

Learning and Development *Roadmap for* Volunteer Management Practitioners



As we continue to encourage more people to step forward to give back by investing their time, talents and resources to create a more caring and empowering society, let us not forget volunteer managers as a key enabler in this vision.

Mr Tan Chuan-Jin
Speaker of Parliament and Advisor to NCSS



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As part of NCSS' efforts to uplift the capabilities of Volunteer Management Practitioners (VMPs), we have developed this Learning & Development Roadmap to provide guidance on the skills and competencies required for VMPs to perform effectively and optimise volunteer resources in meeting the needs of service users and other individuals and families needing support in our community.



Ms Tan Li San
Chief Executive Officer
National Council of Social Service

Volunteers are a valuable resource to the social service sector. They augment the manpower capabilities of our Social Service Agencies (SSAs), assist with service delivery and increase community engagement.

Over the past year, the COVID-19 pandemic has highlighted the importance of volunteers in increasing the capability of our sector amidst challenging times. To ensure that volunteers contribute meaningfully to the sector and support our service users, Volunteer Management Practitioners (VMPs) play a vital role in recruiting, training, engaging, and retaining volunteers.

VMPs play a myriad of roles which include community activators, strategy developers, advocates and trainers. This requires a variety of skill sets and knowledge which would help to enhance the volunteer management capabilities of their agencies. They will also need to anticipate and adapt to changes in the volunteering landscape and implement new programmes that are beneficial to the service users and volunteers. It is thus crucial for VMPs to identify the gaps in their competencies in order to achieve excellence in work performance.

As part of NCSS' efforts to uplift the capabilities of VMPs, we have developed this Learning & Development Roadmap to provide guidance on the skills and competencies required for VMPs to perform effectively and optimise volunteer resources in meeting the needs of service users and other individuals and families needing support in our community. The Roadmap sets

out clear skills development pathways, and is useful for VMPs as they plan towards the longer term goal of serving and growing within the sector. The development of the Roadmap was guided by the Skills Framework for Social Service, an initiative published in 2019 for the Singapore workforce, to promote skills mastery and lifelong learning.

We would like to express our sincere gratitude to all SSAs and corporates who participated in the development of this Roadmap. We hope that you will find this Roadmap useful and adopt it in your volunteer management journey and in your agency. Thank you for playing a part in building a caring and inclusive society and we wish you success in your volunteer management journey.





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Who is this Roadmap designed for?

The Learning and Development Roadmap is designed for VMPs in Singapore. VMPs refer to employees of SSAs who engage and manage volunteers. They can be the volunteer managers, volunteer executives and heads of a volunteer management team. VMPs also include programme managers, programme executives, social workers, social work associates, social work assistants, youth workers, or other staff who work with and manage volunteers regularly. This group of VMPs is known as programme staff in this Roadmap. The four VMP roles are:

1. Heads of Department

Heads of Department (HODs) lead in the design, development and implementation of volunteer and volunteer programme management processes, tools and strategies. They also conduct performance management, assess and support their staff's learning and development needs.

2. Volunteer Managers

Volunteer managers design and develop key programmes, tools and processes needed in volunteer and volunteer programme management, and facilitate their implementation and evaluation.

3. Volunteer Executives

Volunteer executives play a supportive role in the design, implementation and evaluation aspects of volunteer management.

4. Programme Staff

Programme staff may not have volunteer management in their portfolio, but often work with volunteer executives and volunteer managers, to develop and implement strategies for recruiting and managing volunteers in programmes.

This Roadmap is also relevant to VMPs who work in SSAs designated as SG Cares Volunteer Centres. Refer to [Appendix 5](#) on page 148 for more information on SG Cares Volunteer Centres.



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What are the Objectives of this Roadmap?



To provide greater clarity for VMPs on the types and depth of knowledge and skills required to perform volunteer related job functions.

To assist VMPs in identifying skills gaps and mapping possible development pathways for their career.



To prepare VMPs for trends and future needs in volunteerism.

To increase ownership of VMPs in their professional development.



With this Roadmap, a common understanding of roles and responsibilities, skills and competencies for the VMPs is established. This will also support the learning and development for the VMPs, and pave the way for the professionalism of volunteer management in the sector.

How would this Roadmap be Relevant to the Sector?

1. Suits Varying Sizes and Maturity

As the sector consists of SSAs of varying organisational structures, sizes and volunteer management maturity, this Roadmap provides a general framework for all agencies to refer to. Depending on each agency's needs and strategies in volunteer management, SSAs and VMPs could adapt the content of this Roadmap accordingly.

2. Embraces Strategic Mindset

With an increase of more complex social issues, SSAs may be expected to reorganise, transform and grow their capabilities to better provide the services rendered to the clients they serve. This could require SSAs to leverage volunteers to contribute towards service delivery. With a higher need to collaborate with volunteers, it will be critical for SSAs to put in place effective volunteer management practices to ensure the outcomes for the service users are met.

This Roadmap prepares both the SSAs and the VMPs for this expansion stage. It provides SSAs with the vision of how the volunteer management function could be strategically managed by a dedicated volunteer management team.

3. Elevates Volunteer Management Standards and Volunteer Experience

With a common framework for the sector, it will guide the development of skills and competencies in VMPs throughout the sector and elevate the standards of volunteer management across SSAs. This will allow volunteers to accumulate a good experience and impression of volunteering in social service, leading to greater retention to augment the SSAs in terms of capacity and capability development, strengthen manpower resources and enhance service delivery for our service users.





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What are the Trends and Needs in Volunteer Management?

This Roadmap is designed to reflect trends in volunteer management so that VMPs are informed of the competencies, knowledge and abilities they should develop to meet these future needs.

1. Emergence of Virtual and Hybrid Volunteering

At the time when the Roadmap is developed, Singapore is undergoing an unprecedented public health crisis caused by the COVID-19 virus. Due to the social distancing measures, SSAs have to cease their in-person operations. Many SSAs pivoted their programmes and services from in-person to virtual swiftly, so that they can continue to serve their service users and engage volunteers.

As Singapore emerges from the COVID-19 crisis, virtual and hybrid volunteering will remain. Hence, it is crucial for VMPs to be equipped with the competencies required to deliver volunteering programmes and engage volunteers via online platforms.



2. Changing Needs of Volunteers

There is an increasing number of volunteers who are keen to take on bigger responsibilities, such as assuming volunteer leadership roles, planning and implementing volunteer programmes.

Skills-based volunteering is also gaining traction among volunteers who are eager to contribute their expertise in areas such as creative work (marketing and social media), fundraising, legal service, and IT-related tasks.

Hence, it is crucial for VMPs to learn how to redesign volunteer roles - in a way where the volunteers' experience and expertise are leveraged to better meet the needs of the organisation and service users. This includes being able to identify volunteers' learning and development needs, and design appropriate learning and development activities to upskill the volunteers.



3. Volunteer Data Management is an Emerging Skillset

Increasingly, VMPs are expected to support strategic planning and implementation for their agencies. This includes designing and evaluating volunteer programmes, determining service gaps and resource needs.

In addition, volunteering partners require VMPs to provide relevant data analysis for their impact reporting purposes.

Hence, VMPs need to be equipped with the competency to manage, utilise and analyse data effectively.



4. Importance of Stakeholder Engagement and Management

VMPs have to work with service users, programme staff and volunteers from the community, corporate partners, Institutes of Higher Learning, schools and public agencies on a daily basis.

Each stakeholder has their unique set of expectations and requirements, which requires VMPs to navigate and engage skillfully.

Therefore, VMPs need to be equipped with skills including project management, stakeholder engagement and management, change management and impact reporting.



