downtown arena, the community enjoys exceptional performing and cultural arts, and other entertainment. Cultural arts include a professional symphony; opera, ballet, and music theater companies; local and touring theater troupes; and over 40 museums. The prestigious Wichita Art Museum and the soon-to-open new facility for Mark Arts provide arts education and galleries for exceptional works of art.

The Old Town and Delano areas are historic, revitalized districts adjacent to downtown with destination shopping, restaurants, and nightlife entertainment. The Intrust Bank Arena, a state-of-the-art sports and entertainment venue, attracts performers from all over the world including Sir Paul McCartney earlier this year!

Outdoor recreation amenities include access to boating, waterskiing, canoeing, fishing and swimming in regional reservoir lakes and rivers. Wichita has nearly 100 miles of scenic bike paths and over 4,000 acres of parks and open space.

Residents benefit from a vital nonprofit sector that develops young people, responds to needs of those with life challenges, strengthens civic ties, and adds value to the community. The United Way of the Plains annually raises and distributes millions of dollars for charitable purposes. The Wichita Community Foundation, with assets of more than \$67 million and annual grants of more than \$6 million, assists with building permanent endowments for charitable community needs. The Nonprofit Chamber of Service brings together over 100 members to serve as a collective voice for the nonprofit sector, share resources for capacity building, and influence public policy.

III. Organizational Opportunities and Challenges

Below are the projects and challenges that likely will require the attention, initiative, and resourcefulness of the next CEO during 2018:

- 1. Complete an initial assessment of opportunities and challenges.** Within three months after assuming the position, the Board expects the CEO's report of current stakeholders' perceptions of EMPAC, their need for services, and how these align with the strengths and limitations of the organization. The CEO's astute observations and insights will provide a foundation upon which the Board can consider direction for the future.

- 2. Initiate development of a longer-term financial plan.** An immediate need is to improve the monitoring of revenues and expenditures with more precise and user-friendly financial reports. The CEO must be able to understand the reports and explain them to the Board. The CEO needs to incorporate longer-term cost/benefit analysis into any consideration of expanding affiliate provider partnerships. The Board considers strong financial planning to be an essential component of strategic growth decision making.
- 3. Provide support for Board development of a strategic plan.** The CEO is expected to shape the organization's vision, anticipate challenges, and recommend strategies to advance stability and strategic growth. He or she will need to have or develop knowledge of the changing health care environment and socio-economic trends, will need strong analytical skills, and with Board direction, the capacity to adapt EMPAC's services. The Board will expect leadership from the CEO to facilitate and contribute strategies for successful strategic planning.
- 4. Focus on excellent communication and high-quality information to stakeholders.** Enhancing information frequency, quality, and transparency to stakeholders, starting with the Board, but including employees, affiliate providers, and member organizations, is a high priority. This expectation of the CEO includes ongoing attentiveness to a consistent message and image that "tells the story" of how EMPAC adds value to employees and employers.
- 5. Facilitate a collaborative workplace culture.** The Board and employees agree on the necessity of a workplace leader who can model the EAP values of health and wellness, and cultivate a cooperative environment based on a shared mission and goals. What CEO actions can improve internal communication, coordination of resources and expertise, and teamwork? How can employees continue their professional learning and become empowered to perform their jobs? The CEO will need to address these questions with affirmative results.
- 6. Initiate creation of a Board Member orientation program.** A thorough, structured education of new Board members is essential in preparing the Board for effective governance. With direction from the Board, the CEO will be expected to develop materials and instruction that advises new members of governing roles, responsibilities, and protocols. An annual opportunity to introduce new members to staffing positions and the individuals who hold them should also be planned.

IV. Job Duties of Chief Executive Officer

The CEO is appointed by and responsible to the EMPAC Board of Directors with duties that include:

- Serve as the public, executive representative of the organization.
- Set compliance, ethical and legal standards of the organization and employees.
- Ensure that the Board is alerted to all matters that require policy decisions or direction, and prepare and present recommendations on matters presented to the Board.
- Support and implement specific actions of the Board.
- Compose regular reports to inform the Board on the methods used in carrying out their actions.
- Prepare and submit an annual budget to the Board, oversee budget expenditures, and regularly report to the Board on the agency's fiscal condition.

