Appointment of CTCO
Chief Talent & Culture Officer
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CHAIR OF THE BOARD’S INTRODUCTION LETTER

Dear potential candidate,

Let me first thank you for giving your time to learn more about the Food for the Hungry (FH), the current context of our work, and our desire for a Chief Talent and Culture Officer (CTCO) who can lead us forward at this point in the life of our organization.

We stand at a pivotal moment in our 49-year history. By God’s grace, we come to this moment from a position of strength. In the following pages you will read about our organization, what lies at the heart of who we are, our history, the scope of our work and partnerships, and the approach we take to accomplish the vision set forth by our founder, Dr. Larry Ward:

**TO SEE ALL FORMS OF HUMAN POVERTY ENDED WORLDWIDE.**

You will also read about the opportunities and challenges before us and, indeed, before you, if you should become the next Chief Talent and Culture Officer of Food for the Hungry. At this particular point in time in our history, we believe it is imperative that Food for the Hungry:

- grows from being an organization that is U.S.-centric with three Global North supporting affiliates to becoming a global organization;
- increases its influence to uphold the cause of the oppressed;
- leverages our organizational ‘footprint’ in ways which are increasingly innovative and nimble;
- develops an organizational profile best-suited to deliver on our vision during these complex and rapidly changing times;
- continues to strengthen the core, never losing sight of who we are and what we’re about.

As you consider this position, know that we are looking for a Chief Talent and Culture Officer:

- whose leadership is grounded in and emanates from his or her personal faith journey in Jesus Christ – a faith journey which shapes who she/he is, what she/he does, and how she/he engages with and leads others;
- who can bring clarity to Food for the Hungry’s unique position within the INGO sector, set strategic direction, and lead organizational change with courage and humility;
- who knows we cannot do this work alone; a leader who understands the importance of building trust and seeking mutual benefit with leaders of other organizations to accomplish a shared vision.

Thank you again for taking an interest in learning more about Food for the Hungry. We are committed to praying for all of those who might consider whether following Jesus leads them to our organization at this time. We hope the following pages serve your discernment.

Larry Jones, Chair – On behalf of the Board of Directors
Food for the Hungry Association
ORGANIZATIONAL PROFILE:
OUR HEARTBEAT

Our vision is to see all forms of human poverty ended worldwide. Our purpose is to walk together, following God’s call to respond to human suffering and graduate communities from extreme poverty. Food for the Hungry’s legacy, from the days of our founding 49 years ago, is to serve the most vulnerable one at a time.

We ground our work on a core set of simple values.

- **We follow Jesus.** We are ambassadors of Jesus in our thoughts, words, and deeds.
- **Our work is relational.** We pursue reconciled relationships of grace with those with whom we work, partner, and serve.
- **We invest wisely and focus on results.** We are stewards in God’s Kingdom and strive to invest all resources to maximize missional impact.
- **We serve with humility.** We recognize the dignity of others and put their interests above our own.
- **We pursue beauty, goodness, and truth.** In a broken world, we are witnesses through our relationships and work of God’s beauty, goodness, and truth.

These values guide our decisions, shape the way we interact with one another and with our partners, and characterize our actions while we work in some of the most difficult circumstances throughout the world. Together, we call our vision, purpose, and values the Heartbeat.
OUR HISTORY

Dr. Larry Ward saw and experienced pain and sadness, knowing that thousands of children die each day from hunger-related causes. He knew he had to do something. He embarked on a lifelong mission to serve the most vulnerable people in the hard places. Larry founded Food for the Hungry in 1971, building the organization on a simple premise: if children die one at a time, he could help them one at a time. He chose the name, Food for the Hungry, inspired by Psalm 146:7.

“HE UPHOLDS THE CAUSE OF THE OPPRESSED AND GIVES FOOD TO THE HUNGRY.”

Food for the Hungry’s work began with Vietnamese refugees fleeing their war-torn country. Today, Food for the Hungry works in more than 20 countries throughout the world.
OUR APPROACH

We’ve learned much about walking alongside those who are living through unimaginable hardships, and our approach continues to evolve over time.

