



Kansas State Board of Nursing Organizational Development Meeting Public Notice


Meeting Date: January 14 & 15, 2015

Meeting Location: Hotel at Old Town
830 E First
Wichita, KS 67202

Times: January 14th 1:00 p.m. to 5:00 p.m.
January 15th 9:00 a.m. to 1:00 p.m.

Agenda: Organizational Development

Kansas State Board of Nursing

To: Board Members
From: Mary Blubaugh MSN, RN 
CC: File
Date: 12/23/2014
Re: Organizational Development Meeting

Attached is the tool kit for Executive Officer Succession planning. This tool kit contains a short-term succession plan and a long-term succession plan. Both plans need to be completed. Please review the plans and the only one that needs to be completed before the meeting on January 14 and 15th is tool #7-Board self assessment.

As you review the document-several tools in the tool kit are examples only (#6, Strategic Plan and #10 Job Postings).

Attached also is my position description and the most current KSBN strategic plan.

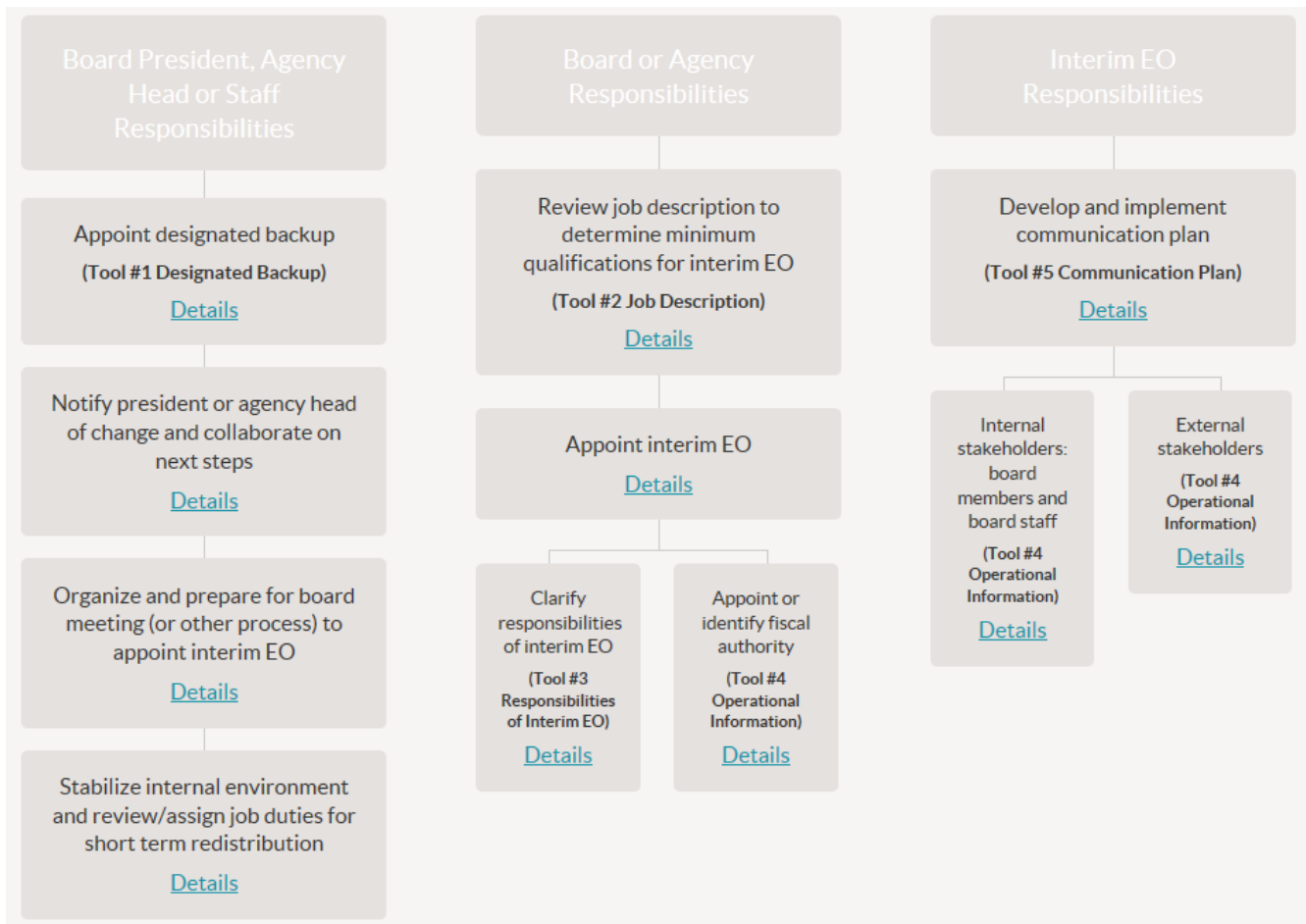
We will also be posting this to your Ipad for your use if you prefer electronic.

Thanks and let me know if you have any questions.

Short-Term Succession Plan

Goals:

1. Appoint a designated backup to begin the process of naming an interim EO.
2. Notify appropriate parties of the need for change and organize and prepare for appointing an interim EO.
3. Stabilize the internal environment.
4. Select an interim EO and determine roles.
5. Develop communication plan and utilize with internal and external stakeholders.



Prior to an EO vacancy occurring, the BON/agency head should establish a designated backup. States/jurisdictions should look at their statutes, rules and/or regulations that may establish a designated backup by law. For those states that do not have their backup designated by law, Tool #1, Designated Backup, can be utilized by the BON/agency to establish the appropriate personnel. A designated backup will likely be an internal staff member who will ensure that services are maintained and uninterrupted.

In an umbrella agency, the agency head would likely be the first to know of an EO vacancy. However, in an independent BON, the designated backup may notify the board president and other board members of the EO vacancy. The designated backup, with the assistance of the board president and/or

agency head, would organize and prepare for a board meeting (or other process) to appoint an interim EO. This requires an understanding of the BON or agency structure.

In some states/jurisdictions, a board meeting must be held to appoint an interim EO. In that case, a representative will need to notify the board members of the need for an emergency meeting, develop an agenda for the emergency meeting and maintain compliance with any applicable open door/open meeting law provisions. In some states, the agency head and/or state personnel will appoint an interim EO. Always consult your state/jurisdiction statutes, rules, regulations and policies to determine the applicable law in your state/jurisdiction.

It is important to communicate with the internal staff, the appointed designated backup until the selection of an interim EO. Communication will need to be dealt with in a factual and sensitive manner, such as in the event of death or termination. The agency head or designated backup should assure appropriate staff support, as needed. All internal staff should direct external queries to your public information officer, media relations specialist, agency head or designated backup at this time to maintain consistency in message and voice.

It should be recognized that the interim EO may not possess all of the qualifications or skills required for a permanent EO. The BON/agency needs to scan the environment and determine which executive skills are important at this point in time. Some states/jurisdictions require a licensed registered nurse to serve as an EO; others do not hold this requirement. Again, it is important to review your appropriate statutes, rules, regulations and policies for this information. The board president and/or agency head will also need to determine who has the responsibility of day-to-day oversight in monitoring the work of the interim EO and establish a clear line of communication between the interim EO and board president/agency head that encourages a collaborative environment. Tool #2, Job Description, will assist in updating the role and responsibilities of the EO. This exercise will assist in re-evaluating the qualifications for a new fulltime EO in the long term and fleshing out qualities needed in the short term.

Appointment of the interim EO may be done by the agency head or by a board vote in a meeting.

Some duties of the interim EO may differ from those of a full-time EO, including management of staff, hiring and firing decisions, public policy decisions, entering into contracts, etc. It is imperative that all key personnel, including the interim EO, understand the limitations of the position. Tool #3, Responsibilities of the Interim EO, will assist the BON/agency head in laying out the key functions for the interim EO.

In some states, the EO maintains the fiscal authority for the BON/agency. The interim EO must understand whether they have independent fiscal authority or must obtain authorization or co-signatures to complete transactions. In some states/jurisdictions, an agency comptroller or accountant has fiscal authority on behalf of the entire agency. This individual must be identified to the interim EO. Tool #4, Operational Information, identifies sources of BON/agency records, financial information and critical internal functions of the BON/agency.

A communications plan is vital for a smooth transition. The board president and/or agency head should meet with the interim EO as soon as possible to develop and implement an internal and external communication plan to announce the BON/agency temporary leadership structure, including the kind of information that will be shared and with whom. Tool #5, the Communication Plan, can serve as a framework for contacts, which individual will be contacting those identified in the plan and deadlines for the contact to occur.

The interim EO should conduct a staff meeting as soon as possible to meet staff, allow staff to introduce themselves and discuss the BON's/agency's temporary leadership structure. It is also important to quickly establish a schedule of daily or weekly meetings with the management team to minimize disruptions in quality service, continue to provide public protection and maintain business continuity. Tool #4, Operational Information, should be utilized to identify all current board members' and BON/agency staff's appropriate contact information.

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Designated Backup – Tool #1

Designated Backup

The designated backup will be approved by the BON's/agency's appropriate authority and reviewed as needed, or at least annually, to make any needed changes (e. g full BON, agency head and /or board president).

Signatories

The appropriate authority, the EO and the designated backup, if appropriate will sign this plan.

Approved by:

Jurisdiction

Date

Acknowledged by:

I acknowledge that I have reviewed this plan.

Appropriate authority

Date

Board President / Chair

Date

Executive Officer

Date

Designated Backup

Date

Job Description – Tool #2

Matching organizational needs with leadership competencies desired in the next EO is one of the most important features of the executive search phase. This planning process provides a unique opportunity to update the executive requirements and responsibilities. Update the job description to ensure EO responsibilities and hiring requirements promote the organization's sustainability.

