



THE 360 GROUP
— EXPECT THE UNEXPECTED —

KQED

Northern California Public Radio

Chief Diversity, Equity and Inclusion Officer

Position Description & Candidate Profile

Chief Diversity, Equity and Inclusion Officer

Location

San Francisco, CA

Reports to

President and Chief Executive Officer

Our Client

For almost 70 years, KQED, the public broadcasting affiliate for Northern California, has provided listeners with the knowledge and perspective they need to be informed about their region and the world around them. This nationally renowned media organization has pioneered programming and has developed the careers of some of the world's most innovative and respected journalists and content creators. In addition, KQED convenes community dialogues, brings the arts to everyone, and engages audiences to share their stories. KQED helps students and teachers thrive in 21st century classrooms, and takes people of all ages on journeys of exploration—exposing them to new people, places and ideas.

KQED enriches people's lives through trusted journalism and quality programming. Independent, public media is a remarkable resource that fosters effective civic engagement and celebrates diversity and culture. For KQED to be at its highest use for the Bay Area, the country and the world, it must truly reflect and represent its communities in their full diversity and collective experiences. KQED's vision is to redefine public media for the Bay Area - more participatory, inclusive and powered by the community through the programming KQED provides - the stories it tells, the journalists and content creators it hires, the language it uses, and the products, properties, events and partnerships it creates.

KQED enjoys a combined audience engagement (viewership, listenership, and other content) of more than 1.5 million, and more than 22 million social media hits each year. This cornerstone Bay Area institution has annual revenues of more than \$107 million, a staff of approximately 350, and is governed by a board of 33.

Learn more about KQED at <https://www.kqed.org/>!

Position Responsibilities

Reporting to the President and Chief Executive Officer, KQED's Chief DEI Officer will be an organizational leader, a thought partner, an influencer, an agent of change, and will have a passion for strengthening KQED's mission to inform, inspire and involve with trusted journalism and quality programming and services. The Chief DEI Officer will be responsible for planning and leading an organization-wide strategy to operationalize and embed principles of diversity, equity, inclusion and belonging (DEIB) at KQED. To ensure organization-wide learning, understanding, commitment and visibility to DEIB initiatives, the Chief DEI Officer will report directly to the President and CEO and serve as a member of the Executive Management Team (EMT).

With a support team, the Chief DEI Officer will be a thought leader who will raise awareness, implement best practices, and co-create a vision in close partnership with the EMT and key KQED stakeholder groups across the organization. The Chief DEI Officer will engage broadly, develop and oversee implementation of projects, set goals and benchmarks, and ensure progress toward those goals. The Chief DEI Officer will take a data-driven and informed approach to identifying areas of need and change through facilitations, climate assessments, culture audits, and performance measures.

The Chief DEI Officer role is integral to KQED's culture and service to the community. The Chief DEI Officer will partner closely with the Human Resources department and serve as a trusted advisor to departments and divisions across KQED to ensure alignment with DEIB strategic priorities and goals. The Chief DEI Officer will also lead KQED's diversity council and support employee resources groups which includes LGBT@Q, Women's Network, Parents and Caregivers, and the Racial and Ethnic Diversity Groups.

Specifically, the Chief DEI Officer will be responsible for:

Leadership

- Build upon KQED's ongoing efforts to foster a more diverse, equitable and inclusive workplace that attracts, grows and retains diverse people and teams
- Drive participation through awareness strategies and by engaging others to further KQED's goals around building an inclusive workforce and a culture of allyship
- Solve problems by getting to the root cause of issues, breaking down ineffective systems, and helping implement best practices

- Serve as a strategic thought partner to the EMT and a trusted advisor to department heads as they develop department/division/function-specific DEIB strategies and action plans
- Participate in KQED's distributed leadership model by joining the People, Process, and Infrastructure Leadership Group
- Provide meaningful consultation to help meet Audience and Content goals around reaching new audiences and on editorial framing and process
- Represent the EMT to KQED's Board of Directors as the management lead on the DEIB task force and update the Board on progress towards KQED's internal and external diversity, equity, inclusion and belonging goals