- Support the Board as needed in recruitment of new Board members.
- Supervise the maintenance and continuing development of EAP services for member organizations.
- Contact new companies to determine interest in an EAP, make presentations on the EAP to company officials, and maintain appropriate relationships among members.
- Assure the provision of quality services to member organizations.
- Develop research methods and techniques to determine need for and interest in an EAP.
- Plan and conduct seminars and workshops to familiarize local and industrial businesses and academic organizations of the community with a concept of the EAP.
- Insure that training and retraining among members is appropriate and timely.
- Continually monitor care providers' relative cost and effectiveness.
- Plan and present training classes on a variety of topics to both member organizations and office staff.
- Exercise final authority over the employment of all staff, according to established policies.
- Create and maintain a training plan for staff and member organizations.
- Support a strong internal communication strategy to ensure staff is engaged in the mission to provide value-added services and able to fulfill their job responsibilities.
- Act as the senior leader, and establish policy and governance for all phases of the staff's activities, including accounting procedures and records administration.
- Consult frequently with counselors to assess the effectiveness of the EAP programs and to anticipate possible problems.
- Ensure client satisfaction.
- Manage a performance evaluation process that supports EMPAC's mission and staff development.

V. Qualifications for the Position

Minimum qualifications:

- 1) Five-year record of accomplishment in a management position that included direct supervisory and financial management responsibilities;
- 2) Evidence of a practical knowledge of all aspects of financial forecasting, management, and reporting, including the ability to understand and explain financial reports;
- 3) Bachelor's degree from an accredited university; and
- 4) Evidence of a stable and ethical employment history and progressive career advancement.

Preferred qualifications:

- 1) Two years of experience as an executive of a social-sector organization;
- 2) Evidence of extensive knowledge of behavioral health services;
- 3) Master's degree in business or public administration, or related field from an accredited university;
- 4) Experience in leading a significant organizational change;
- 5) Experience in marketing or sales; and
- 6) Experience living or working in the Midwest region of the U.S.

VI. Preferred Qualities of the Chief Executive Officer

The Board has identified qualities and practices important for the next CEO and will look for evidence of them in candidate interviews and reference reviews:

Management experience and expertise. Leading a sizeable nonprofit entity is a multifaceted business requiring specialized management skills and best-practice knowledge. The CEO needs in-depth knowledge of finance, budgeting, and reporting to the Board; human resource management; organizational planning; organizational communication, including marketing; and information technology. The Board seeks a candidate with high emotional intelligence and situational awareness, and excellent supervisory experience to effectively:

- communicate performance expectations, and wisely delegate responsibilities;
- provide and invite regular employee feedback about matters of importance to their jobs;
- assure accountability for employee performance;
- recognize positive performance; and
- encourage employee learning and professional growth.

The Board believes the application of these strengths and skills will advance organizational health and productivity.

Capacity to shape organizational vision and effectively lead. Board members and staff believe that continuing and emerging workplace and industry challenges represent an opportunity for EMPAC to expand its value, and sustain and expand its member consortium. The Board seeks a CEO who will continuously engage with stakeholders, and propose service adaptations and enhancements in response to evolving workplace dynamics. Experience with strategic planning is also a preferred candidate qualification.

Leadership to build networks and cultivate external relationships. The CEO must be fully present and visible among member entities, and establish collegial relationships with other businesses, nonprofit organizations, and community leaders. Additionally, the Board expects the CEO to participate in networks in the region and beyond for professional and organizational development.

Excellent communication skills. The CEO is a singularly important “face” of the organization. He or she must be able to listen without premature judgment, seek candid feedback, promote EMPAC services, provide timely and effective Board communication, make and interpret decisions, and practice diplomacy with the Board, partners, and employees. The ability to convey empathy for others is a particularly important skill for this position. The CEO also must have superior writing and public presentation skills.

VII. Parameters of Compensation

The Board of Directors is committed to offering a base salary and benefits comparable to similar size and functioning organizations. The Board has agreed to establish the low end of the salary range at \$85,000.

EMPAC provides employee benefits that include group health insurance, including dental, vision, and prescription drugs through United Healthcare of Kansas, and retirement benefits of a 50 percent match of employee contributions to a 401K or Roth 401K (up to six percent of total salary). Other benefits include ten paid holidays, and an initial 10 days of vacation and 80 hours of sick leave annually. Mileage reimbursement and a technology allowance are specific CEO benefits.

The Board expects to enter into an employment agreement with the candidate selected for the position.

VIII. Estimated Recruitment Timetable

- September 5: Board approval of CEO Recruitment Profile
- September 8: CEO vacancy announcements posted
- October 9: Preferred deadline for resume submission
- October 13: Screening Report delivered to CEO Recruitment Committee members
- October 20: Recruitment Committee selects finalists for the position
- October 29: Finalist candidates for the position are interviewed
(week of)
- November 10: Board of Directors selects preferred candidate and extends employment offer
- November 17: New CEO announced
- December 11: New CEO begins work (or as soon thereafter as possible)

CEO Recruitment Profile prepared at direction of EMPAC Board of Directors by The Austin Peters Group, Inc.