Attach a current EO position description. This position should be updated as needed, preferably during the organization's strategic planning sessions and should consider the following:

1. What are the top three to five objectives and/or challenges outlined in the strategic plan or elsewhere that fall under the EO's core responsibilities?

A. _____

B. _____

C. _____

D. _____

E. _____

2. Based on the objectives and/or challenges listed above, is there an impact on the EO's job description?

- A. Key competencies (e.g., skills—core leadership and management, strategic thinking, board oversight, staff management, agility skills, etc.)

1. _____

2. _____

3. _____

4. _____

- B. Expertise and experience (e.g., regulatory, financial, communication, legislative, education, etc.)

1. _____

2. _____

3. _____

4. _____

C. Required leadership style (e.g., high control or participatory, etc.)

1. _____

2. _____

3. _____

4. _____

D. Traits not desired (e.g., poor relationship building, poor board management, etc.).

1. _____

2. _____

3. _____

4. _____

Responsibilities of the Interim EO – Tool #3

Outline the key functions for the position.

1. Define interim EO key responsibilities. The interim EO is appointed by the BON / agency to fulfill executive duties until the position is filled or until the EO returns, if the vacancy is temporary.
 - a. Outline the key interim responsibilities below. Examples of key activities are outlined. You can edit, update or add responsibilities as necessary.
 - i. Serve, with integrity and strength, as the organization’s primary leader, representative and spokes- person to the greater community.
 - ii. Support the BON/agency, including preparing executive reports and attending board and committee meetings.
 - iii. Lead the management team.
 - iv. Participate in the recruitment and selection for directly supervised staff.
 - v. Manage initiatives related to organizational capacity, sustainability and strategic plan.
 - Maintain accountability for current year operating budget and financial performance.
 - Establish, maintain and cultivate relationships with stakeholders.
 - vi. _____
 - vii. _____
 - viii. _____
 - b. Outline authority and restrictions of appointed interim EO. The person appointed as interim EO shall have the full authority for decision making and independent action outlined above, except for the following which must be approved by the BON/agency:
 - i. All financial decisions over (insert dollar amount here).
 - ii. Issues that may negatively impact the BON.
 - iii. _____
 - iv. _____
 - c. Determine appropriate compensation for the interim EO.

Operations Information – Tool #4

Smaller organizations (i.e., fewer than five staff members) may find this section especially helpful. In large organizations there are, typically, other staff (e.g., chief financial officer, Human Resources director, etc.) who are the custodians of the organization’s critical documents. In smaller organizations this knowledge often resides only with the EO. If the EO leaves, some of this critical information could get lost or temporarily misplaced. Consider whether capturing this information for your organization would further its sustainability in the event of unexpected EO transition.

Last updated: _____

Board Records

Records may be retained in multiple sites other than the physical location of your office. Locations may include state archives, designated options “in the cloud” or offsite storage. You may need to consult with your organization or state Information Technology (IT) staff and public records personnel to obtain some of this information.

	Onsite Location	Offsite Location	Online URL
Statutes/Rules/Regulations/Guidelines		Supreme Court	
Board Minutes	KSBN Library		www.ksbn.org
Board Seal	KSBN work room		
Policies and Procedures	With each department	Intranet	
Personnel Files	Director of Operations		
Emergency Management/Disaster Plan			

Financial

	Onsite Location	Offsite Location	Online URL
Financial Statements	Accounting Department	SMART	https://smart.ks.gov
Tax Exemption Certificate	Accounting Department		
Budget	Executive Administrator		

Authorized Signatories

Authorized to make transfers, wire transfers: N/A

Alternative(s): N/A

Authorized check signers? Executive Administrator

Is there an office safe? Yes No

Who has the combination/keys? Administrative Specialist in Accounting Department

Legal Counsel

Name: Janet Arndt, General Counsel & Michael Fitzgibbons, Litigation

Company: Attorney General’s Office & Board of Nursing Legal Staff

Phone Number: Janet – 785-296-2215 & Mike – 785-296-7047

Email: janet.arndt@ag.ks.gov & michael.fitzgibbons@ksbn.state.ks.us

Technology: Computer Systems

Name: Adrian Guerrero, Director of Operations

Company: Kansas State Board of Nursing

Phone Number: 785-296-5935

Email: adrian.guerrero@ksbn.state.ks.us

URL: www.ksbn.org

Human Resources Information

	Onsite Location	Offsite Location	Online URL
Employee records/ personnel files	Director of Operations	Office of Personnel Services	http://www.admin.ks.gov/offices/personnel-services
Other			

Payroll

Company Name: Office of Personnel Services

Account Number: N/A

Payroll Rep: _____

Phone Number: 785-296-4278

Email: _____

Long Term Facilities Information

Office Lease or Building Deed Location: Department of Administration

Building Management

Company Name: Department of Administration/Office of Facilities Management

Contact Name: Building Operations: Chris Simons, Deputy Director 785-368-7437 and Events Coordinator: Diana Espinoza 785-296-3117

Phone: Work Order Dispatch/Conference Room Scheduling - 785-296-3144

Email: http://www.admin.ks.gov/offices/ofpm (this website has several office options)

Office Security System

Company Name: Kansas Highway Patrol, Troop K – Capitol Police

Account Number: N/A

Representative Phone Number/Email: Troop K (Capitol Police) Headquarters Docking State Office Building, Room 145, Topeka, Kansas 66612 (785) 296-3420, info@khp.ks.gov, Commander: Captain Andy Dean

Broker Phone Number/Email: N/A

Office Security

Example: guard, parking security

Company Name: Same as above

Contact Name: _____

Phone: _____

Email: _____

Other

Company Name: _____

Contact Name: _____

Phone: _____

Email: _____

Insurance Information

Directors and Officers

Company Name & Policy Number: Self insured

Contact Name: _____

Phone: _____

Email: _____

General Liability

Company Name & Policy Number: _____

Contact Name: _____

Phone: _____

Email: _____

Other

Example: Alternative to Discipline Program

Company Name & Policy Number: Kansas Nurses Assistance Program

Contact Name: Regena Walters

Phone: 913-236-7575

Email: john@hapn.org - John Childers, LMSW - Executive Director
regena@hapn.org - Regena M. Walters, RN- Program Manager
admassist@hapn.org - Betty Childers - Program Assistant

Important Tools:

- KanFocus** - <http://www.kanfocus.com>
- SMART** - <https://smart.ks.gov>
- Kansas.gov** - <http://www.kansas.gov>
- NIC payment engine** - <https://tpe2admin-ks.cdc.nicusa.com/Kansas/Login.aspx>
- SMART Training** - <http://www.smartweb.ks.gov>
- IBARS** - <https://ks.ibarsbudget.com/ibars/startup.jsp>
- SHaRP** - <http://www.da.ks.gov/sharp>
- KanPay** - <http://kanpay.kansas.gov/Pages/default.aspx>

Internal Stakeholders

Name	Position	Contact information
<i>First name, last name</i>	<i>e.g., public information officer, Human Resources staff, IT staff, FMLA contact, legislative liaison</i>	<i>Email address, street address, phone number</i>
Kraig Knowlton, Director	Office of Personnel Services	900 SW Jackson, Room 401-N Phone 785-296-4278 http://www.admin.ks.gov/offices/personnel-services
Jim Clark, Interim Director	Office of Information Technology Services	900 SW Jackson, Room 751S Phone 785-296-3343 https://oits.ks.gov
Governor's Office	Constituent Services - https://governor.ks.gov/serving-kansans/constituent-services Office of Appointments - https://governor.ks.gov/serving-kansans/office-of-appointments	300 SW 10 th Ave. Phone 785-296-3232 https://governor.ks.gov
Budget analysis	Office of Financial Management – Budget Team	Eisenhower State Office Building 700 SW Harrison St. Ste. 1015 Topeka, KS 66603 785-296-5373
Legislative Leadership		See book in Exec. Admin. office
Small Agency Administrators		See Exec. Admin. list
Paula Ellis, President John Childers, Executive Director	Kansas Nurse Assistance Program	Cloverleaf Complex Bldg #3 6405 Metcalf, Suite 502 Overland Park, Ks 66202 (913)236-7575
Joy Duncan	Office of Financial Management – State Agency Service Center	785-368-8000 https://dahelpdesk.ks.gov/

External Stakeholders

What are the critical relationships maintained by the EO? How can you spread out the accountability for maintaining each of those relationships? At a minimum, identify those critical contacts here so that they can be followed up with in case the plan is implemented.

External relationship that must be maintained	Who is accountable for maintaining?	Contact information
<i>e.g., state nursing associations, key governor's office contacts, key legislators, state center for nursing</i>	<i>e.g., current/interim EO, assistant EO, director of the agency, media or public information officer, board president</i>	<i>e.g., street address, email address, telephone number</i>
Kansas State Nurses Association		http://ksnurses.com/ 785-233-8638 x 300
National Council State Boards of Nursing		https://www.ncsbn.org/index.htm 312-525-3600
Kansas Medical Society		http://www.kmsonline.org/ 785-235-2383
Kansas Hospital Association		http://www.kha-net.org/ 785-233-7436
Kansas Board of Emergency Medical Services		http://www.ksbems.org/ems/ 785-296-7296
Kansas State Board of Healing Arts		http://www.ksbha.org/main.shtml 785-296-7413
State of Kansas Office of the Secretary of State		http://www.kssos.org/main.html 785-296-4564
Kansas Board of Regents		https://www.kansasregents.org/ 785-296-3421
Tri-Council for Nursing		http://tricouncilfornursing.org/
Kansas.gov – INK, Inc./NIC		http://www.egov.com/Partners/Pages/Kansas.aspx 785-296-7171
Kansas Board of Investigations		http://www.kansas.gov/kbi/ 785-296-8200
Kansas Department of Health and Environment		http://www.kdheks.gov/ 785-296-1500
Kansas Health Care Stabilization Fund		http://hcsf.kansas.gov/Pages/default.aspx 785-296-5059
Kansas Department for Aging and Disability Services		http://www.kdads.ks.gov/home 785-296-4986
Kansas Organization of Nurse Leaders		http://www.konl.org/ 785-233-7436
System Automation	info@systemautomation.com	http://www.systemautomation.com/ 1-800-839-4729
Perceptive Software		http://www.perceptivesoftware.com/ 1-800-941-7460
Small agencies		Executive Administrator list
Nursing schools		Education Specialist list

Communications Plan – Tool #5

Communication is a key function of a healthy organization and is integral to the success of a transition. Assign who will contact them, how the contact will be made and how soon after the plan is implemented they will be contacted.