Development and Implementation of Diversity and Inclusion Strategies

- Design a holistic, organization-wide DEIB strategy based in research and analysis that aligns with KQED's values, supports its business plans, and can be implemented at a variety of scales across all departments
- Annually update KQED's Diversity, Equity and Inclusion Staff Impact Plan and Report
- In collaboration with senior leadership, develop DEIB goals and establish key metrics to assess and measure results of DEIB initiatives as well as progress against key commitments and objectives in the KQED organizational strategy
- Engage and network with the broader community to identify inclusion and diversity partners, organizations, and events to further KQED's DEIB work

Communications

- Develop internal communications that keep KQED's staff informed, involved and inspired, enabling input and fostering a culture of learning
- Review internal and external communications as needed to ensure that inclusion and equity is considered and integrated
- Amplify KQED's work, tell its story, and share lessons learned, especially in Public Media, through public speaking, writing, and other community-facing efforts

Talent and Recruitment

- Partner with HR and hiring managers to influence organization-wide hiring strategies and practices across KQED and meet the organization's diversity goals
- Recommend and support strategies around targeted improvements in diverse staffing, particularly at the director, senior editor, and leadership levels, including forming relationships with organizations that can refer applicants

- Collaborate with Talent Acquisition to support KQED's diversity goals and review KQED's Careers page and job postings to better attract talent in line with the organization's diversity goals
- Collaborate with Talent Management to create means and remove barriers in the advancement of employees in order to ensure equity and meet KQED's leadership diversity goals

Organizational Culture and the Employee Experience

- Partner with members of the HR team to identify DEIB strategy and initiatives focused on all areas of the employee experience, including recruiting, retention, fair pay, succession, and leadership development
- Review organizational approaches and recommend changes to foster productive communication habits that lead to a healthy workplace
- Identify learning and development opportunities and curriculum for staff to develop inclusive competencies and to establish DEIB norms and behavior expectations
- Provide guidance, structure, and strategic direction for the Employee Resource Groups (ERGs) and lead the Diversity Council, ensuring they have the necessary resources and level of influence

Data-Direction and Transparency

- Drive - and continually improve - the employee survey design, currently in Culture Amp; lead analysis to determine organizational response for inclusion and belonging factors
- Measure KQED's impact and progress against its diversity goals for both internal and external reporting using data-driven practices to generate insights and ensure effectiveness of efforts; participate in a semi-annual pay equity audit
- Benchmark industry best practices to support strategies to monitor and evaluate progress in creating a diverse and inclusive workforce
- Recommend and support strategies to encourage staff and applicants to self-identify and participate in surveys in furtherance of DEIB reporting and goals

Profile of the Successful Candidate

KQED seeks a leader who has well-developed emotional intelligence, is innately open-minded and curious, results-oriented in approach, committed to the principles of diversity, equity and inclusion and justice, and knowledgeable about how those principles can be effectively applied in practice. The Chief DEI Officer will have a proven track record in the development and implementation of centering justice and equity in organizational cultures. To serve a media

organization effectively, it will be essential for the successful candidate to have a facilitative leadership style, with the ability to deliver and execute on innovative ideas and solutions that serve the goals of the entire organization – all while communicating clearly, honestly and transparently. KQED seeks a professional with superb leadership, communication, strategy, and execution skills, demonstrating an appreciation for complexity combined with a problem-solving instinct and a willingness to explore new ideas. The Chief DEI Officer will lead by example, cultivating and maintaining best practices with regard to openness and inclusion in KQED's workplace. Finally, the successful candidate will have a strong work ethic with high personal and professional standards of transparency and accountability, and will be able to help support a talented, committed staff as KQED aims to evolve into a leading organization on these issues. The success of the Chief DEI Officer will be reflected in the institution's embrace of principles of diversity, equity, inclusion and justice.