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Potential Career Pathway for VMPs

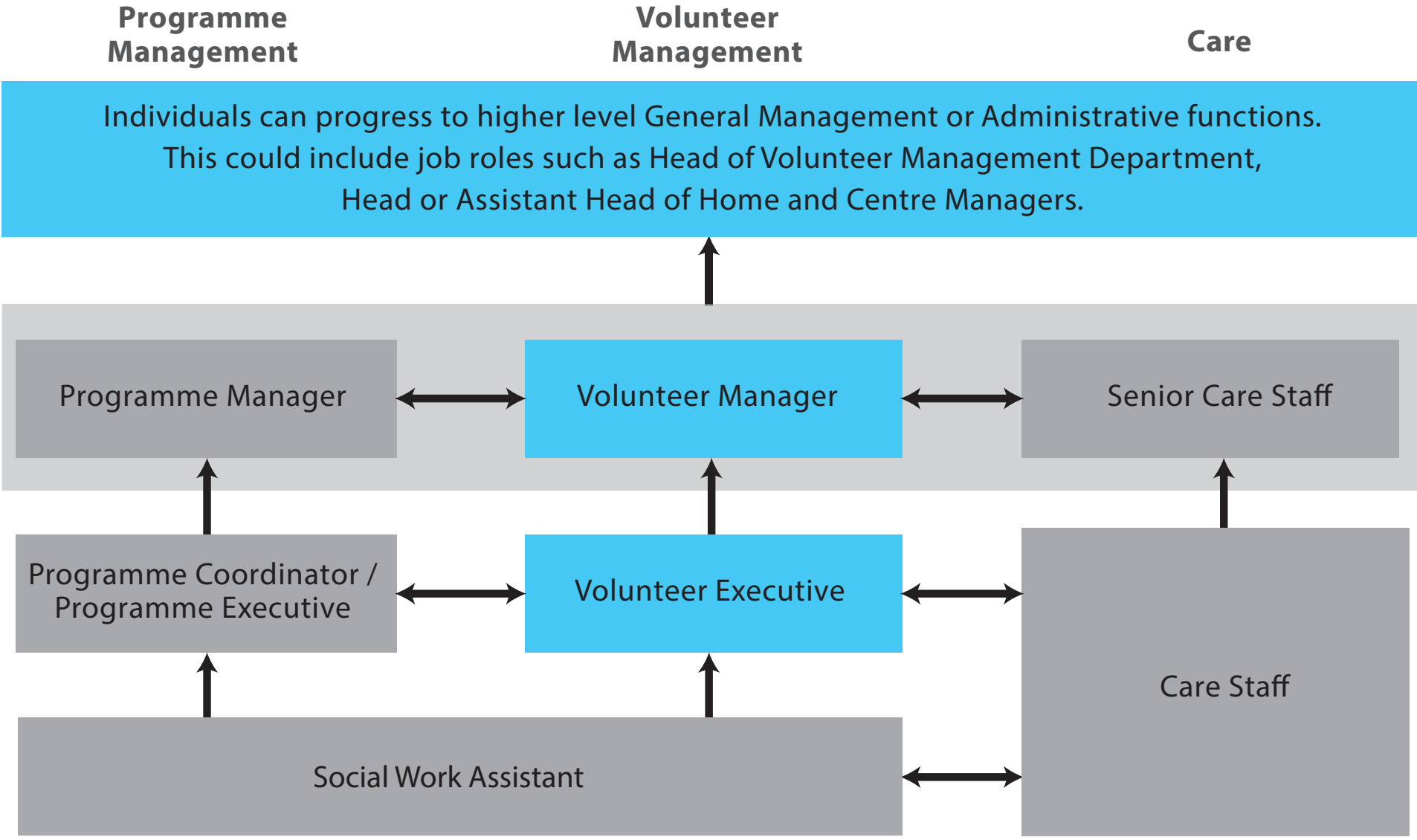
The Skills Framework for Social Service developed by SkillsFuture Singapore illustrates different career pathways for the Social Service Sector. The progression for VMPs is illustrated under the "Care and Programme" Career Track.

VMPs can use this Roadmap to identify the competencies, knowledge and abilities required to embark on their desired progression pathway. Some of these competencies, knowledge and abilities are also transferable to the other Social Service Career Tracks.

As different SSAs have different progression pathways available, VMPs can have further conversations with the senior management to chart their customised pathways, and align on the competencies, knowledge and abilities needed to achieve their desired progression.



CARE AND PROGRAMME DOMAIN



Legend:

↑ Denotes vertical movement up the career pathway

↔ Denotes bi-directional lateral movements between job roles

Note: This diagram only illustrates the career pathway for VMPs **within the Care and Programme Career Track** in the Skills Framework for Social Service developed by SkillsFuture Singapore. Head of Volunteer Management is added as an example of Head of Department in this diagram.

For all other social service career tracks, please refer to the Skills Framework for Social Service.

The L&D Roadmap creates a common language in terms of competencies required by VMPs, which is endorsed by the sector and helps to increase recognition to the important role which VMPs play.

Ms Agnes Chia
Chief Service Officer
Care Corner Singapore Ltd

When I think of volunteer managers, three C words come to mind: Compassion, Commitment and Courage. We at SGX commend you for possessing these characteristics and applaud you for all your hard work. We look forward to working with you to spread more cheers to our beneficiaries.

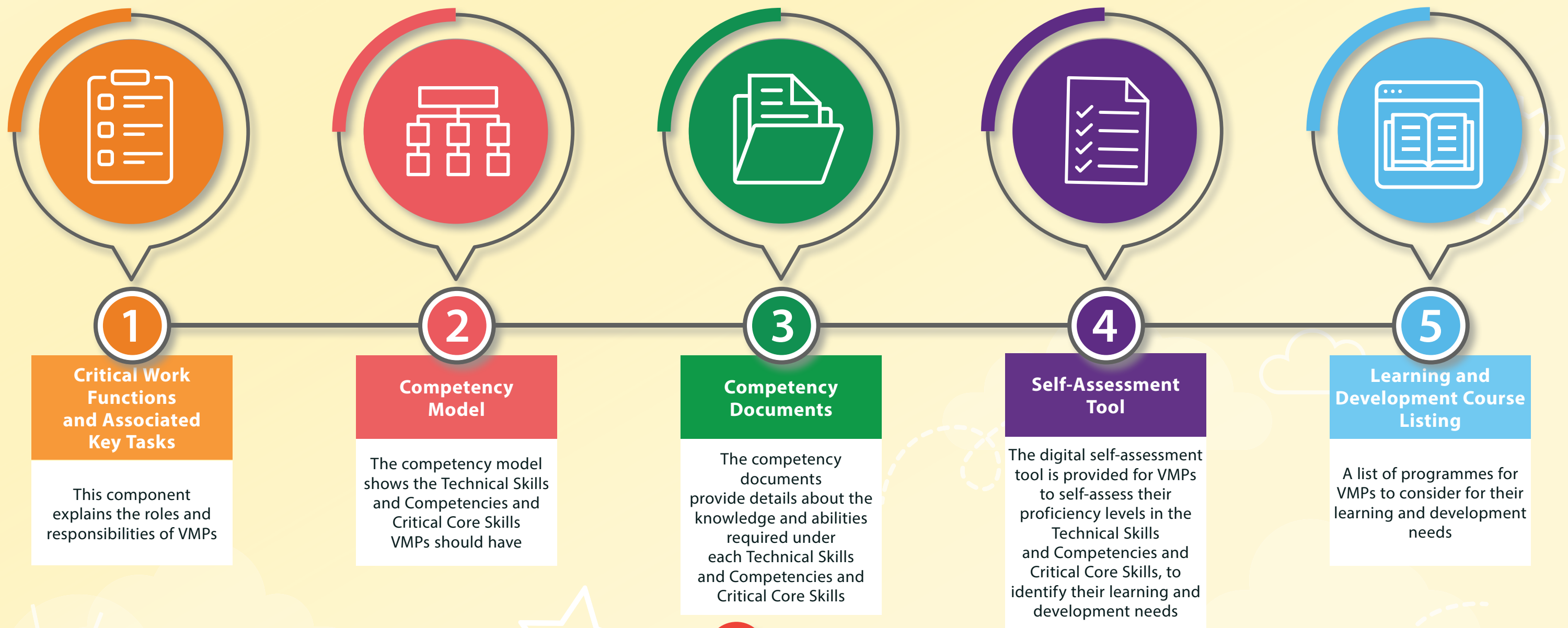
Ms Maria Ho
Assistant Vice President
Singapore Exchange (SGX)



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 **This Roadmap consists of five components:**



1 Critical Work Functions and Associated Key Tasks

This component explains the roles and responsibilities of VMPs

2 Competency Model

The competency model shows the Technical Skills and Competencies and Critical Core Skills VMPs should have

3 Competency Documents

The competency documents provide details about the knowledge and abilities required under each Technical Skills and Competencies and Critical Core Skills

4 Self-Assessment Tool

The digital self-assessment tool is provided for VMPs to self-assess their proficiency levels in the Technical Skills and Competencies and Critical Core Skills, to identify their learning and development needs

5 Learning and Development Course Listing

A list of programmes for VMPs to consider for their learning and development needs

! The critical work functions, associated key tasks and required competencies may differ for different VMPs and may not fully align with what was developed in the Roadmap. This is due to the diversity in size and maturity of SSAs, profile of volunteers and type of causes for each SSA. Hence, VMPs should adopt the Roadmap and its components according to their learning and development needs. Examples of how VMPs can do so can be found in the section “[How to use this Roadmap?](#)” on page 28.