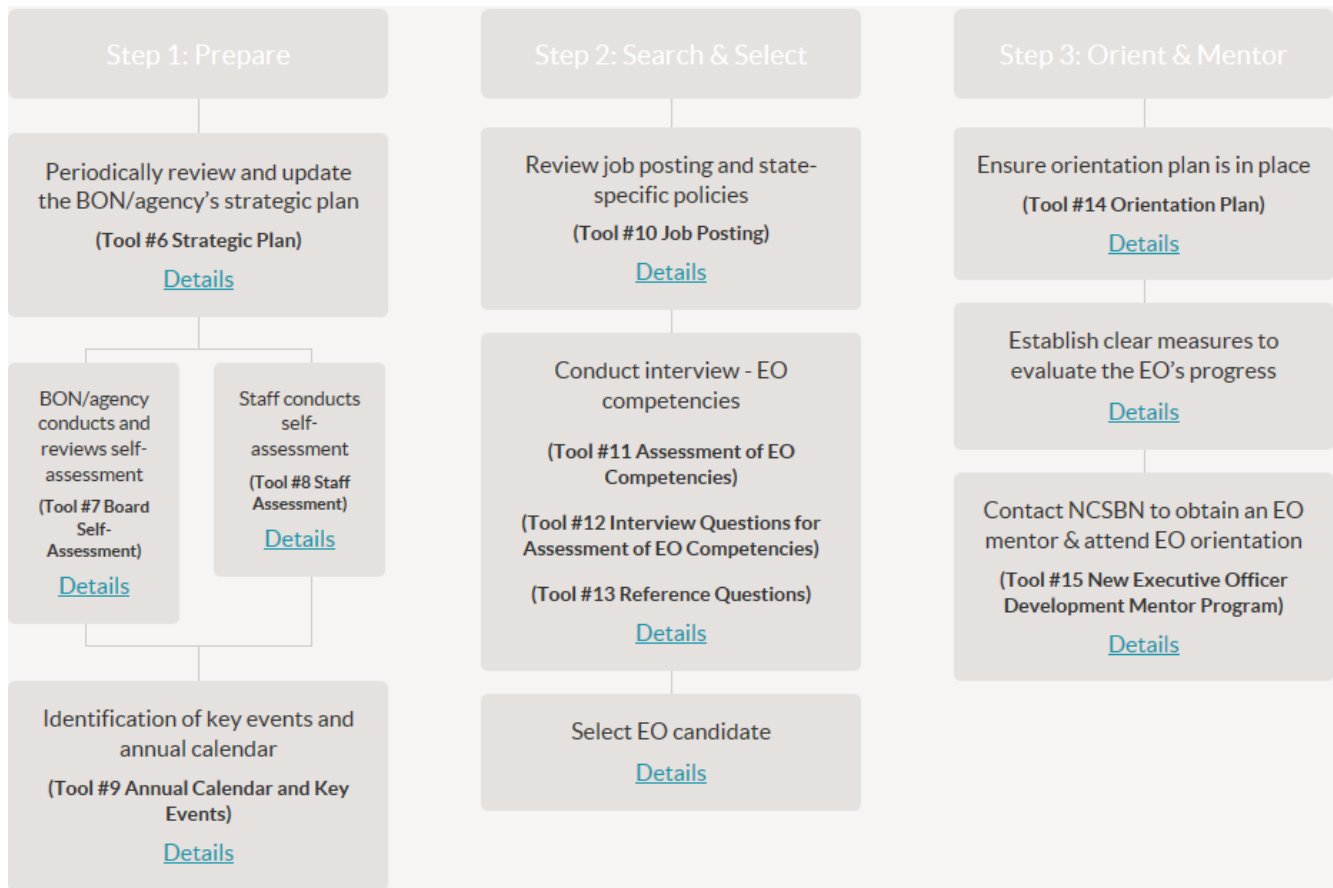
Example: Governor, other state agencies and stakeholders, etc.

Who is Being Contacted	Who is Contacting them	How Will They be Contacted	Target Date for Contact
Name, <i>Title</i>			

Long-Term Succession Plan

Goals:

1. Prepare for transition by completing the assessment tools.
2. Search for and select EO.
3. Orient and mentor EO.



Ideally, the BON/agency has a strategic plan in place and conducts self-assessments before the EO position becomes vacant. Tool #6, Strategic Plan, contains examples from both independent boards and umbrella agencies. The strategic plan should be a living document that is reviewed on a routine basis. This document serves as the blueprint for the operation of the organization. The strategic plan should be introduced to board members as part of their orientation process. A good strategic plan will assist a new EO in understanding their role and the BON's/agency's role. One of the BON's/agency's fundamental roles is setting direction for the BON/agency. The BON/agency, working closely with the EO, should periodically review the BON's/agency's mission, values and vision; and understand its stakeholders and the internal and external operating environment.

Tool #7, Board Self-assessment, will assist the BON/agency in developing public policy and advocating on behalf of the BON/agency. The tool will also assist in identifying strengths and weaknesses in BON/agency development and effective use of meeting time. Some BONs/agencies have fiscal oversight as well. This tool also measures the BON's knowledge about the resources and services available to carry out its mission. A very important aspect of this tool is to quantify the relationship of the current BON with the current EO. This may identify areas of concern in the rapport

between the BON and the EO, and measure the mutual trust and respect between them. The BON must have a clear understanding of its role and ensure that it is operating within the law.

Tool #8, Staff Assessment, allows BON/agency staff to give their input regarding the current organizational structure and the qualities they believe will lead to a successful EO transition. We suggest that the staff assessment be given anonymously to obtain the most honest and accurate evaluation possible. It is critical to include BON/agency staff as part of the assessment process as the BON/agency will need staff buy-in to position the new EO for success. A member of the BON's/agency's Succession Committee or a consultant, if utilized, should tabulate the results and identify any major staff themes. This information should then be presented to staff for discussion and identification of the skills the staff believes are required in a new EO.

Tool #9, Annual Calendar and Key Events, should be prepared at the beginning of each year to ascertain the functions important to the BON/agency. This should include the following: board meetings, committee meetings, legislative session, key NCSBN meetings, renewal periods, board anniversary, and the strategic planning cycle.

Tool #10, Job Posting, includes two state's examples of job postings for the EO position. The job posting should be reviewed at the time of the EO vacancy to make sure that it accurately reflects the current job duties. Logistics of the job posting will vary widely between states/jurisdictions. NCSBN also posts job vacancies on its website free of charge for states to obtain a broad candidate pool. Again, states/jurisdictions should check with their human resources and/or state personnel staff for policies specific to their jurisdiction.

Assessment of EO competencies is critical when reviewing applications and in the selection of the EO to lead your BON/agency. By reviewing the strategic plan and the results of the BON/agency self-assessment and the staff assessment, you will be able to identify those competencies in the list below that are critical to the BON/agency at this time. Tool #11, Assessment of EO Competencies, is the result of an analysis of the EO job descriptions and is designed to be used in conjunction with review of candidate applications to determine whether candidates meet the qualifications outlined for the role. After the review, top candidates should be interviewed in person by the BON's/agency's assigned committee or personnel. The tool may be utilized during the face-to-face interview to evaluate consistency between the application review and the in person interview.

The competencies selected can be used in conjunction with a review of resumes and later for in-person interviews. The competencies listed in Tool #11 are cross-referenced with the interview questions found in Tool #12. A suggested interview question for each competency is identified in the right-hand column of Tool 11 and can be found in Tool #12.

Tool #12, Interview Questions for Assessment of EO Competencies, provides questions cross referenced with the EO competencies. Following the in-person interviews, top candidates should be identified. Your state/jurisdiction may also have requirements for criminal background checks, credit checks, etc. Please check with the appropriate staff to ascertain these requirements as they will vary by jurisdiction. Reference checks should be completed on top candidates.

Tool #13, Reference Questions, may be utilized for the candidate's current supervisor and anyone identified by the candidate as a reference. Reference checks may not field any more information other than dates of employment, but they are important in understanding the work history and overall skill

level of the candidate. These questions are provided as examples and can be used as open ended or asked on a scale. (Tools #11 – #13)

Tool #14, Orientation Plan, provides a checklist of items to be considered before the start date and during the orientation process.

The EO should develop, in consultation with the board president and/or agency head, the priorities for the first six months of work. These priorities should be in writing and available to all board members and/or the agency head. At six months, the BON/agency head should execute a performance evaluation based on the priorities and the progress made to date. The EO should encourage the BON/agency to provide continuous feedback both in the first six months and thereafter.

NCSBN provides an EO mentorship program. A mentor is an experienced EO from another state who is willing to volunteer to assist during the transition. The director of Member Relations at NCSBN should be contacted to begin the process of orientation to NCSBN which includes:

- An email to all of its members notifying them of the new EO's name and contact information
- New EO orientation provided once a year
- An introduction to NCSBN and its member services
- Availability of a series of online webinars beginning with NCSBN 101
- Obtaining member login information

Tool #15, New Executive Officer Development Mentor Program, is included for reference for mentoring.

Strategic Plan – Tool #6

Agency Mission

The mission of the Board of Nursing is to assure the Citizens of Kansas safe and competent practice by nurses and mental health technicians.

