

## JOB DESCRIPTION

<b>Programme Name</b>	Corporate Services
<b>Section</b>	Corporate Services
<b>Reports to</b>	Board of Directors

<b>Job Title</b>	Chief Executive Officer
<b>Job Category</b>	Head of Agency
<b>Function &amp; Grade</b>	Head of Agency

### GENERAL SUMMARY

**The Chief Executive Officer (“CEO”)** is responsible for the overall strategic, operational, and financial management of the organization. This role involves working closely with the Board of Directors to develop and implement the organization’s vision, mission, and strategic goals. This includes formulating long- and short-term plans in support of the vision and direction set out by the HCSA Board of Directors. The CEO acts as a direct liaison between the HCSA Board, the organization’s staff, and communicates on behalf of the organization to all stakeholders, including government, regulatory authorities, volunteer donors, financial donors, the social service community, and the public.

The CEO will guide the organization in evolving from a mid-to-large scale local social agency into a regional social enterprise (by 2030) with a strong emphasis on impact measurement, fundraising, and sustainability. This role requires a high-growth, enterprising mindset with expertise in scaling, M&A, and strategic focus, and will involve setting the momentum and direction for the organization, with a focus on branding and monetization. The role will be less administrative and more strategic, building a strong senior leadership team overseeing operations and program delivery.

### KEY RESPONSIBILITIES

#### 1. Board Governance and Strategic Leadership:

- Lead the organization in alignment with the mission as defined by the Board of Directors.
- Provide timely and accurate information to the Board to facilitate informed decision-making.
- Develop Board agendas and manage Board meetings in collaboration with the Board President and Secretary.
- Participate in Board committees as appropriate and support Board evaluation and orientation.
- Lead the review and development of the organization’s mid- and long-term strategies.
- Oversee the implementation of strategic plans in alignment with the organization’s mission.

#### HCSA Community Services

Multi-service Social Service Agency with IPC status and a member of NCSS • UEN S97SS0023J

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- Ensure appropriate organizational structure and staffing to achieve strategic goals.
- Regularly review and update the strategic plan to ensure alignment with operational objectives.
- Design and deliver high-quality programs and services that align with the mission.
- Establish and maintain strategic relationships with stakeholders to enhance the organization's mission.

## **2. Entrepreneurial and Strategic Growth:**

- Develop and execute strategic plans for scaling the organization's impact and reach, including local and regional expansion (by 2030).
- Identify and oversee new opportunities for growth and sustainability, including partnerships, mergers, and acquisitions.
- Champion and oversee HCSA's Brand penetration to Corporate Network and Family Offices to expand ecosystem strategic partnerships for various strategic volunteer programme and Co-Branding expansion for strategic funding opportunities (e.g. Companies of Good, NVPC, AVPN, etc.)
- Utilize an entrepreneurial and enterprising mindset to drive innovation and address emerging challenges in the social service sector.
- Champion and oversee integration of digitalization strategies to enhance cost-efficient operations and program delivery.
- Champion the setting-up a Centre of Excellence or Think Tank as a regional expert on traumatic therapeutic treatment and family integration counselling and services.
- Foster public-private-academia partnerships to enhance the organization's impact and support the development of innovative solutions and best practices.
- Pioneer regional expansion with respective grass-roots social enterprises and social agencies or philanthropy agencies.

## **3. Financial Performance, Sustainability, and Risk Management:**

- Ensure fiscal integrity by preparing and submitting annual budgets and quarterly financial statements.
- Oversee financial management to ensure adherence to the approved budget and resource utilization.
- Develop long- and short-range financial plans and ensure sound financial controls.
- Ensure organizational sustainability through innovative approaches to creating new revenue streams and enhancing program delivery for maximum impact.
- Identify, define, and oversee M&A growth opportunities with social agencies and enterprises that share similar competencies and synergies.
- Champion digital solutions for cost-efficient operations and program delivery.
- Oversee endowment and various new funds set-up as means to expansion to bring sustainable financing with key stakeholders to best deliver ongoing impactful outcomes to beneficiaries.
- Maintain the organization's good standing and reputation through compliance with regulatory requirements and governance standards.
- Assess and manage principal risks to safeguard the organization's assets and stakeholder interests.
- Uphold high ethical standards and legal compliance, promoting a culture of integrity.
- Enhance the organization's image through active community engagement and collaboration.