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1 Critical Work Functions and Associated Key Tasks

There are 8 critical work functions related to volunteer management. The diagram on the right provides an overview of how they are assigned across the four VMP roles.

The list of critical work functions is aligned with the NCSS Volunteer Management Framework. An additional function, "Leading a Volunteer Management Team", is included to cover responsibilities relevant to performance management, leadership and overseeing the professional development of volunteer management staff in an SSA.

Under each critical work function, there are associated key tasks commonly performed by each VMP role. For more detailed information about these associated key tasks, refer to the Skills Maps in [Appendix 2](#) on page 46.

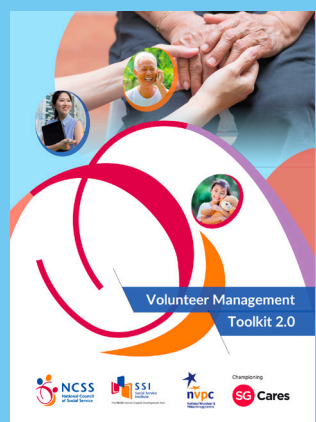
Understanding the critical work functions and associated key tasks will help VMPs in identifying the competencies required to perform them. For senior management or Human Resource Professionals, this component can also be used to design job roles and scopes in the hiring, managing and developing of VMPs.

Read more about why these critical work functions are critical and what are the desired outcomes in [Appendix 1](#) on page 44.

Critical Work Functions	Head of Department	Volunteer Manager	Volunteer Executive	Programme Staff
	Leading team and developing strategies in these functions	Developing and implementing tasks in these functions	Supporting implementation of tasks in these functions	Supporting implementation of tasks in these functions
Leading a Volunteer Management Team	✓	✓		
Getting your Agency Volunteer-Ready	✓	✓	✓	
Conducting Needs Assessment	✓	✓	✓	✓
Recruiting and Selecting Volunteers	✓	✓	✓	✓
Onboarding and Training Volunteers	✓	✓	✓	✓
Supporting and Recognising Volunteers	✓	✓	✓	✓
Reviewing Volunteer Management	✓	✓	✓	✓
Creating a Sustainable Volunteer Partnership	✓	✓	✓	✓



For more information about Volunteer Management Framework, please visit this [link](#) or scan the QR Code.



While the critical work functions and associated key tasks in this component may not correspond exactly to job titles of VMPs in some SSAs, this component details the most common critical work functions and associated key tasks to be expected, and should provide a good foundational understanding of the different aspects of a VMP's function.

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2 Competency Model

Technical Skills and Competencies (TSC) comprise occupation/ job-specific knowledge, skills and abilities that VMPs need to have to perform the various volunteer management tasks. **Critical Core Skills (CCS)** are transferable cross-cutting skills and competencies that enable VMPs to acquire technical skills and competencies, and facilitate their job mobility. The Competency Model illustrates how the TSC and CCS are categorised into 3 domains:

Leadership and Strategy

There are 6 TSC VMPs should have when leading teams and carrying out strategic work.

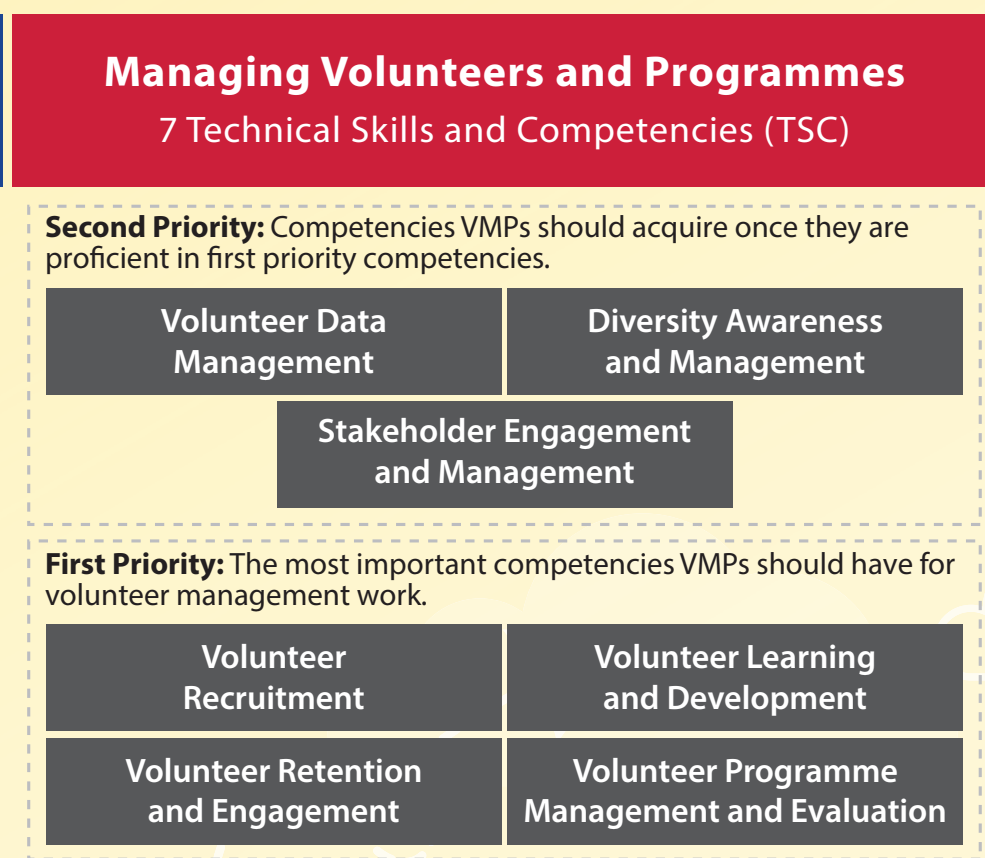


Managing Volunteers and Programmes

7 Technical Skills and Competencies (TSC)

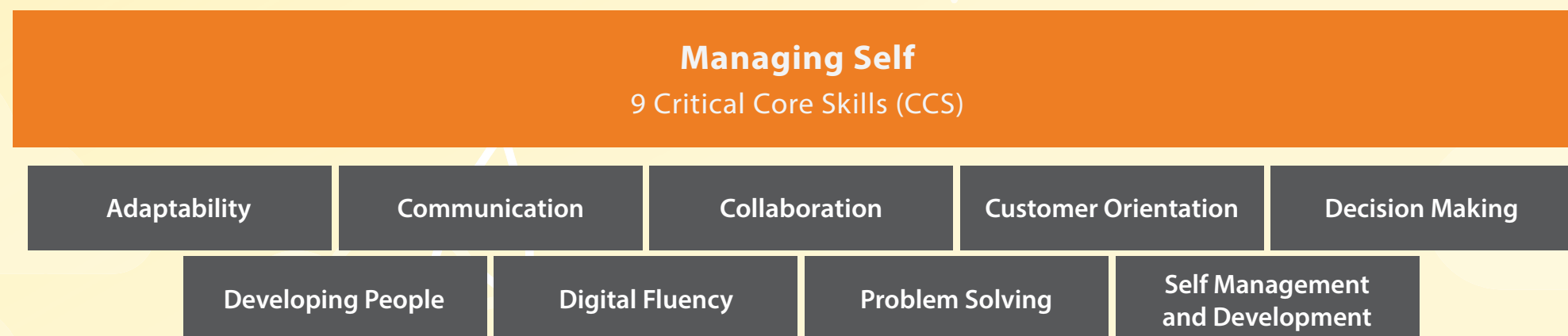
Managing Volunteers and Programmes

There are 7 TSC VMPs should have to manage volunteer life cycles and volunteer programmes.