Agency Philosophy

The Board of Nursing will act in accordance with the highest standards of ethics, accountability, efficiency, and openness. The Board subscribes to the idea that safe nursing care is a public trust. We approach our activities with a deep sense of purpose and responsibility. The public and regulated community alike can be assured of a balanced and sensible approach to regulation.

Priority #1	Performance Measure	Assessment	Date(s)
Promoting Nursing and allied Health Standards; safe nursing through education			
1. Nursing Initiative Grant Began Spring 2006 and was approved for 10 years	1. Assessment of Nursing Initiative Grant and determine next steps.	Collaborate with KSNA, KONL, Tri-Council & Nursing programs in Kansas	
		Review NCSBN National trends & studies	
		Tri-Councils are discussing continuing needs of nursing education programs & the impact to programs when the nursing initiative is finished.	
	2. Continue collaboration with other agencies to increase nurse educators in Kansas by providing expertise and support.	Collaborate with Kansas Works, KBOR, KANA	
		Collaborate with Kansas Works to assess need of employers in Kansas - met with Kansas Works and approved interface design	Spring 2013
		KS Action Coalition workforce survey	12/13
3. Evaluate new models of education keeping quality education as a priority.	Review NCSBN National trends & studies		
2. Build collaborative relationships with other organizations and nurses in Kansas	1. Joint meetings with organizations and other state agencies.	KSNA, KONL, KHA, KMS, KEMSA, KANA	
		Kansas Action Coalition	
		Kansas Works	
		KANCEP	4/2013
		KSNO	7/2013
		KAHEC	4/14
2. Continue education outreach.		Student presentations	9/18/13
		Student presentations	10/26/12
		Student presentations	3/4/13
		Student presentations	3/7/13
		Individual education programs - DATL, Washburn, CNE providers	2013

		Updates in Newsletter	
		Student presentations	3/13/14
		Student presentations	4/10/14
	3. Keep web page & web services current.	Ongoing	
		Redesign of webpage	
3. Increase in requests for new nursing programs, limited graduate employment opportunities and limited availability of adequate clinical resources.	1. Gather data, review and clarify information needed to evaluate need for new programs.	Review regulations	
		Monitor NCSBN for updates	
	2. AG involvement.		
	3. Ensure clinical resources are of sufficient number and experiences available to cover all aspects of nursing cross the lifespan and accommodate the number of students in the program.	Review regulations	Ongoing
		Verify clinical site availability for Applicants of a nursing program	Ongoing
4. Clinical sites.	Review regulations	Ongoing	
	During school surveys, monitor appropriateness of clinical sites	Ongoing	
	Assess number of existing nursing programs in metro areas and the impact of the number of clinical sites	Ongoing	
	Review annual report and new school applications for possible addition to collect clinical site information	Ongoing	
5. Determine the appropriate number of students per school.	Gather information for utilization to determine number of students		
	Review workforce evaluations		
	Analyze employment rates		
6. Suspend approval of any new schools /programs of nursing education or increase	Approval suspension date	12/2012	
	Clinical Facilities Survey	2/2013	

	in enrollment of existing programs pending staff review of clinical resources for students in Kansas for 3 months	Clinical Facilities Survey - Review	3/2013
		Clinical Facilities Survey - Re-review	6/2013
		End suspension	6/2013
4. Scope of Advanced Practice	1. Review statutes and regulations.	Provide scope of practice statutes and regulations to the Board	Ongoing
	2. Review consensus model.	Provide consensus model to the Board	Ongoing
	3. Discussion of independent practice.	Provide Board with results from states who have independent practice	Ongoing
4. Review Kansas APRN Taskforce proposed statute changes.	4. Review Kansas APRN Taskforce proposed statute changes.	Provide the Board updates on the language	2/14
		Board takes position on proposed language	2/14
		KSBN support conceptually the removal of a collaborative practice agreement mandate and prescriptive authority protocol if the licensee has demonstrated through a transitional practice or experience of at least 3 years the ability to practice independently.	12/2012
	5. Review of comments received from the public.	Ad Hoc APRN Committee	3/2013
		Ad Hoc APRN Committee - meeting	5/2013
		Ad Hoc APRN Committee - meeting	7/2013
		Ad Hoc APRN Committee - meeting	8/2013
		Provide Board with all comments	12/2013
5. New LMHT schools proposal	1. Develop or contract license exam.	Experts review old exam	10/12
		Contact Colorado and California for the use of their exam	9/12
		Information gathered to develop revised exam	10/2012
		Develop exam	1/2014
		Approval of schools - Osawatomie	3/2013
		Exam complete	3/3/14

	2. Review all applications.	Ongoing	
	3. Update website.	Ongoing	7/12/13
6. Massage Therapist proposed language for regulation by KSBN nope	1. Review statutes and regulations.	Provide scope of practice statutes and regulations to the Board	2/2013
	2. Review other states models.	Provide models from New Jersey and Virginia	2/2013
	3. Review financial impact.	Provide Board with fiscal impact	2/2013
	4. Review of comments received from the public.	Provide Board with all comments	2/2013
		Joint meeting massage therapist - KSBN	7/11/13
		Joint meeting massage therapist - KSBN	8/21/13
		Interim Committee	Spring 13
		The Bill did not make it out of committee	2014
Priority #2 Fiscal Responsibilities	Performance Measure	Assessment	Date(s)
1. Succession Planning	1. Evaluate agency structure.	Identify critical leadership positions needed for continuity of agency	
	2. Develop timeline.	After timeline developed - educate Board & staff	
	3. Develop education for the transfer of institutional knowledge.		
	4. Develop a succession plan.	Staff is working on procedure manuals	Ongoing
		Executive Administrators Toolkit development	8/14
2. I.T. Infrastructure	1. Continue to identify and replace equipment that needs updated.	Ongoing	
		Approval for funding	3/2013
		Back up system upgrade	11/2013
		Data center upgrade	5/2014
		Server migration to virtual system	8/2014

	2. Review and evaluate new technology and how to incorporate into KSBN.	Ongoing	
		KANNalert	9/2012
		I Pads for board packets & meetings	9/2012
		KANNtext	
		Software purchased for all online applications with the exception of LMHT's	6/2014
	3. Explore cooperation with state and national organizations.	Ongoing	
		Data Integrity - active	8/23/13
		Data Integrity - Inactive	Ongoing
	4. Be proactive with state reorganizations.	Ongoing	
Priority #3 Maintain Quality Customer Service	Performance Measure	Assessment	Date(s)
1. Phone calls	1. Returned within 1 business day.	Secured authorization from OITS to pull phone records.	8/2014
		Audit quarterly	
2. Process all paper applications within 3 business days	1. 90% of paper applications will be processed in 3 business days.	Audit 10% quarterly	
		1st quarter 2012 - 97.8%	
		2nd quarter 2012 - 96.86%	
		3rd quarter 2012 - 94.66%	
		4th quarter 2012 - 96%	
		1st quarter 2013 - 92%	
		2nd quarter 2013 - 92%	
		3rd quarter 2013 - 96%	
		4th quarter 2013 - 99%	
		1st quarter 2014 - 92%	
		2nd quarter 2014 - 96%	
	2. 90% accuracy rate.	Audit 10% quarterly	
		1st quarter 2012 - 56.73%	
		2nd quarter 2012 - 60.00%	
		3rd quarter 2012 - 58.53%	
		4th quarter 2012 - 70.13%	
		1st quarter 2013 - 72.9%	
		2nd quarter 2013 - 79.7%	
		3rd quarter 2013 - 94.8%	
		4th quarter 2013 - 93.8%	
		1st quarter 2014 - 91.9%	
		2nd quarter 2014 - 94.6%	

3. License new graduates from electronic report within 3 business days	1. License printed within 3 business days after student passes exam.	Audit 10% quarterly	
		1st quarter 2012 - 97%	
		2nd quarter 2012 - 100%	
		3rd quarter 2012 - 32%	
		4th quarter 2012 - 88%	
		1st quarter 2013 - 91%	
		2nd quarter 2013 - 91%	
		3rd quarter 2013 - 95%	
		4th quarter 2013 - 94%	
		1st quarter 2014 - 92%	
		2nd quarter 2014 - 96%	
4. Investigations	1. Complete within 9 months.	Audit quarterly- over 9 months old	
		January 2013 - 49%	
		July 2013 - 45%	
		January 2014 - 57%	
		March 2014 - 53%	
		July 2014 - 50%	
	September 2014 - 43%		
	2. Average length of Investigation.	Audit twice yearly	
		2010 - 142 days; 2011 - 98 days; 2012 - 55days	Jan. 2013
		2010 - 159 days; 2011 - 115 days; 2012 - 71 days; 2013 - 41 days	July 2013
		2011 -147 days; 2012 - 103 days; 2013 - 63days	Jan. 2014
		2010 -214 days; 2011 - 178 days; 2012 - 147 Days; 2013 - 46 days; 2014 - 54 days	Aug. 2014
5. Case(s) filed or diversion agreement signed & implemented within 90 days after Assistant Attorney General receives file(s)	1. Timely hearings.	Audit quarterly	
		January 2013 - 100 days	
		July 2013 - 154 days	
		July 2014 - 92 days	
6. Customer Service	1. All customers service measures will be added to position descriptions and evaluations.	Evaluations completed twice yearly addressing audit results	Ongoing

	2. Web based customer service survey.	Audit quarterly	12/27/12
			4/25/13
			7/24/13
			11/5/13
			2/6/14
			11/5/13
			2/6/14
			7/28/14
			11/5/14

Board Self Assessment – Tool #7

1. One of the board's fundamental roles is setting direction for the agency. This begins with the board's responsibility for establishing the mission and values and defining a vision of the future. A mission statement is a concise expression of what the agency is trying to achieve and for whose benefit. This statement serves as the foundation for making decisions. The board, working closely with the executive director should review periodically.