More specifically, KQED seeks a professional who reflects (or has) the following:

- Eight to ten years of Equity, Inclusion and Diversity experience in roles of progressively increasing scope and responsibility
- Experience in a significant strategic leadership role or a proven track record of organizational change or building programs and improving leadership capabilities across an organization; some years in Talent Management or Culture role may be suitable; education or experience in Organizational Development or Change Management would also be an asset
- Strong executive presence with experience framing communications for sophisticated audiences
- Ability to lead with influence and navigate a complex organization and engage with leaders on all levels of an organization
- Models respect, care and empathy, and effectively balances passion for the work with programmatic objectives
- A willing collaborator who cares first and foremost about making progress in partnership with others and is willing to shape approaches to do so
- Ability to listen critically and deeply and respond with agility
- Data driven, detail-oriented, and able to synthesize information, survey data and analysis into a digestible format for all audiences and in a way that can inform decision-making
- Skilled at having difficult conversations and providing constructive feedback
- Experience leading or working with Employee Resource Groups or other affinity groups
- Excellent verbal and written skills especially in presentations and facilitation

- Possession of a strong network of external thought partners and advisors who bring insights on best practices
- Sound judgment, high integrity, and ability to maintain strict confidentiality
- Highly developed understanding of – and commitment to – advancing diversity, equity and inclusion in a complex, multicultural and multigenerational environment
- Direct and relevant experience in the creation of a diversity and inclusion program from the concept phase to full execution
- Current knowledge of best practices in promoting an inclusive workplace, including effective approaches to recruitment and retention
- Demonstrated ability to gain the confidence, respect and trust of KQED’s diverse staff; capacity to listen deeply and actively, to build durable relationships, and to work effectively and diplomatically with diverse stakeholders
- Demonstrated ability to assess and understand the institutional environment, and to build relationships within a multifaceted community; ability to interpret group dynamics and build consensus
- Outstanding communicator who is adept at using multiple methods of communication with a broad range of stakeholders; exceptional ability to convey complex issues and objectives through quantitative, qualitative, and visual means; proven ability to be persuasive and engaging
- A high level of individual initiative and drive; ability to manage time efficiently; strong problem-solving skills; and a demonstrated ability to handle confidential and sensitive information with discretion
- Sensitivity to Human Resources principles, policies and practices
- Passion for supporting a diverse staff and a commitment to creating an equitable and inclusive work culture
- Exceptional communication skills and demonstrated ability to find common ground among diverse perspectives; in other words, “meeting people where they are”
- A sophisticated understanding of how discriminatory dynamics affect organizational relationships – from supervision, management and culture, to partnerships, campaign and coalition work; an understanding of how systematized discrimination affects present-day work and office cultures, and the ability to advance equity goals through a variety of strategies
- The ability to make decisions in a dynamic environment, with an appreciation for how future needs may affect those decisions
- Demonstrated ability in the areas of conflict resolution and mediation efforts
- A high degree of personal integrity and ethics

- Understanding of the importance of using collaboration platforms such as Slack, Confluence, or Teams to promote a sense of connection and culture

Start Timeframe

We seek to have someone in place by early Fall 2022.

Compensation

This position offers a competitive salary and includes a comprehensive benefits package. *We actively welcome all candidates from a wide range of backgrounds who have the skills to fulfill this role – regardless of compensation history.*

To Apply

All applications are held in strict confidence. Please submit your credentials and a letter of interest through our private applicant portal to The 360 Group at:

<https://the360group.us/portal>

Applications should be directed to the attention of Vincent Robinson, Managing Partner, or Monica Rodgers, Senior Consultant. Applications will be reviewed on a rolling basis. Earlier applicants may receive priority consideration. To be considered, The 360 Group encourages all interested candidates to submit their applications promptly, via the confidential applicant portal linked above.

At The 360 Group, we know that a richly diverse mix of professionals makes organizations more effective. Using that principle as our “North Star,” we make diversity a hallmark of our firm, and all of our search engagements.

Learn more about The 360 Group at the360group.us.