Managing Self

There are 9 CCS VMPs should have in order to carry out their professional work such as communicating with others, collaborating with stakeholders, as well as managing and developing their professional selves.



! TSC under “Managing Volunteers and Programmes” and “Leadership and Strategy” are divided into first and second priorities to help SSAs and VMPs identify and prioritise competencies to develop. SSAs and VMPs are encouraged to make adjustments according to organisational needs.

Refer to [Appendix 3](#) on page 62 for more information on the 13 TSC and 9 CCS.

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2 Competency Model

Linking the Technical Skills and Competencies to Critical Work Functions

The diagram below shows how the TSC are linked to the critical work functions. The first 8 TSC are linked to specific critical work functions while the remaining 5 are applicable to all critical work functions.

		Technical Skills and Competencies												
		Department Performance Management <i>(only for VM and HOD)</i>	Strategy Planning and Implementation	Volunteer Recruitment	Volunteer Learning and Development	Volunteer Retention and Engagement	Volunteer Programme Management and Evaluation	Diversity Awareness and Management	Stakeholder Engagement and Management	Volunteer Data Management	Collaborative Practice across Disciplines and Sectors	Trends Evaluation and Application	Ethics, Values and Legislation	Social Sector Policy Influence
Critical Work Functions	Leading a Volunteer Management Team	✓								✓	✓	✓	✓	✓
	Getting your Agency Volunteer-Ready		✓						✓	✓	✓	✓	✓	✓
	Conducting Needs Assessment		✓							✓	✓	✓	✓	✓
	Recruiting and Selecting Volunteers			✓						✓	✓	✓	✓	✓
	Onboarding and Training Volunteers				✓					✓	✓	✓	✓	✓
	Supporting and Recognising Volunteers					✓				✓	✓	✓	✓	✓
	Reviewing Volunteer Management						✓			✓	✓	✓	✓	✓
	Creating a Sustainable Volunteer Partnership							✓	✓	✓	✓	✓	✓	✓

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3 Competency Documents

The competency documents detail the proficiency levels, knowledge and abilities required for the TSC and CCS. VMPs should work with their supervisors to identify the relevant knowledge and abilities to focus on with reference to their critical work functions and associated key tasks. Refer to [Appendix 4](#) on page 64 for the competency documents and a guide on how to interpret them.

Different proficiency levels are expected from the 4 VMP roles. To better represent the diversity of Volunteer Managers, the role is subdivided into less than 3 years of experience and 3 years and more of experience.

Category	TSC and CCS	Head of Department	Volunteer Manager (3 years and more of experience)	Volunteer Manager (Less than 3 years of experience)	Volunteer Executive	Programme Staff
Leadership and Strategy 6 Technical Skills and Competencies (TSC)	Collaborative Practices across Disciplines and Sectors	Level 5	Level 4	Level 3	Level 2	Level 2
	Department Performance Management	Level 5	Level 4	Level 3	Not Applicable	Not Applicable
	Ethics, Values and Legislation	Level 5	Level 4	Level 3	Level 2	Level 2
	Strategy Planning and Implementation	Level 5	Level 4	Level 3	Level 3	Not Applicable
	Social Sector Policy Influence	Level 5	Level 4	Level 3	Level 3	Level 3
	Trends Evaluation and Application	Level 5	Level 4	Level 3	Level 2	Level 2
Managing Volunteers and Programmes 7 Technical Skills and Competencies (TSC)	Diversity Awareness and Management	Level 5	Level 4	Level 3	Level 2	Level 2
	Stakeholder Management and Engagement	Level 5	Level 4	Level 3	Level 2	Level 2
	Volunteer Data Management	Level 5	Level 4	Level 3	Level 2	Level 2
	Volunteer Programme Management and Evaluation	Level 5	Level 4	Level 3	Level 2	Level 2
	Volunteer Recruitment	Level 5	Level 4	Level 3	Level 2	Level 2
	Volunteer Retention and Engagement	Level 5	Level 4	Level 3	Level 2	Level 2
Managing Self 9 Critical Core Skills (CCS)	Volunteer Learning and Development	Level 5	Level 4	Level 3	Level 2	Level 2
	Adaptability	Advanced	Intermediate	Intermediate	Basic	Basic
	Collaboration	Advanced	Advanced	Advanced	Intermediate	Intermediate
	Communication	Advanced	Advanced	Advanced	Intermediate	Intermediate
	Customer Orientation	Advanced	Advanced	Advanced	Intermediate	Intermediate
	Decision Making	Advanced	Advanced	Advanced	Intermediate	Intermediate
	Developing People	Advanced	Intermediate	Intermediate	Basic	Basic
	Digital Fluency	Advanced	Intermediate	Intermediate	Basic	Basic
	Problem Solving	Advanced	Advanced	Advanced	Intermediate	Intermediate
Self Management and Development	Advanced	Intermediate	Intermediate	Basic	Basic	

What do the different proficiency levels mean?

The proficiency levels within each TSC or CCS are arranged in a progressive manner, where each level requires a VMP to have attained the knowledge and abilities described in the previous proficiency levels.

For example, Volunteer Managers with 3 years and more of experience are expected to be performing at Level 4 proficiency for the TSC “Department Performance Management”. This means that the Volunteer Manager should already have the knowledge and abilities described in Level 3.



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4 Self-Assessment Tool



VMPs can use the digital [self-assessment tool](#) to identify their learning and development needs.

Using the tool, VMPs will be able to self-assess their proficiency levels across the required TSC and CCS for their roles. A report is generated at the end of the assessment, highlighting the TSC and CCS that VMPs should focus their learning and development on.

VMPs are highly encouraged to conduct the self-assessment on an annual basis, and to discuss the results with their supervisors to align on the areas to focus on.

**Learning & Development Roadmap
for Volunteer Management Practitioners**

Self-Assessment Tool

NCSS
National Council
of Social Service

Together, Because **SG Cares**

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 ThunderQuote

5 Learning and Development Course Listing

The listing consists of courses relevant to the TSC and CCS required of a VMP. A variety of courses is included to cater to VMPs of varying proficiency levels. They are offered by the Social Service Institute, Institutes of Higher Learning, private training providers and SSAs. The listing is not exhaustive and will be updated periodically.

Apart from attending courses, there are other learning and development interventions VMPs can consider to build up their knowledge and skills:

Internal or external coaching and mentoring programmes

Conferences, seminars, webinars or forums related to volunteer management

Communities of Practice or networking sessions related to volunteer management

Study trips related to volunteer management at other SSAs

Attachment and/ or project work with other SSAs

The course listing can be downloaded from this [link](#).



Please share with NCSS if there are other courses found to be relevant and useful to the skills enhancement of VMPs. [Contact details](#) are on page 41 in this publication.

Apart from the course listing, these overseas training websites contain many useful resources on volunteer management:

- [Energize](#)
- [Fleming College](#)
- [NonProfitReady.org](#)
- [Volunteer Management Group](#)
- [VolunteerMatch](#)
- [Volunteer Pro](#)
- [Volunteer Toronto](#)
- [Xperts Ltd](#)



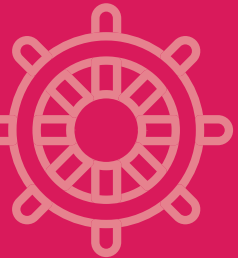
The Roadmap is especially helpful for VMPs who are new to the sector. As for the experienced ones, this would be a good time to refresh their knowledge and upskill themselves as part of their lifelong learning journey. We appreciate the NCSS VRO team's efforts in engaging many representatives from SSAs by gathering feedback, to develop a robust Roadmap which will benefit many in the sector.