#### **4. People, Culture, and Organizational Management:**

- Lead, inspire, and manage the Senior Management Team.
- Foster a culture of people development, openness and build a high-performing, engaged team reflecting organizational values.
- Empower and coach next-level managers to develop effective leadership skills.
- Ensure staff alignment with the organizational vision and roles.
- Optimize headcount and recruitment to meet organizational needs.
- Identify and develop talent for succession planning.
- Lead the organizational design to facilitate systemic change and optimize performance.
- Develop and implement strategies to drive organizational transformation and growth.
- Oversee the development and integration of organizational systems and structures to support strategic objectives, including M&A Integrations.

#### **5. Public Relations, Branding, and Ecosystem Stakeholder Management:**

- Oversee strategic partnerships with key stakeholders, including government bodies, non-profit organizations, and community leaders.
- Advocate for the organization's interests and mission in various forums and with diverse stakeholders.
- Represent the organization in high-level meetings, conferences, and public engagements to enhance its profile and influence.
- Oversee and drive branding initiatives to strengthen the organization's public image and reputation.
- Champion and lead ecosystem stakeholder strategic relationships to support and expand the organization's network and impact as a Regional Brand CEO

### **PROFESSIONAL QUALIFICATIONS**

#### **Critical Core Skills & Experience:**

- **Leadership:** Demonstrated ability to inspire and lead a diverse team, foster a positive organizational culture, and drive organizational change.
- **Strategic Thinking:** Ability to develop and implement strategic plans and initiatives that align with the organization's mission and vision.
- **Financial Acumen:** Proficiency in managing budgets, financial reporting, and ensuring fiscal responsibility.
- **Communication:** Strong written and verbal communication skills, with the ability to engage effectively with various stakeholders.
- **Governance and Compliance:** Knowledge of corporate governance principles and compliance with relevant regulations and standards.
- **Developing People:** Empower team members to enhance their performance.
- **Resource Management:** Allocate and manage resources efficiently to achieve strategic goals.
- **Strategic Vision:** Envision and articulate a clear strategic direction for the organization.

- **Agility & Adaptability:** Adjust strategies and approaches in response to changing circumstances.
- **Digitalization:** Ability to leverage digital tools and strategies for efficient operations and program delivery.

#### **Educational and Professional Qualifications:**

- **Education:** Bachelor's degree in Business Administration, Social Sciences, or a related field. An MBA or equivalent advanced degree is preferred.
- **Experience:** A minimum of fifteen years of working experience, including at least five years in senior management roles within the non-profit/social sector. Proven experience in managing operating expenses of at least S\$3 million annually and leading an organization with over 25 people. Experience in organizational restructuring or rejuvenation, social services, and working with boards and government agencies is essential.
- **Skills:** Demonstrated ability in strategic planning, financial management, organizational design, people management, and stakeholder engagement. Proficiency in change management, risk management, digitalization, and performance management.

#### **Attributes**

- Alignment to HCSA core values E.T.H.I.C.S (Excellence, Teamwork, Honour, Integrity, Compassion and Servanthood.)
- Transparent and high integrity leadership
- People-oriented, an effective team leader and team player (leading with humility)
- Visionary, inspiring, persuasive, credible
- Empowering—able to see the potential in individuals, believe in people and able to motivate people.
- Entrepreneurial & Energetic, able to multi-task and think lateral with growth & pivotal mindset
- Board-level thinking, not a micro-manager
- Adaptable and agile – being flexible and resilient in the face of challenges and change
- Empathy and inclusivity – able to create a positive and inclusive environment where all team members feel valued.

**COMPETENCIES**

**TECHNICAL SKILLS COMPETENCIES (TSC)**

	<b>TSC Title</b>	<b>TSC Description</b>	<b>TSC Proficiency Description</b>
1	Change Management	Initiate and facilitate organisational changes and business transformation initiatives	<Level 6> Develop overall change management Chart overall organisational transformation directions and formulate strategies to enable effective stakeholder buy-in and change management processes
2	Corporate Governance	Establish, guide and endorse organisation's corporate governance and compliance policy. This includes being aware of the regulatory frameworks and global leading practices in similar organisations	<Level 5> Endorse corporate governance framework within the organisation to maintain levels of compliance with statutory laws and regulatory policies as well as the goals for which the organisation is governed
3	Department Performance Management	Develop, implement and review department performance systems to meet strategic plans and objectives by establishing Key Performance Indicators (KPIs), tracking progress and addressing gaps	<Level 6> Review department guidelines for performance systems according to organisational mission, vision and objectives
4	Manpower Planning	Plan and manage short and long-term manpower resources to ensure optimisation of resources and sustainability of business operations.	<Level 6> Drive the development, implementation and review of manpower planning and resourcing strategies across the organisation
5	People Management	Manage the recruitment, performance and development of staff	<Level 6> Drive talent management strategy and succession planning for the department
6	Strategic Planning	Analyse and interpret the environment and develop department and organisation strategies and policies, in consultation with relevant stakeholders	<Level 6> Build actionable strategy plans and policies that are align to HCSA's values