Please rate the BON/agency's performance in:	Poor or needs improvement	Fair or marginal	OK or acceptable	Good or above average	Excellent or superior
Supporting the BON/agency's mission					
Agreeing on how the BON/agency should fulfill its mission					
Periodically reviewing the mission to ensure it is appropriate					
Using the BON/agency's mission and values to drive decisions					

How can the BON/agency do better in this area?:

2. To carry out its role in setting direction, the board should be actively involved in strategic planning and thinking. Then, it monitors progress against that plan. The board also needs to understand its clients and stakeholders, as well as the internal and external operating environments, so that it can respond appropriately as opportunities and challenges arise. The board focuses its efforts primarily on strategic issues, rather than operational and administrative matters.

Please rate the BON/agency's performance in:	Poor or needs improvement	Fair or marginal	OK or acceptable	Good or above average	Excellent or superior
Setting the BON/agency's strategic direction - in partnership with the executive director					
Focusing regularly on strategic and policy issues versus operational issues					
Understanding the needs of the agency's members and stakeholders					
Assessing and responding to changes in the BON/agency's environment					
Engaging in an effective strategic planning process					
Tracking progress toward meeting the BON's strategic goals					

How can the BON/agency do better in this area?:

3. The BON/agency is responsible for developing public policy and advocating on behalf of the agency and its members. An BON/agency's government relations activities may include monitoring regulations and legislation. The advocacy program may include written and visual communications pieces such as annual reports, newsletters, fact sheets, press releases, Web pages, and participation in agency events.

Please rate the BON/agency's performance in:	Poor or needs improvement	Fair or marginal	OK or acceptable	Good or above average	Excellent or superior
Building a positive public image of the BON/agency					
Networking to establish collaborations and partnerships with other organizations					
Maintaining an open dialogue with the BON/agency's members related to public policy issues					
Ensuring it has the information necessary to make decisions related to public policy and advocacy					
Using an effective process to develop the BON/agency's public policy issues positions					
Defining the role of board members related to advocacy and public policy activities e.g. who serves as the official spokesperson, access to media					

How can the BON/agency do better in this area?:

4. An effective board is made up of individuals who contribute critically needed skills, experience, perspective, wisdom, contacts, time, and other resources to the board. The board to identifies and cultivate officers, orients and develops members to fulfill the board's responsibilities.

Please rate the BON/agency's performance in:	Poor or needs improvement	Fair or marginal	OK or acceptable	Good or above average	Excellent or superior
Orienting new board members					
Providing ongoing board member development					
Utilizing the skills and talents of individual board members					

How can the BON/agency do better in this area?:

5. The BON/agency is responsible for deciding which resources support the mission, and for evaluating their effectiveness. The BON/agency works in collaboration with staff to understand the scope of the organization's resources, establish appropriate goals for quality and results, and monitor performance data.

Please rate the BON/agency's performance in:	Poor or needs improvement	Fair or marginal	OK or acceptable	Good or above average	Excellent or superior
Being knowledgeable about the BON/agency's resources and services					
Ensuring the BON/agency receives sufficient information related to resources and services					
Ensuring the organization has adequate infrastructure, such as staff, facilities, technologies and volunteers					

BON/agency monitors the resources and services					
Measuring the impact of resources and services					
Tracking progress toward meeting the BON's/agency's strategic goals					

How can the BON/agency do better in this area?:

6. Boards are responsible for preserving an organization's resources, protecting its assets, and maintaining its legal and ethical integrity. Resources are managed wisely is especially important for a government agency because it operates in the public trust. The board monitors performance against the budget throughout the year.

Please rate the BON/agency's performance in:	Poor or needs improvement	Fair or marginal	OK or acceptable	Good or above average	Excellent or superior
The annual budget reflects the agency's priorities					
Reviewing and understanding financial reports					
Monitoring the BON/agency's financial health					
The BON/agency has policies to manage risks (e.g. reserves, internal controls, personnel policies, emergency preparedness)					

How can the BON/agency do better in this area?:

7. The primary BON/agency-staff relationship is between the BON/agency and the EO, and the quality of this relationship is of the utmost importance. To be effective, the BON/agency and EO need a close working relationship based on mutual trust and an appreciation of their respective roles in leading the organization. As part of its responsibility for supervising the EO, the BON/agency ensures that a job description outlines duties, evaluates the EO annually and determines appropriate executive compensation.

Please rate the BON/agency's performance in:	Poor or needs improvement	Fair or marginal	OK or acceptable	Good or above average	Excellent or superior
Cultivating a climate of mutual trust and respect between the BON/agency and EO.					
Giving the EO enough authority to lead the staff and manage the agency successfully.					
Discussing and constructively challenging recommendations made by the EO					
Formally assessing the EO's performance.					
Using evidence to support that the EO is appropriately compensated.					
Planning for the absence or departure of the EO (e.g. succession planning)					

How can the BON/agency do better in this area?:

8. The BON/agency is responsible for making sure its own structures and practices fulfill its legal mandates and essential duties. This requires that the BON/agency has a clear understanding of its roles and an awareness of how these respective responsibilities may change as the organization evolves. The BON/agency also ensures that it is operating in accordance with the statutes, rules and regulations and other BON/agency policies, which are reviewed and revised as necessary. The BON/agency organizes itself efficiently using committees and task forces that have written charges and capable leadership.

Please rate the BON/agency's performance in:	Poor or needs improvement	Fair or marginal	OK or acceptable	Good or above average	Excellent or superior
Carrying out the BON/agency's legal duties.					
Defining responsibilities and setting expectations for board member performance					
Respecting the distinct roles of the EO, BON/agency and staff					
Implementing steps to improve governance and the performance of the BON/agency					
Periodically reviewing and updating BON/agency policies, and procedures					
Following and enforcing its conflict of interest policy					
Reviewing its committee structure to ensure it supports the work of the BON/agency					
Using standing committees and ad hoc task forces effectively					

How can the BON/agency do better in this area?:

9. BONs/Agencies carry out much of their work in meetings. Meetings that are carefully structured and efficiently conducted will help board members feel that their time is well spent and that the BON/agency adds value to the organization. Effective BONs/agencies have meeting agendas that focus on important issues, allows for discussion and leads to action. To ensure efficiency, board members receive and review agendas and background materials prior to the meetings. To tap into the collective wisdom of the BON/agency, pay careful attention to boardroom culture, group dynamics and decision-making processes.

Please rate the BON/agency's performance in:	Poor or needs improvement	Fair or marginal	OK or acceptable	Good or above average	Excellent or superior
Fostering an environment that builds trust and respect among board members.					
Establishing and enforcing policies related to board member attendance.					
Preparing for board meetings (e.g. reading materials in advance, following up on assignments)					
Using effective meeting practices, such as setting clear agendas, having good facilitation, and managing time well					
Allowing adequate time for board members to ask questions and explore issues					
Efficiently making decisions and taking action when needed					
Understanding the need to base decisions on the collective good of the public					
Engaging all board members in the work of the BON/Agency					

How can the BON/agency do better in this area?:

What issues should occupy the BON/Agency's time and attention during the coming year?

How can the BON/agency's performance and practices be improved in the next year or two?

What other comments or suggestions would you like to offer?

Please rate the BON/agency's performance in:	Poor or needs improvement	Fair or marginal	OK or acceptable	Good or above average	Excellent or superior
The level of commitment and involvement demonstrated by board members.					
The overall effectiveness of the BON/agency.					
Do you find serving on this board to be rewarding and satisfying experience?					

Staff Assessment – Tool # 8

E-mail message to staff

Dear Staff Member,

The agency/board members are conducting an organizational assessment before starting the search for our next executive officer. We seek your help in deciding what skills we should look for in the next executive officer. Your responses to this survey will be used to:

- Assess the current organizational environment;
- Assist and determine whether changes may need to occur; and
- Obtain a better understanding of the existing skill sets within the organization.

To complete the survey, please go to: (link to web-based survey).

Thank you for your help!

Survey questions

- A. What do you perceive as three of our EO's greatest achievements during his/her tenure?
- 1.
 - 2.
 - 3.
- B. What elements of his/her leadership style do you most appreciate and would like to see carried forward by their successor?
- 1.
 - 2.
 - 3.
- C. What three changes would help you to be more effective in your specific job? (Your responses are important to identifying BON/Agency improvements that would help us be more effective in serving our clients.)
- 1.
 - 2.
 - 3.

D. What three changes would help the BON/Agency be more effective in pursuing its mission to protect the public?

1.

2.

3.

E. What are the top three skills that the next EO will need to have in order to be successful?

1.

2.

3.

F. Additional comments:

Thank you for your help!

Annual Calendar and Key Events – Tool #9

What key events routinely take place during the year or are coming up in the next year that directly involve the EO role? Events would include board or committee meetings, legislative session, key NCSBN meetings (such as the Annual Meeting or Midyear Meeting), renewal periods, board anniversary, strategic planning cycle, etc. What’s the specific action or accountability that the EO has for that event?

Month	Key Events	Key Associated Activities/Responsibilities (EO’s accountability or involvement)
<i>January</i>	Legislative Session starts	
<i>February</i>	Finalize last Fiscal Year annual report Kansas State Nurses Assoc. – Day at the Legislature	
<i>March</i>	NCSBN Midyear Meeting KSBN Board Meeting	
<i>April</i>	Increase licensure application Kansas Organization of Nurse Leaders Spring Meeting	
<i>May</i>		
<i>June</i>	NCSBN EO Summit KSBN Board Meeting 6/30 End of Fiscal Year	
<i>July</i>	Begin Fiscal Year 7/1 KSBN Anniversary (July 1, 1913)	
<i>August</i>	NCSBN Annual Meeting IBARS (Budget System) opens 8/15	
<i>September</i>	KSBN Board Meeting (election of officers) Program Administrators update September 15 th Budget due Discuss possible bills for next legislative session	
<i>October</i>	Kansas State Nurses Assoc. Annual Meeting	
<i>November</i>	Governor budget appeals due Kansas Hospital Assoc. Annual Meeting	
<i>December</i>	Increase initial licensure applications KSBN Board Meeting Orientation for new Board/Committee members Finalize legislative session bills IT Plan due	

Job Postings – Tool #10

Sample #1

----- Board of Nursing Opening
Executive Director
Interested Parties May Visit www.-----
For Additional Information Submit Resumes to
----- Board of Nursing
P.O. Box -----
Town, State, Zip code

-----BOARD OF NURSING

Executive Director

Are you a nurse with executive level skills and a passion for serving the public?