Mr Victor Poh
Head, Volunteer Management
TOUCH Community Services

The Roadmap will greatly help the VMPs on the ground as well as those interested to move into the role or get into the social service sector. The Roadmap helps VMPs to identify the necessary skills, capabilities and competencies to adapt well and be successful in the role.


Mr July de Leon
Acting Head, Volunteer Management
Singapore Red Cross Society

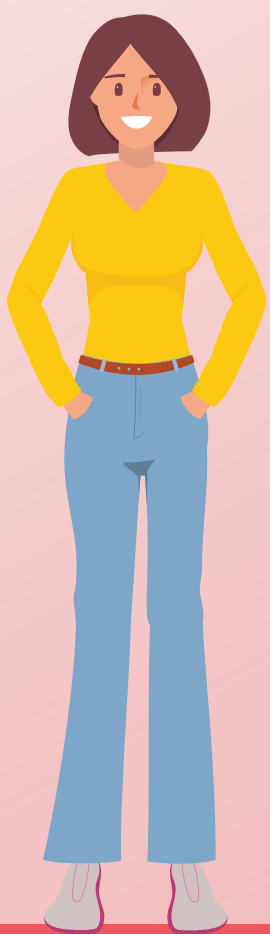




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 **In this section, 7 possible scenarios where VMPs can use this Roadmap are presented:**



Scenario 1:
New VMPs to know their roles and competencies



Scenario 2:
VMPs to identify their learning and development needs



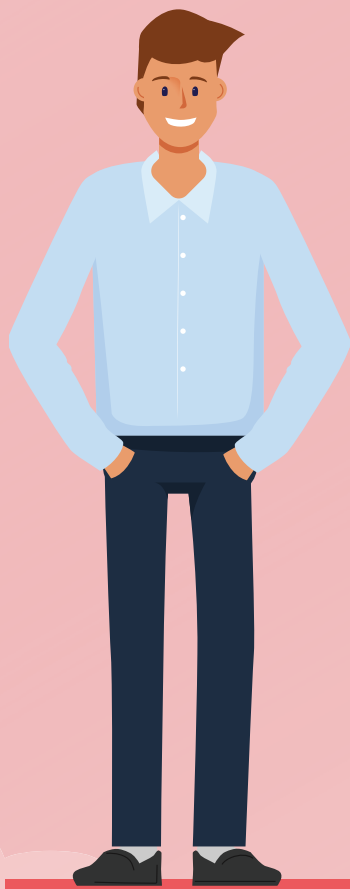
Scenario 3:
VMPs to better manage volunteers and volunteer programmes



Scenario 4:
VMPs to identify knowledge and abilities required to digitalise volunteer management



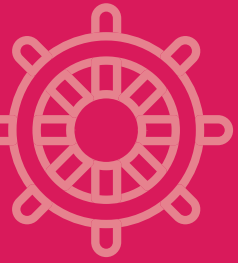
Scenario 5:
VMPs in a smaller SSA to start a volunteer management structure



Scenario 6:
HODs to support the professional development of VMPs

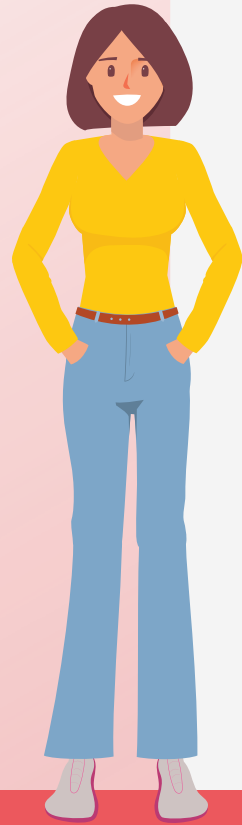


Scenario 7:
HODs to recruit VMPs



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Scenario 1: New VMPs to know their roles and competencies

Components to use from this Roadmap

- [Skills Maps for the respective VMP role](#)
- [Competency Documents](#)
- [Competency Model](#)
- [Self-Assessment Tool](#)
- [Learning and Development Course Listing](#)

Step 1

Understand your expected roles and responsibilities

- Refer to the [Volunteer Management Toolkit 2.0](#) to familiarise with volunteer management processes.
- Read the list of Critical Work Functions and Associated Key Tasks in the [Skills Maps](#) to understand what is expected of your role.
- Discuss with your supervisor the Associated Key Tasks that best suit the job scope and organisation's needs.

Step 2

Understand the Technical Skills and Competencies (TSC) and Critical Core Skills (CCS) and proficiency levels required

- Read the "Technical Skills and Competencies and Critical Core Skills" in the [Skills Maps](#) to understand the expected proficiency levels of TSC and CCS required to perform the Associated Key Tasks.
- Refer to the [Competency Documents](#) to gain a better understanding of the knowledge and abilities required at the expected proficiency levels of TSC and CCS.

Step 3

Prioritise the TSC and CCS to develop in

- Refer to the [Competency Model](#) to understand how the TSC and CCS are prioritised.
- Complete the [Self-Assessment Tool](#) to assess your current proficiency levels, and prioritise the competencies that are of no, limited or basic proficiency levels.

Step 4

Identify suitable learning interventions to develop the prioritised competencies

- Refer to the [Learning and Development Course Listing](#) and identify the courses relevant to the TSC and CCS prioritised in Step 3.
- Align with your supervisor on other learning interventions such as coaching or mentoring, study trips to other SSAs, and networking with fellow VMPs.

Step 1

Understand the Technical Skills and Competencies (TSC) and Critical Core Skills (CCS) required

- Refer to the [Skills Maps](#) to identify the Critical Work Functions and Associated Key Tasks expected of your role.
- Read the "Technical Skills and Competencies and Critical Core Skills" in the [Skills Maps](#) to understand the expected proficiency levels of TSC and CCS required to perform the Associated Key Tasks.
- Refer to the [Competency Documents](#) to gain a better understanding of the knowledge and abilities required at the expected proficiency levels of TSC and CCS.

Step 2

Prioritise the TSC and CCS to develop in

- Refer to the [Competency Model](#) to understand how the TSC and CCS are prioritised.
- Complete the [Self-Assessment Tool](#) to assess your current proficiency levels of the required TSC and CCS.
- Read the generated report to understand which competencies are of no, limited or basic proficiency levels.
- Prioritise and plan to address these competency gaps.

Step 3

Identify suitable learning interventions to develop the prioritised competencies

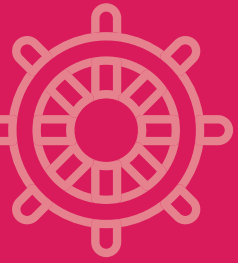
- Refer to the [Learning and Development Course Listing](#) and identify the courses relevant to the TSC and CCS prioritised in Step 2.
- Align with your supervisor on other learning interventions such as coaching or mentoring, study trips to other SSAs, and networking with fellow VMPs.



Scenario 2: VMPs to identify their learning and development needs

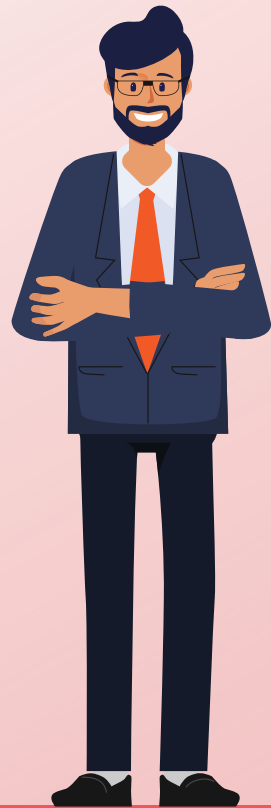
Components to use from this Roadmap

- [Skills Maps for the respective VMP role](#)
- [Competency Documents](#)
- [Competency Model](#)
- [Self-Assessment Tool](#)
- [Learning and Development Course Listing](#)



How to use this Roadmap?