			forward looking, anticipate risks and focus on impact and sustainability
7	Strategic Implementation	Develop implementation plans to achieve organisation and department strategies and goals	<Level 6> Lead the strategy implementation for the organisation that anticipates risk and its critical impact
8	Risk Management	Oversee compliance to policies, frameworks and procedures in the department to ensure the integrity of operations and manage risks	<Level 6> Articulate risk management philosophy and define risk appetite statements based on established organisational strategic objectives, processes, internal capabilities and external environment
9	Ethics, Values and Legislation	Apply conduct, ethics, values and relevant legislation to uphold the integrity and reputation of the organisation and the profession	<Level 6> Drive legal and ethical accountability and responsibility in operations and governance within the organisation or sector
10	Stakeholder Management	Plan and implement strategies to build and manage constructive and positive relationships with stakeholders	<Level 6> Formulate new strategic partnerships and lead negotiations to achieve key organisational and cross-sector goals by balancing needs of all stakeholders
11	Diversity Awareness and Management	Apply awareness and sensitivity in working professionally with diverse individuals, groups and communities	<Level 6> Advocate for changes to policies, professional practice and services at the national level that promotes diversity and inclusion
12	Trends Evaluation and Application	Keep abreast of current developments and trends, and apply domain knowledge to trends within the social sector	<Level 6> Drive research and identification of emerging trends for implications to social service delivery
13	Advocacy and Representation	Advance the interests of the marginalised and/or vulnerable within the community regardless of mode of delivery	<Level 6> Influence and contribute to policy development in the context of changing social and economic environments

## CRITICAL CORE SKILLS (CCS)

	CCS Name	CCS Description	CCS Proficiency Description Level
1	Problem Solving	Generate effective and efficient solutions to solve problems and capitalise on new opportunities	<Advanced> Anticipate potential problems to drive a culture of continuous improvement which seeks to turn problems into opportunities across the organisation
2	Sense Making	Adopt diverse perspectives in combining ideas or information and making connections between different fields to create different ideas, improvements and solutions	<Advanced> Evaluate relationships, patterns and trends to inform actions and generate wider insights
3	Decision Making	Choose a course of action from several alternatives developed through a structured process in order to achieve intended goals	<Advanced> Define decision making criteria, processes and strategies and evaluate their effectiveness
4	Transdisciplinary Thinking	Apply concepts from multiple disciplines, and synthesise different areas of knowledge and insights to guide decisions, foster cooperation and drive continuous improvement	<Advanced> Endorse collaboration and the integration of knowledge across disciplines to make decisions and solve problems within and outside the organisation
5	Building Inclusivity	Collaborate with stakeholders from different backgrounds or with different abilities, including diversity dimensions such as race, ethnicity, religion, gender orientation, age, physical and learning ability, education, socio-economic status and political belief, to understand the interests of diverse groups and build an inclusive work environment	<Advanced> Oversee the develop and implement processes and practices which build an inclusive work environment and enable diverse groups to work effectively together
6	Influence	Empower others to learn and develop their capabilities to enhance their performance and achieve personal or professional goals	<Advanced> Build consensus with stakeholders to achieve desired outcomes on matters of strategic importance
7	Developing people	Empower others to learn and develop their capabilities to enhance their	<Intermediate>

		performance and achieve personal or professional goals	Develop and coach team members to identify and leverage their strengths to enhance performance
8	Self-Management	Take ownership of managing one's personal effectiveness, personal brand, and holistic physical, mental, emotional, and social well-being	Evaluate strategies to manage own well-being, personal effectiveness and personal brand
9	Global Perspective	Operate in cross-cultural environments, demonstrating an awareness of the wider global context and markets to identify potential opportunities and risks	<Advanced> Lead the resolution of the challenges of operating in a cross-cultural environment and build the organisation's capabilities to compete in a global environment