The ----- Board of Nursing, located in -----, is seeking an Executive Director. The Executive Director serves as the agency head for the ----- Board of Nursing and is charged with the implementation of the ----- Nurse Practice Act for 73,000 licensed nurses.

Educational Qualifications: Minimal academic preparation is a Masters Degree or equivalent in nursing from an accredited university or college. A doctorate degree is preferred.

Professional Qualifications: Five years experience in the practice of nursing, administration and organizational management. At least two years in nursing administration experience, immediately preceding the time of appointment. For a complete position description and application information please visit www.----- Application deadline is -----.
Resumes must be submitted to:

----- Board of Nursing

P.O. Box -----

Town, State, Zip code

Equal Opportunity Employer M/F/D

Sample #2

PUBLIC SERVICE EXECUTIVE 4

The ----- Board of Nursing is seeking an Executive Director. The mission of the Board of Nursing is to protect the public health, safety and welfare by ensuring that nursing is practiced by at least minimally competent licensed individuals who practice within the authorized scope of practice.

The Board of Nursing is charged with enforcing regulations for nursing education, nursing practice, and nursing continuing education in -----.

The Executive Director is responsible for the administration of policies and programs of the board and for the operation of the board office. There are currently over 61,000 active licensees in the State of ---
-.

The duties of the Executive Director are:

Oversee the daily operations of the Board of Nursing office and provide supervision and leadership for board office staff to produce a high performance team that carries out the Board's mission and priorities. Job responsibilities include: receiving all applications and fees for the practice of nursing, keep all records pertaining to the licensing of nurses including a record of all board proceedings, determine priorities of the organization in collaboration with the Board, set performance goals aligned with priorities and manage board office staff to ensure that goals are met. The position will provide organizational framework for the conduct of board business by arranging meetings, establishing the agenda for Board meetings, overseeing the preparation of materials for the Board's review, and maintaining Board records. Represent the Board in its role of assuring safe nursing care to the public by serving as the Board's liaison to the ----- Department of Public Health, policy makers, legislative committees, professionals, and professional organizations to identify and shape policy conducive to the Board's interests. Will assist the Board in the development and administration of policies established to implement and enforce state law governing nurses. Oversee the enforcement of the law and rules by ensuring the continual improvement of licensing, investigative and compliance/disciplinary procedures; monitoring of sanctioned nurses according to stipulations; and providing consultation to nurses, employers, health care providers and public. The position will oversee the systems that assure nurses licensed in ----- are receiving required continuing education by implementing laws and rules related to continuing education. Oversee the accreditation process for the 104 nursing education programs by implementing laws and rules related to nursing education. The position is classified as a Public Service Executive 4 under the State of -----classification system. The position is a non-merit at will position and serves at the pleasure of the ----- Board of Nursing. The ----- Department of Public Health provides administrative services to the ----- Board of Nursing.

Minimum Qualifications: The Executive Director shall be a Registered Nurse with a minimum of a Master's Degree and experience in management and administrative responsibilities.

Salary Range: -----

Interested applicants must send a cover letter and resume by the closing date of ----- to: -----

Assessment of Executive Officer Competencies – Tool #11

A framework for assessing EO candidates against suggested EO competencies.

----- State Board of Nursing

Evaluation of EO Competencies is critical when reviewing applications and in the selection of the EO to lead your BON/Agency. Please rank the applications as Weak, Adequate, or Strong.

General Leadership and Management	Weak	Adequate	Strong	Interview Questions
Mission Driven				
General Leadership and management				#1
Creating a shared understanding of organization values, goals, and mission				#2
Create a culture of inquiry among BON/Agency and staff				#3
Culture of transparency				#4
Synthesize and integrate diverse viewpoints				#5
Develop and implement operational policies and procedures, e.g. licensure, practice, education and discipline				#6
Hold a clear vision of the organization				#7
Leads the organization toward the vision				#8
Navigating Change				
Anticipates, plans and implements effective change				#9 #10 #11
Understanding the Internal and External Environment				
Adapting your leadership style to organization needs				#12
Dissect complex problems				#13 #14
Fiscal Management				
Provides accountability for financial management, e.g., develop a budget, review and analyze financial reports and have an overall understanding of accounting principles				#15 #16 #17 #18 #19
Information Management and Technology				
Leverage technology and data for process improvement and maximization of efficiency				#20
Understand access to public records and privacy restrictions				#21
Uses Evidence-based Leadership				
Identify and monitor quality improvement metrics				#22
Regulatory Knowledge				
Demonstrates knowledge and compliance with nurse practice act and other applicable state and federal laws				#23
Participates in legislative process				#24
Performs critical assessment of legislative changes/proposals				#25
Professionalism				
Values guide decision making				#26
Practices self-care and work-life balance				#27
Accountable for behavior and actions				#28

Demonstrate high standards of ethical conduct				#29 #30 #31
Effective Communication				
Ability to convey message orally and in writing to individuals and groups				#32
Communicates effectively with constituencies e.g. legislature, agencies, organizations, educators, media, and nurses				#33 #34 #35
Strategic Thinking Competencies				
Models and Cultivates Continuous Strategic Thinking				
Ability to frame the big picture				#36
Support the BON/agency and staff to develop a process to create, implement, monitor and adjust strategic plan				#37
Maintains accountability for implementation of BON/agency's strategic plan/goals				#38
Board Competencies				
Promoting and Reinforcing Board Accomplishments and Expectations				
Orient board members to a regulatory mission				#39
Promote Board Development				
Partners with President to capitalize on board member's strengths				#40
Provide BON/agency with tools and information to govern effectively				#41
Provide continued opportunities for growth				#42
Encourage BON/Agency Engagement				
Actively manages group dynamics				#43
Effective use of time management to maximize performance				#44
Assures administrative support for board members and meetings				#45
People Competencies				
Relationship Management				
Demonstrating adaptive communication styles				#46
Fosters stakeholder relations				#47
Manages legislative relations				#48
Encourages shared decision making				#49
Human Resource Management and Staff Development				
Establish and monitor expectations				#50
Develop a team environment and foster empowerment				#51
Coach and mentor staff				#52
Manage conflict				#53 #54 #55
Cultural Competence				
Recognize and value diversity				#56 #57

Interview Questions for Assessment of EO Competencies – Tool #12

1. How do you balance keeping an eye on the big picture of where the BON/agency is headed versus getting involved in the detail of daily operations?
2. What is your experience in development and articulation of an organization's mission, vision, and values? How did you facilitate this process? How did you insure alignment with the strategic plan and budget? What is your knowledge of the -----State Board of Nursing? Do you have any experience in an organization similar to this?
3. How do you use your leadership style to foster practices that enhance organization's creativity and innovation?
4. State governance demands more transparency, however, no amount of legislation will make our BON/agency fully transparent. Only courageous leaders and followers who are more courageous to be candid can do that. What actions would you take to encourage transparency for you, your staff and the BON/agency?
5. Give a specific example of how you have helped create an environment where differences are valued, encourage, and supported.
6. Describe your policy-setting experience. What characteristics do you use to be successful?
7. A vision is a general statement encompassing the direction an BON/agency wants to take and the desired end result once it gets there. What do you see as the vision of this BON/agency and what are your desired results?
8. How do you evaluate the cultural competence of an organization?
9. Describe your response to change and risk, and the best way to manage these for the BON/agency.
10. Tell us about a time when you were responsible for delivering organizational changes to your team and how you achieved team buy-in.
11. Describe a major change that occurred in a job that you held. How did you adapt to this change?
12. Describe how you display courage in your current position. Name factors that strengthen and drain your courage. Give an example of how you maintain the integrity of your team or an individual team member.
13. The complex systems we work in require us to be flexible and adaptive. What tangible strategies do you use to convey adaptability and flexibility in your work setting?
14. Describe the project or situation which best demonstrates our analytical abilities. What was your role?
15. Describe your knowledge and experience with enacting fiduciary responsibilities.
16. Give an example of a difficult financial decision you had to make within the last two years. What was the outcome and would you have done anything different?
17. With economic constraints we all are cognizant of our money management. Provide an example of a financial decision during financial constraint.
18. How do you get a job done with limited financial and personnel resources?
19. At the end of the fiscal year there are excess funds. What would you do with them?
20. Describe the role technology will play in the BON/agency's future.
21. Please tell us your knowledge of the Freedom of Public Information Act and how it pertains to this organization.

