

# ROLE PROFILE



## I. GENERAL INFORMATION

Designation	:	Assistant Director, P&O Governance, Group People & Organization		
Department	:	People & Organization		
Job Grade	:	10		
SBG / SBU / BU	:	TPC / Group People & Organization		
Country	:	Singapore		
Profile Completed By	:	Adeline Leek	Role / Work Relationship:	
Profile Reviewed By	:		Role / Work Relationship:	
Profile Approved By	:	Sherin Goh	Role / Work Relationship:	

## II. POSITION SCOPE & REPORTING LINES

Revenue Responsibility ( <i>where applicable</i> )	:	\$
NPAT Responsibility ( <i>where applicable</i> )	:	\$
Budget Responsibility ( <i>where applicable</i> )	:	\$
Reporting to	:	Chief, People & Organization
Subordinates	:	Nil
Working Closely With		
	<i>Internal</i>	: Regional P&O, Octave Institute
	<i>External</i>	: Business partners, vendors

## III. PROFILE SUMMARY

Tsao Pao Chee (TPC) manages a well-diversified portfolio in sectors such as Industrial Solutions (Asset Light Shipping, Logistics, Sustainable Fabrication, Recycling), Investment Management (VC & PE), Real Estate, Well-Being and new Sustainable Businesses (Food Supply Chain, Alternative Energy, Agriculture Technology). With a strong focus on innovation, sustainability, and responsible business practices, TPC Group is at the forefront of driving the Well-Being Era.

Reporting to the Chief, People & Organization, this is a lead role within People & Organization Governance at the Group level.

The primary mandate of this role is to instill a “tight ship” culture by embedding organizational discipline through the alignment of People & Organization policies and processes with the guiding Principles and Purpose of the TPC Well-being Mandate. This includes driving regional efficiency and consistency through digital transformation initiatives. As a key driver of the CCC agenda, the role co-develops the CCC framework and partners with regional P&O teams to lead and scale culture-building initiatives across the organization.

## IV. KEY RESPONSIBILITIES

- **Governance:** Support the establishment of governance structures by mapping authority levels and aligning decision-making responsibilities with the Well-being Mandate.
- **CCC Governance:** Define appropriate levels of authority and responsibility in driving CCC initiatives
- **Co-lead the institutionalization of a tight ship Culture:** Co-facilitate consistent enforcement of policies, strengthening accountability mechanisms, and embedding disciplined practices across people, processes, and leadership behaviors.
- Co-design and embed governance structures with Chief, P&O to uphold a tight ship culture through disciplined execution and alignment with the Well-being Mandate.
- **Purpose/Principles/Policies/Process (PPPP) Implementation:** Lead the implementation of aligning P&O philosophies/purpose/principles/policies/processes with Well-being Mandate and provide a framework for P&O team
- **Group's Digital Transformation:** Drive HRIS solutions to achieve one source of truth through implementing a similar HRIS platform in all regions.
- **Project management:** Establish HR functions in new geographies and drive operational excellence across the organization.
- **P&O Operations:** Oversee P&O payroll (Singapore, USA, Dubai, South Korea, India, Japan) and benefits (Singapore) functions

Key Responsibilities	Detailed Descriptions of Key Responsibilities (Start with a verb in present tense and avoid describing trivial or incidental tasks)	Performance Standards (KPIs)
Governance	<ul style="list-style-type: none"><li>• Map and document authority levels across the P&amp;O hierarchy to support clear governance and role clarity.</li></ul>	<ul style="list-style-type: none"><li>• Continuous review and validation of authority matrix aligned with the Well-being</li></ul>