**Disaster Response** – Our initial focus was primarily relief work, responding to disasters as they occurred throughout the world. This focus has always been and remains a crucial component of Food for the Hungry’s work.

**Community Development** – A shift toward community development began in the 1980s. Food for the Hungry leaders of the 1980s and 90s were intentional about pursuing a particular approach to community development, an approach grounded in a biblical worldview. They sought to implement community development considering biblical principles which transcend time, place, and culture, and are applicable to our work in such areas as health, agriculture, and community cohesion.

**Vision of Community** – Staff members, particularly those working at country, regional, and community levels, wrestled with the practical application of a biblical worldview in their work. It was a healthy struggle. From this struggle emerged a simple and yet powerful idea we call “Vision of Community” – the idea that the work of community transformation begins with a dream articulated and directed by the community and its leaders.

**Child-Focused Community Transformation** – Over the past decade, those who sought to apply a biblical worldview within the context of Vision of Community, became the next generation of Food for the Hungry leaders. Their focus became one of creating an operational program model on a global scale. This model, Child-focused Community Transformation (CFCT), currently provides the basis for Food for the Hungry’s long-term, sustainable work. CFCT acknowledges that children are among a community’s most vulnerable. Their ability to thrive is central to any community’s vision for the future and is the responsibility of families, leaders, and the broader community.
CURRENT DESCRIPTION OF OUR PROGRAM PORTFOLIO

Food for the Hungry operates in more than 20 countries in service of our Heartbeat’s purpose of “responding to human suffering and graduating communities from extreme poverty.” We respond to human suffering by providing critical and lifesaving support such as food, water, shelter, emergency child education, etc. on the front lines of many of the world’s most complex disasters and emergencies. Some current responses include the Syrian Crisis, the Rohingya refugee crisis in Bangladesh, the recent Hurricane Dorian response in the Caribbean, and the ongoing conflicts in South Sudan and the Democratic Republic of Congo. By “graduation,” we mean that Food for the Hungry can leave a community where we are working because that community is showing evidence of transformation (through indicators such as health, livelihoods, education, the emergence of hope, etc.) and that it is capable of continuing the pursuit of transformation on its own.

Our field programs and staff, whether in relief (responding to human suffering) or long-term development (graduating communities), are the front lines of our ministry, with the rest of the organization, staff, and leadership in service to these “Heartbeat Heroes.”

One of the most significant learnings for Food for the Hungry in the past 50 years is to maintain a posture of humility – especially with those whom we are called to serve. To that end, we developed program models that emphasize “walking with” in both the communities we serve worldwide, and with our partners with whom we link arms in fulfilling our purpose.
God has given Food for the Hungry a great team and a strong history of solid program quality and experience (including technical expertise). We believe the best way to steward this is to join hands globally, and in the communities where we work, in partnership. This aspect of partnership ensures that we honor the voices of local churches, leaders, and families as together we respond in service of, and with, the most vulnerable.

We currently have programs in the following countries:

- **Latin America and the Caribbean**: Bolivia, Dominican Republic, Guatemala, Haiti, Nicaragua, and Peru
- **Asia**: Bangladesh, Cambodia, Indonesia, Philippines, Middle East, and Vietnam
- **Africa**: Burundi, Democratic Republic of the Congo, Ethiopia, Kenya, Mozambique, Rwanda, South Sudan, and Uganda

**WHERE WE WORK**

**LATIN AMERICA + CARIBBEAN**
- Bolivia
- Dominican Republic
- Guatemala
- Haiti
- Nicaragua
- Peru

**AFRICA**
- Burundi
- Democratic Republic of the Congo
- Ethiopia
- Kenya
- Mozambique
- Rwanda
- South Sudan
- Uganda

**ASIA**
- Bangladesh
- Cambodia
- Indonesia
- Middle East
- Philippines
- Vietnam

**HE HAS SHOWN YOU, O MORTAL, WHAT IS GOOD. AND WHAT DOES THE LORD REQUIRE OF YOU? TO ACT JUSTLY AND TO LOVE MERCY AND TO WALK HUMBLY WITH YOUR GOD.**

– MICAH 6:8
OUR TEAM

We have nearly 3,500 program staff serving in the field, with more than 150 additional supporting staff from our offices in Phoenix, Washington D.C., and remotely worldwide. They ensure continued excellence programmatically in the areas of Food, Security & Livelihoods, Health, Education, Risk & Resilience, Advocacy, Relief & Humanitarian Assistance, and Learning & Evaluation. These technical teams are in addition to three strong regional leadership teams in Africa, Asia, and Latin America/Caribbean.