22. Quality improvement metrics can be used to spot trends in performance, adjust processes per agency goals and objectives, compare to internal and external benchmarks, and predict performance. Tell us how you have used quality improvement metrics in your current or past positions.
23. Please tell us about your knowledge of the nurse practice act and state and federal laws. Give us examples of you applying the knowledge of rules and regulations.
24. Please give us examples of your involvement in the legislative process.
25. Give us an example of your ability to conduct a serious examination and judgment of proposed legislative changes.
26. Tell us about a time when you were forced to make an unpopular decision.
27. Self-care is an important aspect of stress management. How do you handle stress?
28. Give us an example when you were accountable for your actions.
29. If the board makes a decision that you feel is going in a direction which you are in total disagreement, how would you handle this situation?
30. Tell us about a time when you had to go above and beyond the call of duty in order to get a job done.
31. Give a specific example of a policy you conformed to which you did not agree. Why?
32. Can you give an example of a time that you felt you did not communicate effectively and/or accurately? How did you rectify the situation? What were the lessons learned?
33. How do you know when you are communicating effectively and accurately?
34. What partnership alliances will be important to the BON/agency in the future?
35. What has been your experience in giving presentations to small or large groups? What has been your most successful experience in speech making?
36. Tell us about a time when you had to make a decision without all the information you needed. How did you handle it? Why? Were you happy with the outcome?
37. Give us an example of the development of a strategic plan and how you supported your board and staff in the process.
38. Tell us about how you would monitor and adjust accordingly in a strategic plan.
39. What experience do you have in developing orientation relating to regulatory missions? Give an example of how you have presented orientation information.
40. We must find the best possible fit for people's strength and the roles we ask them to play. How can you and the board president capitalize on board members' strengths?
41. At the foundation of effective governance is the board's involvement. Give us examples of the tools and information you will give the board members to encourage effective governance.
42. What would you do to provide opportunities for growth for the staff and board members?
43. Important aspects of a group that works well together is how individuals interact with each other and how individuals react with the group. Give us examples of how you have managed group dynamics and describe the outcome.
44. How do you prioritize projects and tasks when scheduling your time? Give some examples.
45. How do you ensure that a board meeting runs smoothly?
46. Give an example of when you had to work with someone who was difficult to get along with. How/why was this person difficult? How did you handle it? How did the relationship progress?
47. What partnership alliances will be important to the agency in the future?

48. Give us examples of your work with legislators and describe your idea of managing legislative relations.
49. Many decisions require input from others. Give an example of when you had to make a decision and how you sought input from others.
50. Give an example of how you monitor expectations for your staff.
51. Employment empowerment adds value to not only the individual employee, but to the BON/agency as well. Employees who feel empowered to make the right decisions on their own offer increased productivity and a high quality of work. How do you develop a team environment and foster empowerment?
52. Coaching and mentoring, whether on an executive level or for overall staff, are increasingly being recognized as important in employee development. Give us examples of coaching and mentoring that you have done with staff in your current position.
53. Tell of the most difficult customer service experience that you have ever had to handle-perhaps an angry or irate customer. Be specific and tell what you did and what the outcome was.
54. Give us an example of team members' conflict which affected the work product and how you resolved the error.
55. What is your typical way of dealing with conflict? Give us an example.
56. How do you evaluate the cultural competence of an organization?
57. How have you built consensus among diverse stakeholders with complex issues and what actions did you take?

Reference Questions – Tool #13

These questions are provided as examples and can be used as open ended or asked on a scale.

_____ is a finalist for the _____ position with the BON/agency and we would like some additional information about his/her skills and abilities as an employee.

1. First of all, in what capacity do/did you know _____?
2. Can you tell us when this individual was employed with your company?
3. What can you tell me about his/her attendance/dependability?
4. If vacancy requires supervisory experience: a) How many workers were supervised by this individual? b) How would you characterize his/her performance as a supervisor? c) How would you characterize his/her supervisory style?
5. Explain this individual's leadership style and effectiveness in management.
6. Explain the mission of your organization and how this individual furthered it.
7. Give an example of a complex problem that _____ faced and how it was resolved.
8. What were _____'s responsibilities in regards to the financial aspects of your organization?
9. Describe _____'s responsibilities for budget development in your organization?
10. What type of computing programs and social media did _____ utilize in your organization?
11. Explain _____ any major IT projects during their tenure?
12. Describe _____'s experience in regulation, i.e. legislative process, lobbying, etc.
13. Explain your understanding of _____'s ethics and values system.
14. How would you rate _____'s communication abilities with: a) peers; b) co-workers; c) outside organizations/stakeholders; and d) supervisors?

15. If _____ was involved in strategic planning in your organization, please describe their role in development and monitoring the plan for mission-based improvement of the organization?
16. Did _____ work with a board at your organization? If so, how would you rate their effectiveness in board development and engagement?
17. Provide an example where _____ provided the Board with tools and/or information to allow the board to govern effectively.
18. Please describe how _____ developed a team environment and fostered empowerment.
19. Explain how _____ recognizes and values diversity in your organization.
20. What was/is the reason for his/her separation from your company?
21. Can you tell me if there have been any disciplinary issues with this individual?
22. Would you rehire this individual?

Orientation Plan – Tool #14

A new EO orientation introduces the new EO to the BON/agency and his or her new role. Beyond providing information about the BON/agency's policies and procedures, an effective orientation makes the new EO comfortable and promotes the BON/Agency's culture and values. Developing and facilitating a new EO orientation takes time. Taking the time to properly orient new EOs increases their chances of being successful. This may increase the EO's retention, saving the BON/agency time and money in recruitment in the long run.

A good orientation will enable a new EO to be successful in their new position by:

- Sharing relevant BON/agency information and beginning a process of learning about the BON/Agency's mission;
- Understanding the culture of the BON/agency, including the values, behaviors, formal and informal practices; and
- Building relationships with staff, colleagues and other stakeholders.

Prior to the Start Date

There are many elements of an orientation that should be prepared in advance of a new EO starting work:

- Advise appropriate individuals of the new EO's name and start date.
- Arrange for and equip a workspace with the necessary furniture, working equipment and supplies.
- Set up email address, phone number, and prepare business cards, office keys, etc.
- Add the EO to organizational chart and appropriate internal lists such as telephone, email, website directory.
- Prepare documents for the new EO such as copy of job description, relevant reports and BON/agency documents.
- Ensure the BON/agency orientation manual is up-to-date.
- Contact the new EO to confirm where and when to report and where to park on the first day.
- Plan the orientation process including what will happen on the first day, week and month.
- Determine the roles of those involved in the orientation process.

Orientation Checklist

Introductions:

- Introduce to staff, colleagues, a mentor, legal counsel, etc.
- Tour the BON/agency
- Discuss orientation process

Organizational Overview:

- Provide BON/agency overview
- Review organizational chart
- Contact NCSBN with new EO information and to establish mentor

Job Duties and Responsibilities:

- Review new EO's job description and responsibilities
- Review statutes, rules, regulations and policies
- Provide and review relevant reports and information
- Discuss priorities including:
 - Legislation
 - Governance structure
 - Board member relations
 - Licensing
 - Education
 - Enforcement/discipline
 - Practice
- Meet external stakeholders
- Establish feedback plan

Human Resources and Administration:

- Complete necessary paperwork for pay and benefits
- Review employee policies and procedures manual
- Review travel and reimbursement processes
- Explain absences, leave and vacation policies
- Discuss telephone and email protocol, and internet use policy
- Review health, fire and safety procedures
- Review the performance management system
- Explain the internal communication processes including staff meetings
- Orient to technological infrastructure (e.g. licensing system, enforcement system, etc.)

New EO Development Mentor Program-Tool #15

NCSBN New EO Development Mentor Program

Purpose

The EO Network mentoring program is a one-on-one program intended to enhance the professional development of the new EO. The mentoring program provides the opportunity for an experienced EO to facilitate the learning process for the new EO.

Objectives

- Welcome new EOs to the Executive Officer Leadership Council;
- Increase awareness of resources available to the EO;
- Foster relationships with other EOs who may provide identified information appropriate to a situation; and
- Familiarize knowledge of the NCSBN governance structure.

Mentor Commitment

An EO coach encourages, supports, guides and assists the new EOs in the development of competence in the new role. A mentor is a partner with whom the new EO can create a learning connection based on mutual trust and availability, in order to seek assistance for resources, as well as express emotional tension, including perceptions about how the new EO's skill set is developing and how the role is evolving. The relationship is initiated by the mentor. Together, the mentor and new EO determine the boundaries and expectations for the relationship. Frequent and purposeful communication is essential. The mentor relationship is for a minimum of one year.

Recruitment and Assignment

Mentors should be experienced EOs who demonstrate knowledge of regulatory skills and techniques, awareness of the NCSBN governance, organization and member board services, and internalization of standards of excellence in the professional socialization to the role of EO. Mentors may volunteer or be recruited by the chairperson of the Executive Officer Leadership Council, in collaboration with the director of Member at NCSBN. Members of the Executive Officer Leadership Council may recommend experienced EOs.

The mentor is assigned to the new EO by the chairperson of the EO Leadership Council, in consultation with the NCSBN Director of Member Relations.

New EO Development Mentor Strategies

The success of the mentor program is dependent on a serious commitment to develop a relationship between the mentor and the new EO. The following are some suggested strategies that may facilitate the development of the relationship. The mentor may want to develop a checklist of the strategies to help track activities.

Welcome new EO to the EO Leadership Council

- Initiate contact within two weeks of acceptance of mentor assignment.
- Contact new EO, using a variety of communication tools.
- Share contact information (email address, telephone numbers for each other's administrative assistant, as well as self).
- Establish boundaries and expectations for relationship.
- Contact new EO prior to any national meeting (e.g. Annual Meeting, Midyear Meeting and others) to arrange face-to-face contact.
- Purposely introduce new EO to key NCSBN members and staff (e.g. NCSBN CEO, NCSBN Board of Directors president, area director, and border states EOs).

Increase Awareness of Resources Available to the EO

- Purposely introduce new EO to NCSBN leadership staff at national meetings.
- Facilitate orientation to NCSBN website by director, Member Board Relations, NCSBN.
- Identify other EOs who may be a resource for a specific topic/issue and help establish contact on an as-needed basis.
- Identify other national organizations related to regulation (e.g. CLEAR, FARB, etc).
- Arrange face-to-face visit between new EO and mentor utilizing travel funding from NCSBN (one visit between BONs).

Foster Relationships with Other EOs that may Provide Identified Information Appropriate to the Situation

- Identify other EOs who may be resource for a specific topic/issue and help establish contact on an as-needed basis.
- Purposely introduce new EO to key members at national meetings.