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Scenario 3:
VMPs to better manage volunteers and volunteer programmes

- Components to use from this Roadmap**
- [Competency Documents](#)
 - [Competency Model](#)

Step 1

Identify Technical Skills and Competencies (TSC) and Critical Core Skills (CCS) required for managing volunteers and volunteer programmes

- Refer to the [Competency Model](#) to identify the 4 TSC listed as First Priority in the domain “Managing Volunteers and Programmes”, namely: Volunteer Recruitment, Volunteer Learning and Development, Volunteer Retention and Engagement, Volunteer Programme Management and Evaluation.

Step 2

Understand the knowledge and abilities required to perform the 4 TSC from Step 1

- Read the [Competency Documents](#) for the 4 TSC identified in Step 1 to understand the knowledge and abilities required to manage volunteers and volunteer programmes, for the specific VMP role.

Note: For VMPs who wish to self-assess their proficiency levels for these competencies and further develop in them, refer to [Scenario 2](#).

Step 1

Identify Technical Skills and Competencies (TSC) and Critical Core Skills (CCS) required for the digitalisation of volunteer management

- Refer to the [Competency Model](#) to identify the TSC and CCS related to the digitalisation of volunteer management, namely: Volunteer Data Management and Digital Fluency.

Step 2

Understand the knowledge and abilities required to perform the TSC and CCS from Step 1

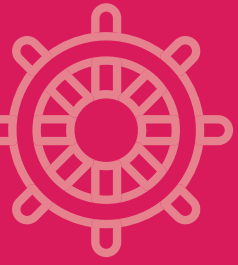
- Read the [Competency Documents](#) for the TSC and CCS identified in Step 1 to understand the knowledge and abilities required to keep up with the digitalisation of volunteer management.

Note: For VMPs who wish to self-assess their proficiency levels for these competencies and further develop in them, refer to [Scenario 2](#).



Scenario 4:
VMPs to identify knowledge and abilities required to digitalise volunteer management

- Components to use from this Roadmap**
- [Competency Documents](#)
 - [Competency Model](#)



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Scenario 5:
VMPs in a smaller SSA to start a volunteer management structure

- Components to use from this Roadmap**
- [Skills Maps for the respective VMP role](#)
 - [Competency Documents](#)
 - [Competency Model](#)
 - [Self-Assessment Tool](#)
 - [Learning and Development Course Listing](#)

Step 1

Determine your organisation’s objectives for Volunteer Management

- Access the [NCCSS Volunteer Management Toolkit 2.0](#).
- Refer to the chapter “Getting your agency volunteer-ready” for guides on establishing your organisation’s objectives for volunteer management.

Step 2

Identify which Critical Work Functions and Associated Key Tasks are crucial for your organisation

- Read the list of Critical Work Functions and Associated Key Tasks in the [Skills Maps](#) of VMP roles present in your organisation.
- Prioritise the Critical Work Functions and Associated Key Tasks based on your organisation’s needs and objectives for volunteer management.

Step 3

Understand the Technical Skills and Competencies (TSC) and Critical Core Skills (CCS) and proficiency levels required

- Read the “Technical Skills and Competencies and Critical Core Skills” in the [Skills Maps](#) to understand the expected proficiency levels of TSC and CCS required to perform the Associated Key Tasks.
- Refer to the [Competency Documents](#) to gain a better understanding of the knowledge and abilities required at the expected proficiency levels of TSC and CCS.

Step 4

Prioritise the TSC and CCS to develop in

- Refer to the [Competency Model](#) to understand how the TSC and CCS are prioritised.
- Complete the [Self-Assessment Tool](#) to assess current proficiency levels, and prioritise the competencies that are of no, limited or basic proficiency levels.

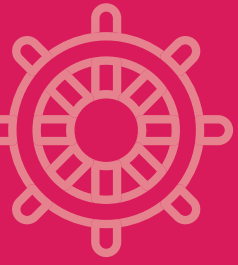
Step 5

Identify suitable learning interventions to develop the prioritised competencies

- Refer to the [Learning and Development Course Listing](#) and identify the courses relevant to the TSC and CCS prioritised in Step 4.
- Explore other learning interventions such as coaching or mentoring, study trips to other SSAs, and networking with fellow VMPs.

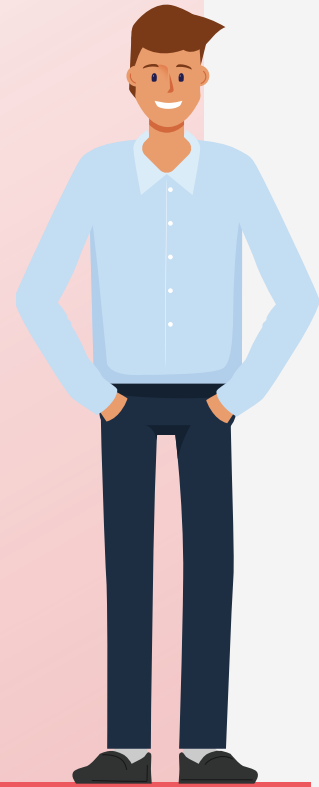


The steps in this scenario are meant to be a general guide on how VMPs in smaller SSAs can use this Roadmap to start a volunteer management structure. However, the steps should be further adapted and customised to each SSA’s organisational needs, size and volunteer management maturity.



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Step 1

Get the buy-in of key stakeholders to implement the Roadmap

- Work with your HR team or senior management to integrate this Roadmap into the organisation's existing performance evaluation system.
- Have an open conversation with your existing volunteer management team on how this Roadmap will be used for their professional development. Explain how this will guide them to identify and prioritise their competency gaps, as well as better support their development needs.
- Introduce this Roadmap to new VMP hires at the onboarding stage.

Step 2

Encourage the VMPs to self-assess their proficiency levels

- Ask the VMPs to complete the [Self-Assessment Tool](#) to assess their current proficiency levels and identify competency gaps, on an annual basis.

Step 3

Support the VMPs' learning and development needs

- Have one-on-one check-ins with the VMPs and go through the Self-Assessment Tool report together.
- Support the VMPs in prioritising the competencies to work on, especially those that are of no, limited or basic proficiency levels.
- Ask them to refer to the [Skills Maps](#) and [Competency Documents](#) to have a better understanding of their expected roles and responsibilities, as well as knowledge and abilities required to perform the prioritised competencies.
- Advise them on the [courses](#) they could consider to attend to develop the prioritised competencies.
- Suggest other learning interventions such as coaching or mentoring, study trips to other SSAs, and networking with fellow VMPs, where applicable.

Scenario 6:
HODs to support the professional development of VMPs

Components to use from this Roadmap

- [Self-Assessment Tool](#)
- [Skills Maps for the respective VMP role](#)
- [Competency Documents](#)
- [Learning and Development Course Listing](#)



Step 1

Develop the job description for the recruitment listing

- Refer to the list of Critical Work Functions and Associated Key Tasks in the [Skills Map](#) for the respective VMP role to be recruited.
- Include the relevant Critical Work Functions and Associated Key Tasks in the job description, based on your organisation's needs.

Step 2

Study the competencies required

- Review the [Skills Map](#) to understand the expected proficiency levels of the TSC and CCS required for the selected Critical Work Functions and Associated Key Tasks.
- Review the [Competency Documents](#) of the required TSC and CCS to understand the knowledge and abilities required for the role.

Step 3

Formulate the interview questions

- Using the information from Step 2, develop interview questions that will assess the applicants' existing proficiency levels of the required competencies.

Scenario 7:
HODs to recruit VMPs

Components to use from this Roadmap

- [Skills Maps for the respective VMP role](#)
- [Competency Documents](#)

The L&D Roadmap sets out a clear career pathway and shows the transferable skills, which can be inspiring and encouraging for VMPs.