Our current Leadership Team is led by CEO Mark Viso. This team models our Heartbeat and offers excellent leadership to Food for the Hungry. The Leadership Team members can be found here.

The current Board of Directors, who devote themselves to serve Food for the Hungry well, are found here.
CURRENT DESCRIPTION OF OUR FINANCES

Food for the Hungry’s work is funded by a well-balanced mix of private donations and public grants, including gifts in kind. In recent years, we’ve been blessed to experience significant growth driven by grant awards and child sponsorship revenue, the latter providing an important recurring funding source.

Our programs are executed primarily through our field offices and key partners across timeframes ranging from short-term emergency disaster response to long-term community transformation.

Our fundraising and administrative expenses are managed to continuously improve the cycle of investment, growth, and stewardship required to maximize our mission impact.

Our latest annual report provides more information about our valued partnerships.

TOTAL INCOME: $151M
- Cash contributions $87.2
- U.S. government (USG) grants $42.4
- Non-USG commodities $10.8
- USG commodities $9.1
- All other income $1.5

TOTAL EXPENDITURES: $145M
- Program activities $118
- Fundraising $18.5
- General and administrative $8.5
KEY OPPORTUNITIES AND CHALLENGES

The Future of Aid: INGOs in 2030 identifies multiple scenarios and a typology of potential crises confronting INGOs over the coming decade. The authors write, “In the face of such rapid and far-reaching changes, the need for a global vision and a long-term approach has never been more evident.”

We believe Food for the Hungry is at a defining juncture in its history. By God’s grace, we come to this time with a clear sense of organizational identity, a strong executive leadership team, and a renewed commitment to work closely with all members of the Food for the Hungry family. It is a time to think and act with both courage and humility, as we collectively seek to obey God’s call in the face of multiple opportunities and challenges.

BECOMING MORE GLOBAL

Larry Ward, and the leaders who followed, succeeded in making Food for the Hungry an international organization. The challenge of becoming a global organization remains. How do we grow in global countenance so that divergent perspectives inform leadership decisions at every level? How do we continue strengthening a culture that respects the ability of any idea or any individual, regardless of the nation or culture of origin, or the size of their budget, to impact Food for the Hungry on a global scale? How do we put in place shared language, systems, policies, and processes, while encouraging local ownership, initiative, adaptation, and flexibility? How can we identify and raise up leaders from across the globe who follow Jesus and serve with excellence? How do we increase our leaders’ capacity to mobilize talent and resources to build transformational partnerships across religious, cultural, socioeconomic, and political boundaries?

INCREASING OUR INFLUENCE

Part of our heritage from the 1980s and 90s was to influence the thought and practice of the church in her engagement with the world. There was an emphasis on the first part of Psalm 146:7 – He upholds the cause of the oppressed. How do we position Food for the Hungry as a thought leader within the global church? Do we have a prophetic voice for today? If so, what is our message? How do we engage with other thought leaders who wrestle with the application of God’s truth regarding the poor? What are the spaces we’re uniquely positioned to enter or create for dialogue around these and other questions? In short, how will we uphold the cause of the oppressed in today’s world?
BECOMING MORE AGILE AND INNOVATIVE

Within the Relief and Development sector, Food for the Hungry is a mid-sized actor. With that comes the opportunity to be nimble and innovative. This has become increasingly important in an exponentially changing world. We welcome the invitation to be part of and create more opportunities for shared learning with others in our sector and in other sectors. We also want to embrace new technologies’ benefits to our work and partnerships.

Food for the Hungry has a history of applying scriptural wisdom to shape our thinking. We seek to exegete and interpret our times and its changes, while also seeking within scripture for the wisdom it shares about our emerging world context.

