



Executive Recruiting Consultants

*Atlanta • Chicago • New York
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CONFIDENTIAL

Position Specification

President and Chief Executive Officer

THE ORGANIZATION

The Human Resources Development Institute, Inc. (HRDI; www.hrdi.org) is a national nonprofit organization and one of the largest African-American behavioral health care agencies in the United States. Since its official incorporation in 1974, HRDI has developed an infrastructure that far surpasses the “typical” social service organizational structure. The organization has expanded to currently serve more than 8,000 clients annually across a variety of treatment areas in the states of Alabama, Illinois, Massachusetts and Nevada. Specifically, HRDI provides services in alcohol and substance abuse prevention and treatment, mental health, youth prevention, family services, community health, case management, alternative youth education, HIV/AIDS prevention and education, corrective services, and gambling prevention and education.

The organization’s mission is to empower individuals, families, and communities to improve their quality of life and to influence public policy through the design and implementation of innovative, efficient, effective, and accountable behavioral health, social service, education, and economic development programs. HRDI’s vision is to set the standard for a comprehensive global system of behavioral health care and community services that utilizes the highest degree of excellence and best practices.

LOCATION

Chicago, Illinois

BASIC FUNCTION

The President and Chief Executive Officer (CEO) leads this \$35 million organization and holds overall responsibility for management, fiscal, fundraising, program development and organizational development. The President/CEO leads the execution of the organization’s vision and strategy and builds buy-in for this vision and strategy among all of the organization’s stakeholders.

REPORTING RELATIONSHIP

Reporting to the Board of Directors, the President/CEO oversees the HRDI organization and leads, through direct reports, a total staff of 500.

MAJOR RESPONSIBILITIES

The President/CEO's major responsibilities include leading the execution of the organization's vision and strategy; analyzing and reshaping (as necessary) the organizational structure; functioning as a lead fundraiser and spokesperson on behalf of HRDI to all external constituencies; and keeping the Board apprised of progress against goals.

In functional terms, the CEO will:

- Oversee and be ultimately accountable for the effective implementation of strategies that allow HRDI to achieve its mission and established goals and objectives.
- Focus on achieving annual financial performance objectives set by the Board through an effective budgeting and monitoring process.
- Ensure all applicable legal mandates set by local, state and federal jurisdictions are met.
- Establish and implement policies and procedures to develop, grow and manage HRDI's operational activities.
- Oversee the development, review and evaluation of programs, policies and management practices consistent with HRDI's mission. Identify and respond to opportunities to deliver programs of value to the organization's constituents. Monitor current trends and develop or revise strategies to reflect these shifts.
- Work with the National Board and executive staff to develop partnerships and relationships with other similar community agencies and/or organizations.

EXPERIENCE

The successful candidate will be a dynamic and visionary leader capable of successfully leading the organization by developing and articulating a vision for HRDI that has broad-based support both within the organization and the community. The ideal candidate will possess a minimum of 10 years in management of a social service agency or in a related field, with a minimum of five years of senior leadership experience. Additionally, the President/CEO will possess:

- Experience and working knowledge of the corporate structure of non-profit and for-profit organizations, including (but not limited to): diversifying revenue sources; fundraising for non-profits, as well as maintaining good relationships with representatives from funding sources; marketing; preparing annual budgets; and understanding financial statements.
- Experience with the process and requirements of accrediting agencies; federal, state and local governing agencies; and funding sources.
 - In Illinois, for example, experience with the Department of Human Services; Department of Children and Family Services; Department of Mental Health; Office of Alcohol and Substance Abuse (*e.g.*, Rule 2060 and 132 changes).
 - Experience with the legal mandates governing social service agencies, such as Homelessness, Drug Addiction, Mental Health, Adolescent and Child Welfare, Group Homes, Independent Living Programs, Transitional Living Programs and Community Assisted Living Programs.
- Familiarity with governmental processes such as grants, contracts and the political process.
- Experience with community organizations within the program areas served by HRDI.
- Experience with behavioral research management.
- Supervisory experience with management and employee policies.
- Experience with current information technology and future trends.
- Experience with facilities management.
- Experience with marketing strategies and publications.
- Experience with public relations and having excellent written and speaking abilities, as well as exceptional interpersonal skills.

EDUCATION

A Master's degree in Social Work, Public Administration, Business or related field is required; a Doctorate in one of these areas of study is preferred.

PERSONAL CHARACTERISTICS

The successful candidate will have passion for advocating on behalf of HRDI's mission and values. The qualities most needed in the President/CEO are those of a leader who listens and combines sensitivity to HRDI's mission with the vision, talent, perseverance, executive skills, and motivational ability necessary to help create and sustain the comprehensive effort required to meet the organization's goals.

Additionally, within this overall leadership capacity, the President/CEO should have:

- A commitment to HRDI's vision to set the standard for a comprehensive system of services that achieves the highest degree of excellence and best practices.
- A willingness to listen and ability to communicate and build consensus and organizational support for his/her decisions across the Board, Chicago-based staff and regional offices.
- Demonstrated experience in development and fundraising.
- Highly developed communication, negotiation and interpersonal skills suited to effective dealings with a very wide variety of individuals and constituencies and the ability to devise and execute effective strategies and tactics in such environments.
- Demonstrated capacity for analytical and strategic thinking and strategy execution in a highly complex operating environment involving multiple regional sites, programs/activities, constituencies, decision makers and decision-making processes.
- Sound judgment, informed by a good supply of common sense, and an uncommon degree of self-knowledge and confidence.
- Demonstrated personal integrity, courage and resilience, as shown throughout a career.
- A focus on outcomes more than process.
- The perceptiveness to size up problems quickly, identify their causes and develop remedies.

- Sufficient experience in finance and other business functions to maintain effective oversight of the organization's financial and staffing functions.
- The capacity to be a strong spokesperson and an articulate, forceful advocate for a guiding vision for the organization and for its interests in the mass media, in the public arena, and in multiple decision forums, public and private.

SUMMARY

The President/CEO will play an integral role in solidifying HRDI's financial future and strengthening all regional operations and their programs. Through his/her dedication and talents, the organization will realize its mission of empowering individuals, families and communities to improve their quality of life through its leading behavioral health, social service, education and economic development programs.

CONTACT

The Hollins Group Inc. (www.thehollinsgroup.com) is assisting HRDI with this important search project. We invite inquiries, nominations and applications; all communication will be held in absolute confidence. Applications must be sent directly to The Hollins Group Inc. (those sent to HRDI will not be considered) and include a current CV; a letter of interest outlining relevant experience based on the position criteria; and the names, telephone numbers and e-mail addresses of five (5) references.

All materials should be sent to:
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