



Chief Services Officer

**CHANGE THE FUTURE FOR CHILDREN, YOUTH AND FAMILIES IN HONG KONG.
JOIN OUR TEAM.**

Our staff are creative, collaborative, and willing to do whatever it takes to get the job done. They embody our core values and believe in our vision and mission. If you enjoy a work environment that is challenging, rewarding and making an impact, we invite you to consider a career with Mother's Choice.

Position Description

Mother's Choice is a Hong Kong-based charity with nearly four decades of experience serving children without families and pregnant teenagers. Our vision - Every Child in a Loving Family - reflects our belief that when children and youth grow up in safe, permanent, and loving families, lives are transformed, future generations are shaped, and communities are strengthened.

From the outset, Mother's Choice has gone beyond meeting immediate needs. We address root causes, break intergenerational cycles, and tackle the whole problem through prevention, crisis intervention, community engagement, and systems change. We act as a catalyst, collaborating with government, peer organisations, academia, corporates, faith communities, volunteers, and families themselves, to bring lasting change and hope.

As Hong Kong's child protection and family welfare landscape continues to evolve, Mother's Choice is entering a pivotal phase and a new strategic plan, "Vision 2030". Patterns of need are changing, complexity is increasing, and the system is shifting toward prevention, family strengthening and reunification, and alternatives to institutional care. To respond effectively, Mother's Choice must continue to adapt how it designs, integrates, and delivers its services, while strengthening its role within the wider welfare ecosystem.

To lead this next chapter, we are seeking a visionary and strategic leader to join us as **Chief Services Officer (CSO)**. This executive role is responsible for the end-to-end leadership, integration, and evolution of Mother's Choice's service portfolio, ensuring the delivery of holistic, client-centered, and evidence-informed care aligned to the organisation's long-term strategy.

Reporting to the Chief Executive Officer and serving as a core member of the Executive Leadership Team, the CSO oversees all case management and community-based services and plays a central role in translating frontline insight into service innovation and systems-level change. The CSO holds executive accountability for:

- All case management and service integration, ensuring a coherent, client-centred journey
- Leadership of community-based services and strategic partnerships, including organisation-wide Volunteer Engagement and Alumni.
- Delivery of our strategic plan's service-related priorities, translating strategy into integrated, scalable service execution
- Driving an outcomes-focused service portfolio, aligned to Mother's Choice's Theory of Change
- Strengthening service capability through clear frameworks, data, and learning, ensuring services remain adaptive, high-quality, and sustainable
- Ensuring Mother's Choice's voice, relevance, and relationships remain strong within Hong Kong's welfare landscape

Working in close partnership with the CEO, the Director, Clinical & Residential Services, and other executive leaders, the CSO leads how services connect to families, communities, partners, and systems, ensuring Mother's Choice is trusted, future-ready, coordinated, and influential, and well positioned to shape practice, inform policy, and serve as a model of effective, outcomes-focused



service delivery across the sector. As a member of the Executive Leadership Team, the CSO contributes to organisation-wide strategy, leadership cohesion, and long-term impact.

Job Responsibilities

1. Service Strategy and Vision 2030 Delivery

- Lead the strategic design, integration, and evolution of Mother's Choice's service portfolio, ensuring services respond effectively to changing needs and behaviours of children, youth, and families.
- Own delivery of Vision 2030 service-related priorities, translating strategy into integrated, scalable service models and partnerships.
- Ensure services are holistic, client-centred, and evidence-informed, with clear alignment to Mother's Choice's Theory of Change.
- Regularly review service mix, reach, and effectiveness, identifying gaps, duplication, or emerging needs and recommending strategic adjustments.

Expectation: Services are clearly aligned, adaptive, and coherent across the organisation and contribute directly to long-term outcomes.

2. Case Management & Service Integration

- Provide executive leadership over all case management functions, ensuring a consistent, high-quality, and client-centred journey across services.
- Ensure effective coordination between internal teams and external providers so families experience holistic care and continuity rather than fragmentation.
- Set clear expectations and frameworks for case practice that support permanency, learning, and outcomes while partnering with the Director, Clinical & Residential Services on clinical integrity.
- Hold executive responsibility for safeguarding within service delivery, including the management, review, and escalation of safeguarding incidents and concerns. Ensure safeguarding incidents and trends are reviewed and acted on at a system level, working with the Director, Clinical & Residential Services to strengthen practice, mitigate risk, and embed learning across services.
- Partner with the Director, Clinical & Residential Services on the planned transition of Youth Programmes, assuming ownership once programme models, curricula, and practice standards are established, and integrating Youth Programmes fully into the broader service portfolio while maintaining strong clinical oversight.
- Proactively identify, test, and scale innovative service models in response to emerging needs, sector trends, and evidence.

Expectation: Clients experience a seamless pathway of care, regardless of entry point or service mix.