DEFINING OUR ORGANIZATIONAL PROFILE

The renewed desire and intent to work more closely with Food for the Hungry International Federation and reunify in some way provides significant opportunities and challenges. We need to think beyond simply merging the two organizations and consider a variety of possible organizational profiles we might pursue. We need to rethink our relationships within the Food for the Hungry family, including our relationships with our affiliated national organizations. At the same time, we see the need for operating in more networked and devolved organizational structures, both to remain agile and responsive and to harness the full power of our global family.

STRENGTHENING THE CORE

We have just approved a three-year strategic plan entitled “Strengthening the Core.” The plan focuses on making our first major revamp of our operating model. Under the objectives and measurements of success, we will pull together our development and relief work, strengthen our systems and operations, ready ourselves to be agile for the re-imagination and the change journey ahead. Our goal is to be fit-for-purpose to deliver our disaster relief and sustainable development mandate within the interconnected challenges of our world today and be in line with the Sustainable Development Goals.
ROLE DESCRIPTION

The Chief Talent and Culture Officer (CTCO) of Food for the Hungry leads and oversees all Global HR (GHR) functions, including recruitment, compensation and benefits, learning and talent development, organizational culture, staff care, organizational development, change management, and all generalist HR activities. Reporting to the CEO, this role is a key member of the Executive Leadership Team (ELT) and responsible for integrating the global HR strategy with the global strategy while living out the FH Heartbeat.

The CTCO role for Food for the Hungry requires six key responsibilities:

1. Spiritual
2. Talent
3. Culture
4. Performance
5. Operations
6. Strategy

We would like to explain further how we imagine these key responsibilities being demonstrated at Food for the Hungry. As you consider this CTCO role, we also want to be clear that while we are listing many requests, we understand and accept that no one person will deliver them all. We will hire a limited and imperfect people leader who realizes the list of responsibilities that follows will be brought to Food for the Hungry through teamwork.

FOR WE ARE HIS WORKMANSHIP, CREATED IN CHRIST JESUS FOR GOOD WORKS, WHICH GOD PREPARED BEFOREHAND SO THAT WE WOULD WALK IN THEM.

– Ephesians 2:10
SPIRITUAL LEADERSHIP

Promote, model, and safeguard our Christian, biblically-based, relational approach in all we do.

As you read our Heartbeat, you will have noticed the emphasis of our life of faith together in community as team and partners. More important than INGO sector or Christian mission sector experience is evidence of an integrated Christian approach to leadership, resulting in servant-hearted leadership.

Our next CTCO will be a person of prayer who has learned through failures and suffering and understands the limits of her/his own abilities. She/he will measure risk in a faith context, unafraid to ask for God’s guidance at times where only a grey or complex picture has emerged. Additionally, our next CTCO will:

• Promote and support the organization’s understanding of and alignment with the Food for the Hungry Heartbeat at every level and across all structures and functional areas.
• Continue professional growth as a leader by offering absolute candor, seeking the input of others, admitting when mistakes are made, initiating reconciliation when wrongs are committed, and being accountable to others.

TALENT

Ensure the organization has the right people, in the right positions, at the right time, doing the right things.

• Make Food for the Hungry an industry leader in innovative and effective ways to find, attract, and acquire the right people.
• Make Food for the Hungry an industry leader in creating and implementing systems and structures that motivates and retains top talent.
• Forge, unlock, and mobilize a unified global workforce; create and implement a technology-driven, robust, and rewarding system of global talent management and deployment.
• Make continual learning, enrichment, and professional development a constituent component of how we make organization-wide decisions, investments, and how we measure success.

CULTURE

Define, build, and sustain a “Heartbeat” culture embraced and lived throughout the organization.

• In collaboration with the CEO, discern and define the mindsets, skillsets, and behaviors that make up a rewarding, empowering culture that allows staff to be the best version of themselves and that promotes shared success and mission impact.
• Ensure that our culture is clearly defined, consistently communicated, actively modeled, and intentionally measured at all levels across the full organization.
• Put in place the mechanisms that promote and create alignment with our desired culture.
• Promote a diverse, equitable, and inclusive workplace and environment.
• Make Food for the Hungry the most desirable place to work for our target workforce demographic.
PERFORMANCE

Ensure we have the talent, systems, mechanisms, and culture that demands, measures, and rewards results, quality, and impact.