Familiarize Knowledge of the NCSBN Governance Structure

- Direct new EO to NCSBN website for information related to governance.
- Provide information related to usual national meetings of NCSBN the purpose of each and when they occur.

New Executive Officer Development Suggested Mentoring Techniques

- Develop questionnaire to learn information that will identify key contact times
 - Examples:
 - Learn date of the new EO's first board meeting so that you can contact him or her before and after to offer support and encouragement, as well as provide an opportunity for reflection.
 - Learn when legislature is in session and whether there are key legislative issues occurring so that you may identify resources and communication during session.
- Use a variety of communications tools
 - Examples:
 - Email
 - Telephone
 - Cards and letters
- Share activities and events occurring in your role as this provides role identity and may guide the new EO to apply experiences shared to his or her situation
 - Examples:
 - Share a successful staff development tool.
 - Share a successful staff management experience.
- Contact new EO prior to upcoming national meeting and share information related to purpose of meeting, type of business to be conducted, expected role and arrange contact appointment. Follow-up meeting to reflect on experience and clarify how to use the learning.
 - Examples
 - Who will be there
 - Business conduct
 - Expected outcomes

Position Description

Read each heading carefully before proceeding. Make statements simple, brief, and complete. Be certain the form is signed. Send the original to the Division of Personnel Services.

CHECK ONE: NEW POSITION EXISTING POSITION

Agency
Number

Part I - Items 1 through 12 to be completed by department head or personnel office.

1. Agency Name Kansas State Board of Nursing		9. Position No. K0144765	10. Budget Program Number		
2. Employee Name (leave blank if position vacant) Blubaugh, Mary			11. Present Class Title (if existing position) Executive Administrator		
3. Division			12. Proposed Class Title		
4. Section Executive	For Use By Personnel Office	13. Allocation			
5. Unit		14. Effective Date			
6. Location (address where employee works) City Topeka County Shawnee		15. By	Approved		
7. (circle appropriate time) Full time <input checked="" type="checkbox"/> Perm. Inter. Part time Temp. %		16. Audit Date: By: Date: By:			
8. Regular hours of work: (circle appropriate time) FROM: 8:00 AM/PM To: 4:30 AM/PM		17. Audit Date: By: Date: By:			

Position
Number

PART II - To be completed by department head, personnel office or supervisor of the position.

18. If this is a request to relocate a position, briefly describe the reorganization, reassignment of work, new function added by law or other factors which changed the duties and responsibilities of the position.

Briefly describe why this position exists (what is the purpose, goal, or mission of the position.) This position is to oversee and direct the operation of the Board of Nursing. It is essential to carry out the functions of the Board of nursing. The Board is directed to maintain public health and safety, this is done through 1) Examination and licensure of 41,582 nurses and mental health technicians; 2) Investigation and disciplining of nurses and mental health technicians of complaints with the Nurse Practice Act; 3) Regulation of schools of nursing and providers of continuing education, and 4) Designing and revision of statutes and regulations.

19. Who is the supervisor of this position? (Who assigns work, gives directions, answers questions and is directly in charge.)

Name	Title	Position Number
President of the Board of Nursing		

Who evaluates the work of an incumbent in this position?

Name	Title	Position Number
President of the Board of Nursing		

20. a) How much latitude is allowed employee in completing the work? b) What kinds of instructions, methods and guidelines are given to the employee in this position to help do the work? c) State how and in what detail assignments are made.

Executive Administrator has administrative responsibility and authority to meet the goals and objectives of the Board. Works independently in maintaining daily operations at the agency office. Acts as the main liaison between the Board and licensees, professional organization, legislators and other state agencies. Directly responsible for preparation and maintain budget for agency. Provides current information to assist the Board of Nursing in making responsible decisions.

Licenses must get to the professionals in a timely fashion and all complaints must be followed up quickly to be sure public safety is maintained. Accuracy in the work of the agency is of utmost importance to public safety.

21. Describe the work of this position using the page or one additional page only. (Use the following format for describing job duties:) **What** is the action being done (use an action verb); to **whom** or **what** is the action directed (object of action) ; **why** is the action being done (be brief); **how** is the action being done (be brief). For each task state: Who reviews it? How often? What is it reviewed for?

Number Each Task and Indicate Percent of Time	
1. 35%	<p>Task Statement: Agency Operations</p> <ul style="list-style-type: none"> a. Analyzes, establishes, and evaluates staffing patterns for agency to enhance operation of the organization. b. Be ultimately responsible for the efficient functioning of the agency by on site daily direction of professional and clerical staff in a stressful office environment. c. Solves administrative and professional problems on a daily and long-term basis. d. Designs, implements, and evaluates operational procedures. e. Writes job evaluations, expectations and competencies of staff. f. Compiles annual report of the Board functions. g. Writes articles and edits quarterly Board newsletter. h. Recruits and interviews applicants for agency positions.
2. 20%	<p>Task Statement: Board Activities</p> <ul style="list-style-type: none"> a. Assists the Board to do strategic planning, and goal and objective writing. b. Schedules and assists to prepare agenda and informational materials for Board meetings to facilitate Board functions. c. Assists staff and Board members in planning Board committee meetings to complete on-going work of several permanent and Ad Hoc Committees. d. Serves as professional staff both standing and Ad Hoc Committees. e. Researches topics and provides information to the Board on current issues. f. Reports national and state issues to the Board for consideration.
3. 15%	<p>Task Statement: Agency Budget</p> <ul style="list-style-type: none"> a. Writes agency budget based on current agency expenditures, trends and issues which might impact fiscal planning. b. Presents and defends budget to legislature and appropriate others. c. Explores new revenue sources. d. Evaluates on-going expenditures and revenues to maintain balanced budget.
4. 15%	<p>Task Statement: Legislative Activities</p> <ul style="list-style-type: none"> a. Evaluates current statutes and regulations as to changing needs of nursing and health care. b. Prepares drafts of changes in statutes and regulation for Board discussion and approval. c. Presents changes in statutes and regulations for legislative approval. d. Prepares statistical and technical reports for the legislature including Sunset Report. e. Writes and presents Board testimony on various legislative issues which affect nursing and health care.
5. 15%	<p>Task Statement: Professional Issues</p> <ul style="list-style-type: none"> a. Provides information on nursing issues to licensees, nursing schools and providers of continuing education. b. Facilitates joint activities with nursing organizations, Attorney General's office and other state agencies and organizations. c. Represents the Board at local, state, and national meetings d. Lectures on nursing issues as invited. <p>In addition to the aforementioned, the incumbent will be expected to perform other duties as needed and assigned.</p>

-
22. a. If work involves leadership, supervisory, or management responsibilities, check the statement which best describes the position.
- Lead worker assigns, trains, schedules, oversees, or reviews work of others.
 - Plans, staffs, evaluates, and directs work of employees of a work unit.
 - Delegates authority to carry out work of a unit to subordinate supervisors or managers.

b. List the names, class titles, and position numbers of all persons who are supervised directly by employee on this position.

Title	Position Number
Assistant Attorney General	K0170331
Special Assistant Attorney General	K0170331
Nursing Practice Specialist	K0048246
Nurse Education Specialist	K0052967
Nurse Education Specialist	K0126455
Director of Operations	K0044131
Administrative Specialist	K0059113

23. Which statement best describes the results of error in action or decision of this employee?

- Minimal property damage, minor injury, minor disruption of the flow of work.
- Moderate loss of time, injury, damage or adverse impact on healthy and welfare of others.
- Major program failure, major property loss, or serious injury or incapacitation.
- Loss of life, disruption of operations of a major agency.

Please give examples.

24. For what purpose, with whom and how frequently are contacts made with the public, other employees or officials?

This position is in constant contact with licensees, professional organizations, other state agencies and legislators. Position is responsible for maintaining harmonious relationships with these contacts, even during times of controversy.

25. What hazards, risks or discomforts exist on the job or in the work environment?

The work requires moderate physical exertion and the ability to work daily in a stressful office environment. Comfortable levels of temperature, ventilation, lightening, and sound are inherent in the work environment.

26. List machines or equipment used regularly in the work of this position. Indicate the frequency with which they are used.

DAILY:

Telephone
Computer
Printer
Photocopier

DAILY TO WEEKLY:

Fax
Shredder
Calculator

PART III - To be completed by the department head or personnel office

27. List in the spaces below the minimum amounts of education and experience which you believe to be necessary for an employee to begin employment in this position.

Education – General

RN with advanced degree.

Education or Training - Special or professional

Advanced computer skills. Knowledge of and a variety of nursing experiences. Current knowledge of health care issues and trends in the state and nationally. Budget process and management. Management and leadership experience. Legislation experience.

License, certificates and registrations

Licensed as a RN with an advanced degree in nursing or other relevant discipline.

Special knowledge, skills and abilities

Knowledge of: Kansas Nurse Practice Act, Legislative Process and Functions of the State Board of Nursing. Ability to demonstrate well-developed communication and facilitation skills. Develop and maintain effective working relationships with individuals and groups. Speak and write clearly and effectively. Present ideas and theories in a clear and concise manner, both orally and in writing. Establish and maintain effective working relationships with agency staff, Board members, personnel from other agencies, and legislators. Initiate and evaluate agency staff annually in a timely manner. Performance evaluations and competency assessment.

Experience - Length in years and kind

28. SPECIAL QUALIFICATIONS

State any additional qualifications for this position that are necessary either as a physical requirement of an incumbent on the job, a necessary special requirement, a bona fide occupational qualification (BFOQ) or other requirement that does not contradict education and experience statement on the class specification. A special requirement must be listed here in order to obtain selective certification.

Required background security clearance, Level 2.

Signature of Employee

Date

Signature of Personnel Official

Date

Approved:

Signature of Supervisor

Date

Signature of Agency Head or
Appointing Authority

Date