3. Community-Based Services, Partnerships & Ecosystem Leadership

- Lead community-based services and strategic partnerships that extend Mother's Choice's reach and impact beyond direct service delivery.
- Build and steward strong working relationships with NGOs, community organisations, and specialist providers to better serve families with complex needs.
- Serve as the organisation's senior relationship owner with the Social Welfare Department (SWD) and other key system stakeholders, in partnership with the CEO.

Expectation: Mother's Choice is seen as a collaborative, solutions-oriented partner within the welfare ecosystem.

4. Volunteer Engagement & Alumni

- Provide executive oversight of Volunteer Engagement and Alumni, ensuring they are integrated into service delivery, prevention efforts, and community building.
- Position volunteers and alumni as an extension of Mother's Choice's mission, values, and impact.
- Work with operational leaders to ensure volunteer and alumni involvement is purposeful, well-supported, and aligned to service priorities.

Expectation: Volunteers and alumni meaningfully strengthen services, outcomes, and community connection.

5. Voice, Influence & Sector Leadership

- Ensure Mother's Choice maintains a strong, relevant, and credible voice within Hong Kong's child and family welfare landscape.
- Lead sector-facing initiatives such as conferences, forums, roundtables, and convenings that elevate best practice and shape system thinking.
- Translate service insights into public dialogue, policy conversations, and sector learning, partnering with Communications to shape narratives, media engagement, and messaging that amplify Mother's Choice's perspectives and impact.
- Sponsor applied learning or research partnerships where needed to strengthen service design and sector credibility.

Expectation: Mother's Choice is recognized as trusted, future-ready and influential.

6. Outcomes Focus, Learning & Service Capability

- Drive an outcomes-focused service portfolio, aligned to Mother's Choice's Theory of Change.
- Ensure service performance, learning, and insight from practice are used to strengthen service design, partnerships, and decision-making.
- Strengthen service capability through clear frameworks, use of data, and shared learning, in partnership with Impact, Clinical, and Operations functions.
- Strengthen service leadership capability, so managers are equipped to lead holistic, outcomes-focused services.

Expectation: Learning from practice visibly informs service improvement and system influence. Mother's Choice is a model of effective, outcomes-focused service delivery.



7. Sustainability

- Ensure service strategy, partnerships, and delivery models are aligned with funding realities and long-term financial sustainability.
- Work closely with Finance and Development to ensure services are investable, scalable, and sustainable over time.
- Support disciplined prioritisation to balance ambition with organisational capacity.

Expectation: Services are designed to endure and scale responsibly.

8. Executive & Cross-Functional Leadership

- Work in close partnership with the Director, Clinical & Residential Services to ensure alignment between service integration and clinical excellence, training, and quality frameworks.
- Contribute actively to Executive Leadership Team decision-making, organisational strategy, and leadership cohesion.
- Model Mother's Choice's values and leadership behaviours, supporting a strong, mission-aligned culture.

Requirements

We are seeking a senior, strategic, and collaborative leader who is deeply aligned with Mother's Choice's vision and ready to lead services through a period of change, integration, and system influence. The ideal candidate will bring the following experience and capabilities:

- Senior leadership experience in social services or related fields, with at least 15 years in leadership roles overseeing complex service portfolios, preferably within the non-profit, public, or purpose-led sector.
- Proven experience leading integrated service systems, including case management and community-based services, with the ability to design, adapt, and align services in response to changing needs and behaviours.
- Strong track record working with government and system stakeholders, including experience building trusted relationships with public agencies (e.g. Social Welfare Department), peer organisations, and cross-sector partners.
- Demonstrated ability to lead outcomes-focused service delivery, using data, learning, and evidence to strengthen service design, decision-making, and long-term impact, aligned with a clear Theory of Change.
- Experience translating frontline insight into system influence, including shaping sector dialogue, contributing to policy-relevant conversations, and positioning organisations as credible, solutions-oriented leaders within their field.
- Strong strategic communication and narrative skills, with experience partnering with communications teams, media, or public platforms to amplify organisational perspectives, learning, and impact.
- Leadership capability in building and strengthening teams, including developing service leaders, enabling cross-functional collaboration, and fostering a culture of learning, accountability, and shared purpose.
- Commercial and sustainability awareness, with the ability to align service strategy and partnerships with funding realities, organisational capacity, and long-term financial sustainability.
- Sound understanding of best practice in child, youth, and family services, including familiarity with international standards and the ability to adapt evidence-informed approaches to the Hong Kong context.



- Educational background in a relevant discipline such as Social Work, Public Policy, Public Administration, Community Development, or a related field. A postgraduate qualification is an advantage but not required.
- Excellent communication skills in English and Chinese (written and verbal). Fluency in Putonghua is an advantage.
- Values-led and mission-driven, with a strong commitment to the safety, wellbeing, and long-term outcomes of children, youth, and families, and to Mother's Choice's vision of Every Child in a Loving Family.
- Must share the commitment of Mother's Choice in upholding the safety and protection of children as paramount.