- Put in place and maintain robust systems for performance targets, accountability, measurement, transparency, reflection, and learning.
- Ensure we care for the wellbeing of our staff, and our partners, so that they are well-equipped to succeed.
- Define and cultivate a performance culture that recognizes both achievement of results, quality of ones’ character, and modeling of our Heartbeat culture.

OPERATIONS

Ensure that our global human resource operations are solutions-focused, innovative, and best in class.

- Define and promote a global “one citizen” model of a unified workforce, irrespective of location.
- Develop and execute a global human capital strategy in alignment with and in support of the organizational strategy.
- Ensure the organization is in compliance with all international, national, and local laws and labor regulations.
- Orchestrate, implement, and ensure organization-wide safeguarding measures and standards.
- Ensure all human resource systems, structure, and processes are efficient, effective, and human-centered.

STRATEGY

Position Food for the Hungry as a leader in our sector for people, talent, and culture.

- Project and promote the organization in global human resource conversations and forums.
- Lead in developing innovative approaches to global human resource management and culture in our sector.
- Ensure that the organization views all its decisions through the lens of people, talent, and culture, and provide it the tools to do so effectively.
- Serve as a critical business partner to the CEO and other executive leaders.
- Support the Board(s) in Board development.
- Design and promote a workforce model that leverages the human capital of all Food for the Hungry affiliates and partners.

THE WISDOM FROM ABOVE IS FIRST PURE, THEN PEACEABLE, GENTLE, REASONABLE, FULL OF MERCY AND GOOD FRUITS, UNWAVERING, WITHOUT HYPOCRISY.  
– JAMES 3:17
DISTINGUISHING CHARACTERISTICS

We are so grateful for the excellent team we have across Food for the Hungry. The level of our talent is high due to many who discerned God’s heart for the poor and sacrificially commit themselves to serve the world’s poor with their gifts. The next CTCO for Food for the Hungry will possess (but not be limited to) these distinguishing characteristics:

- **Spiritual Wellbeing:** Demonstrated personal Christian commitment to serving those who are challenged by poverty and marginalization and in full agreement with Food for the Hungry’s Christian foundation and beliefs as expressed in our Heartbeat.

- **Strategic Leadership:** Demonstrated experience working in leadership positions, including the development of overall organizational strategy and management beyond just HR.

- **Relational Skills:** Able to relate to understand, appreciate, and effectively communicate with people from different cultures, diverse backgrounds, and perspectives, and make them feel welcome, included, and valued. Demonstrated appreciation for and familiarity with a relational style of work and management.

- **Integrity:** Ability to lead with integrity, candor, honesty, and sensitivity.

- **Wellbeing:** Experience developing organizational resilience, employee engagement, and wellbeing initiatives.

- **Managing change:** Substantial proven ability in successfully managing and leading organizational development and change, including culture change.

- **Diversity and Inclusion:** Substantial experience with leading, promoting, and working in a diverse, inclusive, cross-cultural environment.
EXPRESSION OF INTEREST

Koya Leadership Partners has been engaged by Food for the Hungry to advise in this pivotal leadership hire. Leading this search is Nicole Kamaleson, Managing Director of the Global Practice and Sarah Avendaño, Consultant, Executive Search. If you are ready to submit your completed application, kindly submit both your compelling cover letter (addressing motivation and suitability per the above role specifications) and CV/resume here. Only completed applications, with both CV/resume and cover letter, will be presented to the client.

Koya Leadership Partners, a member of the Diversified Search Group, is a leading executive search and strategic advising firm dedicated to connecting exceptionally talented people with mission-driven clients. Our founding philosophy – The Right Person in the Right Place Can Change the World – guides our work as we partner with nonprofits & NGOs, institutions of higher education, responsible businesses, and social enterprises in local communities and around the world.

Koya is an equal opportunity employer fully committed to creating an environment and team that represents a variety of backgrounds, perspectives, styles, and experiences. We encourage all to apply because we believe a diversity of voices leads to better discussions, decisions, and outcomes for everyone. For more information about Koya Leadership Partners, visit koyapartners.com.