Mr Lee Seng Meng
Executive Director
SHINE Children and Youth Services

The L&D Roadmap serves as a useful guide for SSAs (supervisors/ HR) to plan and conduct learning and development conversations with VMPs.

Ms Tuminah Sapawi
Chief Executive Officer
Persatuan Pemuda Islam Singapura (PPIS)



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We thank the following organisations for their contribution to the development of this Roadmap during the sectoral engagement:

Social Service Agencies

1. AMKFSC Community Services Ltd
2. Assisi Hospice
3. AWWA Ltd
4. Care Corner Singapore Ltd
5. Dementia Singapore
6. Epworth Community Services
7. Filos Community Services Ltd
8. Lakeside Family Services
9. Lions Befrienders Service Association (Singapore)
10. Loving Heart Multi-Service Centre
11. Movement for the Intellectually Disabled of Singapore (MINDS)
12. New Hope Community Services
13. Persatuan Pemudi Islam Singapura (PPIS)
14. Rainbow Centre, Singapore
15. RSVP Singapore The Organisation of Senior Volunteers
16. Samaritans of Singapore
17. SHINE Children and Youth Services
18. Singapore Cancer Society
19. Singapore Red Cross Society
20. SPD
21. Thye Hua Kwan Moral Charities Limited
22. TOUCH Community Services
23. Trybe Limited
24. Yayasan MENDAKI
25. Young Men's Christian Association Of Singapore

Other organisations

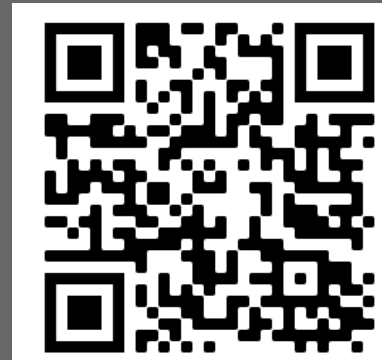
1. Ang Chin Moh Funeral Directors Pte Ltd
2. Changi Foundation
3. Cognizant
4. Credit Suisse
5. DBS Bank
6. Ministry of Manpower
7. Raffles Girls' Primary School
8. Shell Singapore



Contact Details of NCSS

Reach out to the NCSS Volunteer Resource Optimisation team at Volunteer_Resource@ncss.gov.sg for any help or clarifications regarding the Learning and Development Roadmap for Volunteer Management Practitioners.

You may also visit the Volunteer Resource Hub at this [link](#), or scan this QR code, to access more resources on volunteer management.





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Explanation of Critical Work Functions



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CRITICAL WORK FUNCTIONS	IMPORTANCE OF THE CRITICAL WORK FUNCTIONS
Leading a Volunteer Management Team	<p>Leading a volunteer management team well ensures volunteer management processes are adhered to, and VMPs are guided and developed to achieve excellent work performance.</p> <p>These are key steps to note:</p> <ul style="list-style-type: none"> • Lead staff in volunteer management work • Provide training and guidance to staff in volunteer management • Manage the performance of volunteer management staff in the agency • Assess and support the learning and development needs of volunteer management staff in the agency
Getting your Agency Volunteer-Ready	<p>Getting your agency volunteer-ready ensures volunteer partnerships are addressing the needs of your agency, and employees are aligned to the rationale behind volunteer partnerships.</p> <p>These are key steps to note:</p> <ul style="list-style-type: none"> • Develop a purpose for volunteer partnership • Set volunteer policies • Build a volunteer-friendly culture • Establish a volunteer management team • Plan volunteer management budget • Develop risk management practices • Understand Personal Data Protection Act (PDPA) compliance in volunteer management
Conducting Needs Assessment	<p>A detailed needs assessment is critical in ensuring volunteer partnerships support the advancement of your agency's mission and vision.</p> <p>These are key steps to note:</p> <ul style="list-style-type: none"> • Conduct needs analysis to identify areas to increase volunteer partnership • Develop a volunteer profile and position description • Identify potential risks when partnering with volunteers and risk mitigation strategies
Recruiting and Selecting Volunteers	<p>A robust recruitment and selection process is critical in engaging volunteers that fit the needs of your agency and having programmes that meet their interests.</p> <p>These are key steps to note:</p> <ul style="list-style-type: none"> • Identify sources of volunteers and how to attract them • Screen potential applicants • Maintain a volunteer database • Track and report volunteer metrics

CRITICAL WORK FUNCTIONS	IMPORTANCE OF THE CRITICAL WORK FUNCTIONS
Onboarding and Training Volunteers	<p>It is crucial to onboard and train volunteers to equip them sufficiently for volunteering activities.</p> <p>These are key steps to note:</p> <ul style="list-style-type: none"> • Develop appointment letters to formalise the agreement and set expectations • Conduct an orientation programme • Organise training for volunteers including information on e-learning available
Supporting and Recognising Volunteers	<p>To retain volunteers, it is critical to carry out activities that support and recognise them.</p> <p>These are key steps to note:</p> <ul style="list-style-type: none"> • Support volunteers by providing supervision, resources and managing complaints • Recognise volunteers • Develop volunteer leaders • Engage volunteers
Reviewing Volunteer Management	<p>To align with your agency's priorities and economic changes, volunteer management should be reviewed on a periodic basis.</p> <p>These are key steps to note:</p> <ul style="list-style-type: none"> • Plan for volunteer feedback • Manage volunteer exits • Review your agency's volunteer programme and track key metrics • Remove volunteers' personal data
Creating a Sustainable Volunteer Partnership	<p>Volunteer partnerships with Institutes of Higher Learning, corporates, community organisations, etc. will ensure a steady flow of volunteers for the agency.</p> <p>These are key steps to note:</p> <ul style="list-style-type: none"> • Assess if your agency is ready for volunteer partnership • Evaluate your volunteer partner • Sustain the partnership • Review the partnership



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2-1: Skills Map for Volunteer Executive

JOB ROLE	Volunteer Executive
DESCRIPTION OF JOB ROLE	<p>A volunteer executive works with volunteer managers and programme staff to develop, implement and evaluate volunteering-related initiatives, policies and tools. This includes</p> <ul style="list-style-type: none"> • Conducting needs analysis for volunteer programmes, implementing risk mitigation measures, volunteer management policies and processes • Coordinating recruitment activities for volunteers and matching them to appropriate programmes based on programme requirements and the interest of volunteers • Training volunteers and conducting volunteer recognition and engagement programmes • Collaborating with other social service agencies, community stakeholders and corporate partners for volunteer partnerships, as well as maintain networks with local community service and grassroots organisations.
CRITICAL WORK FUNCTIONS AND KEY TASKS	
Critical Work Function	Key Tasks
Getting Your Agency Volunteer-Ready	<ul style="list-style-type: none"> • Support in building a volunteer-friendly culture to create, manage and maintain a safe, supportive and inclusive environment for volunteering in the agency
Conducting Needs Assessment	<ul style="list-style-type: none"> • Support in the development of volunteer programmes based on needs analysis • Support volunteer job design and / or redesign
	<ul style="list-style-type: none"> • Support in development of volunteer profile and job position description
	<ul style="list-style-type: none"> • Support in the formulation of volunteering opportunities based on volunteer job
	<ul style="list-style-type: none"> • Support in the implementation of risk assessment and mitigation strategy on volunteer involvement
Recruiting and Selecting Volunteers	<ul style="list-style-type: none"> • Support in the development, implementation and evaluation of strategies, procedures and resources to recruit volunteer
	<ul style="list-style-type: none"> • Support in the identification of appropriate sources of volunteers to meet recruitment goals and objectives
	<ul style="list-style-type: none"> • Support in the publicity and profile your agency to attract suitable volunteers
	<ul style="list-style-type: none"> • Support in attending to enquiries from public or stakeholders related to volunteer recruitment
	<ul style="list-style-type: none"> • Assist in the design, implementation and evaluation of procedures and tools to select and screen your applicants
	<ul style="list-style-type: none"> • Assist in the design, implementation and evaluation of strategies, procedures and tools for collection, maintenance, analysis and removal of volunteer data
	<ul style="list-style-type: none"> • Support in the collection, maintenance, analysis and removal of volunteer data comply with existing regulation such as PDPA and organisational guidelines • Assist in the maintenance of the digitalised volunteer management system