		Mandate, reducing role ambiguity and decision bottlenecks.
<b>CCC Governance</b>	<ul style="list-style-type: none"> <li>Define appropriate levels of authority and responsibilities within P&amp;O team in driving CCC initiatives</li> <li>Drive CCC initiatives to build a structured engagement framework to unlock potential partnerships in line with TPC and Chairman's philosophy of enduring relationships, trust and purpose-led connections.</li> <li>Partner with Octave Institute to co-create and embed the CCC Framework to strengthen TPC culture</li> </ul>	<ul style="list-style-type: none"> <li>Develop, deploy, and continuously enhance CCC authority matrices across the organization</li> <li>Co-create CCC Framework with Octave Institute</li> </ul>
<b>Co-lead the institutionalization of a tight ship Culture</b>	<ul style="list-style-type: none"> <li>Monitor and enforce adherence to tight ship standards by working with various stakeholders to implement governance mechanisms to assess, audit, and reinforce adherence to defined standards for organizational discipline, efficiency and cost control.</li> </ul>	Raised staff awareness of organization policy and adhered to a tight ship mindset when deciding on expenses.
<b>Purpose/Principles/Policies/Process (PPPP) Implementation</b>	<ul style="list-style-type: none"> <li>Design a framework for set of policies and processes for respective countries</li> <li>Align P&amp;O policies and processes with organizational purpose and principles to foster a tight ship culture.</li> <li>Work with Regional P&amp;O team to review current P&amp;O policies</li> </ul>	Complete set of P&O policies for all regions
<b>Group Digital Transformation</b>	<ul style="list-style-type: none"> <li>Lead end-to-end implementation of HRIS across underserved regional markets.</li> <li>Optimize existing HRIS capabilities to unlock full value of BIPO system</li> </ul>	Successful implementation of BIPO for all regions and new entities
<b>Project Management</b>	<ul style="list-style-type: none"> <li>Establish P&amp;O functions in new geographies, ensuring alignment with local regulations and global standards.</li> <li>Drive operational excellence by standardizing processes and embedding continuous improvement across regions.</li> <li>Enable a consistent employee experience through digital solutions and scalable HR service delivery models.</li> </ul>	<ul style="list-style-type: none"> <li>Timely and compliant HR setup in new markets, with successful implementation of core HR processes within agreed timelines and in compliance with local regulations.</li> <li>Process efficiency improvements, measured by reduced turnaround time, error rates, and increased automation or digital adoption across HR operations.</li> </ul>
<b>P&amp;O Operations</b>	<ul style="list-style-type: none"> <li>Manage payroll and benefits in alignment with IMC's policies and regulatory standards.</li> <li>Ensure operational accuracy, compliance, and timely execution. Integrate well-being principles into benefits planning and delivery.</li> </ul>	Accurate and timely payroll Efficient delivery of P&O processes
<b>Leadership-Aligned Support</b>	<ul style="list-style-type: none"> <li>Provide strategic support to the Chief People &amp; Organization by analyzing data and consolidating key information for executive-level decision making.</li> </ul>	Accurate and timely preparation of required report for decision making

## VI. JOB SPECIFICATION (ROLE'S MINIMUM REQUIREMENTS)

Knowledge / Experience	Minimum Requirements
<b>Job Experience / Skills</b>	<ul style="list-style-type: none"> <li>At least 7 to 10 years of experience</li> <li>Hands-on experience in business partnering, internal communications, project management, designing culture-building initiative</li> </ul>
<b>Languages / Soft Skills</b>	<ul style="list-style-type: none"> <li>English: Full working proficiency</li> <li>Excellent negotiator, is sophisticated and well-connected</li> <li>Team player with a wide degree of latitude; self-driven; results-oriented; 'can do' attitude; hands-on approach who is able to work with virtual, global &amp; crossfunctional teams.</li> <li>Ability to adapt to a fluid environment with changing circumstances, direction, and strategy. Able to drive toward clarity and unity of solutions to make things happen.</li> <li>Open-minded, curious, and willing to explore.</li> <li>Mindful and resourceful</li> <li>Patient, resilient and decisive</li> <li>Result-driven with exceptional organizing, planning and prioritization skills.</li> <li>Strong problem-solving and decision-making skills</li> <li>Strong coaching skills. Ability to give and receive feedback effectively.</li> <li>Commitment to providing the highest level of support and quality; ability to demonstrate exceptional organization and planning skills.</li> <li>Good time management, high job commitment and ethical standards</li> </ul>

<b>Education / Qualifications / Certifications</b>	Bachelor's Degree, preferably in Human Resources, Business or any relevant field
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## VII. POTENTIAL NEXT ROLES

	<b>Promotional roles(s)</b> Director, People & Organization	
<b>Lateral feeder roles(s)</b>	<b>Assistant Director</b>	<b>Lateral developmental roles(s)</b> Part of Octave Institute if there is any suitable role.
	<b>Promotion feeder roles(s)</b> Senior Manager, P&O	

## VIII. RECORD OF APPROVAL & ACKNOWLEDGEMENT (Including Headcount Requisition)

	<b>Full Name</b>	<b>Role</b>	<b>Date</b>	<b>Signature</b>
<b>Prepared By</b>	Adeline Leek	Assistant Director, P&O	_____	_____
<b>Approved By</b>	Sherin Goh	Chief, P&O	_____+	_____