

## Key Responsibility Areas (Leadership)

In our previous issues we described the KRAs for the Policies and Legislation, and Research and Evaluation Tracks of Indirect Practice. Our last indirect Social Work career track is the Leadership Track.

These are the 6 KRAs in the track:



### Strategic Initiatives

Define and review strategies, including operational and tactical strategies, to ensure alignment with the overall mission and vision of the agency.



### Corporate Governance

Define governance framework, policy, procedures and guidelines to ensure consistency and integrity of operation.



### Operational Efficiency

Lead the development and implementation of operational strategies to ensure efficient delivery of social services.



### Resource Management

Manage resources (i.e. financial and manpower) to ensure optimal usage.



### Organisation and Capability Development

Identify capability gaps and manage professional development and resources.



### Collaboration

Build and leverage on community network to encourage social service integration.

Social workers in the Leadership practice track typically work in organisations across all fields of practice.

### Assistant Manager

Direct and support team to achieve team/unit goals and ensure alignment to overall direction and objective of the organisation. Highlight areas of enhancement to improve operational efficiency.

### Manager/Senior Manager

Provide recommendations and oversee the implementation of mid-to-long term operational strategy. Oversee a multi-disciplinary team of staff and manage the use of resources. Build a professional partnership with stakeholders in the community.

### Director/Executive Director

Lead change management in order to accomplish the objectives, vision and mission of the organisation. Strategise and set direction for agency-wide governance policies, procedures, and operations. Create shared platforms for the collaboration and integration of social services between VWOs/Ministry and external bodies.

### Assistant Director/Senior Assistant Director

Plan and outline mid-to-long-term operational directions that support the overall strategy of the organisation. Act as a representative of the agency to engage and address queries from external stakeholders.



These are the job roles within the career progression pathway for the Leadership practice track. Career progression, role availability and job titles may differ across organisations.