Recruiting and Selecting Volunteers	<ul style="list-style-type: none"> • Support in the tracking and reporting volunteer recruitment efforts
	<ul style="list-style-type: none"> • Support in the design, implementation and evaluation of matching process of volunteers to suitable volunteering opportunities
	<ul style="list-style-type: none"> • Support in the identification of appropriate external volunteering opportunities if the volunteers cannot be matched with internally
Onboarding and Training Volunteers	<ul style="list-style-type: none"> • Support in implementing volunteer appointment procedures
	<ul style="list-style-type: none"> • Support in the design, implementation and evaluation of orientation programme for volunteers
	<ul style="list-style-type: none"> • Support in the co-design, implementation and evaluation of learning programme for volunteers
	<ul style="list-style-type: none"> • Support in the design, implementation and evaluation of role-specific training programme for volunteers
Supporting and Recognising Volunteers	<ul style="list-style-type: none"> • Support in the design, implementation and evaluation of rostering and deployment procedures of volunteers
	<ul style="list-style-type: none"> • Support in the formulation, implementation and evaluation process to guide and support volunteers after placement
	<ul style="list-style-type: none"> • Support in the design, implementation and evaluation of strategies, procedures and tools to support volunteer development
	<ul style="list-style-type: none"> • Support in the design, implementation and evaluation of strategies, procedures and tools to support volunteer leadership development
	<ul style="list-style-type: none"> • Support in the design, implementation and evaluation of strategies, processes and resources to recognise volunteers
	<ul style="list-style-type: none"> • Assist in the management and resolution of volunteer complaints and conflict • Assist in the collection and analysis of volunteer data to support, engage and develop volunteers
Reviewing Volunteer Management	<ul style="list-style-type: none"> • Support in the development, conduct and evaluation of volunteer feedback initiatives on a regular basis
	<ul style="list-style-type: none"> • Support in the design, implementation and evaluation of procedures and tools to monitor and evaluate volunteers' performance
	<ul style="list-style-type: none"> • Support in the design, implementation and evaluation of strategies and tools to engage volunteers
	<ul style="list-style-type: none"> • Support in the design, implementation and evaluation of procedures and tools for volunteers exiting the agency
	<ul style="list-style-type: none"> • Support in the development, execution and evaluation of protocol and procedures for dismissal of volunteers
	<ul style="list-style-type: none"> • Support in the development, implementation and evaluation of strategies, tools and resources to review and evaluate volunteer programme
	<ul style="list-style-type: none"> • Assist in the evaluation and enhancement of volunteer management policies



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2-1: Skills Map for Volunteer Executive

Creating A Sustainable Volunteer Partnership	<ul style="list-style-type: none"> Support in the identification and assessment of suitable volunteer partners Support in the developing, implementing, sustaining and reviewing volunteer partnerships Support coordination between internal and external stakeholders for volunteer partnerships Support training and guidance to internal and external stakeholders on volunteer programmes 	
TECHNICAL SKILLS AND COMPETENCIES AND CRITICAL CORE SKILLS		
Category	Technical Skills and Competencies <i>(TSC are divided into 1st and 2nd priorities to help SSAs and VMPs identify and prioritise competencies to develop. * refers to 1st priority)</i>	Required Proficiency Level <i>(Please refer to Appendix 4-2 for full descriptions of the Knowledge and Abilities required for these Technical Skills and Competencies)</i>
Leadership and Strategy	Ethics, Values and Legislation*	Proficiency Level: 2
	Trends Evaluation and Application*	Proficiency Level: 2
	Collaborative Practice across Disciplines and Sectors	Proficiency Level: 2
	Social Sector Policy Influence	Proficiency Level: 3
	Strategy Planning and Implementation	Proficiency Level: 3
Managing Volunteers and Programmes	Volunteer Programme Management and Evaluation*	Proficiency Level: 2
	Volunteer Recruitment*	Proficiency Level: 2
	Volunteer Retention and Engagement*	Proficiency Level: 2
	Volunteer Learning and Development*	Proficiency Level: 2
	Diversity Awareness and Management	Proficiency Level: 2
	Stakeholder Engagement and Management	Proficiency Level: 2
	Volunteer Data Management	Proficiency Level: 2

Category	Critical Core Skills	Required Proficiency Level <i>(Please refer to Appendix 4-3 for full descriptions of the Knowledge and Abilities required for these Critical Core Skills)</i>
Managing Self	Adaptability	Proficiency Level: Basic
	Collaboration	Proficiency Level: Intermediate
	Communication	Proficiency Level: Intermediate
	Customer Orientation	Proficiency Level: Intermediate
	Decision Making	Proficiency Level: Intermediate
	Developing People	Proficiency Level: Basic
	Digital Fluency	Proficiency Level: Basic
	Problem Solving	Proficiency Level: Intermediate
	Self-Management and Development	Proficiency Level: Basic
RELEVANT COURSES FOR LEARNING AND DEVELOPMENT		
Please download the course listing from this link .		



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2-2: Skills Map for Volunteer Manager

JOB ROLE	Volunteer Manager
DESCRIPTION OF JOB ROLE	<p>A volunteer manager primarily drives the volunteer management lifecycle of the agency, which includes</p> <ul style="list-style-type: none"> • Projecting the agency’s requirements for volunteers • Developing a recruitment strategy for volunteers and a reactivation strategy for passive volunteers • Identifying opportunities for collaborations with social service agencies, community stakeholders, corporate partners • Evaluating volunteer management policies and processes and leading their implementation • Evaluating volunteer management practices and the effectiveness of volunteer partnerships • Developing risk mitigation measures for volunteer programmes • Developing volunteer training, volunteer recognition and engagement programmes
CRITICAL WORK FUNCTIONS AND KEY TASKS	
Critical Work Function	Key Tasks
Getting Your Agency Volunteer-Ready	• Develop a volunteer vision statement and strategy
	• Set up a volunteer management team
	• Develop volunteer management policies
	• Build a volunteer-friendly culture to create, manage and maintain a safe, supportive and inclusive environment for volunteering in the agency
	• Monitor the use of dedicated resources to support volunteer programmes
	• Create and maintain knowledge management systems to ensure smooth transitions during staff movements
	• Support in identifying suitable funding sources to support volunteer programme
Conducting Needs Assessment	• Develop, implement and evaluate strategies to plan for the current, emerging and future needs of volunteers
	• Conduct needs analysis of your agency’s current and future needs for volunteers
	• Develop volunteer programmes based on needs analysis
	• Conduct volunteer job design and / or redesign
	• Develop volunteer profile and job position description
	• Formulate volunteering opportunities based on volunteer job
	• Conduct risk assessment and mitigation strategy on volunteer involvement

Recruiting and Selecting Volunteers	• Develop, implement and evaluate strategies, procedures and resources to recruit volunteer
	• Identify appropriate sources of volunteers to meet recruitment goals and objectives
	• Set recruitment goals and objectives
	• Carry out publicity and profile your agency to attract suitable volunteers
	• Respond to enquiries from public or stakeholders related to volunteer recruitment
	• Design, implement and evaluate procedures and tools to select and screen your applicants
	• Develop, carry out and evaluate strategies, procedures and tools for collection, maintenance, analysis and removal of volunteer data
	• Ensure the collection, maintenance, analysis and removal of volunteer data comply with existing regulation such as PDPA and organisational guidelines
	• Source, secure, maintain and enhance the digitalised volunteer management system
	• Track and report volunteer recruitment efforts
Onboarding and Training Volunteers	• Design, conduct and evaluate matching process of volunteers to suitable volunteering opportunities
	• Identify appropriate external volunteering opportunities if the volunteers cannot be matched with internally
	• Conduct volunteer appointment procedures
	• Design, implement and evaluate orientation programme for volunteers
Supporting and Recognising Volunteers	• Co-design, implement and evaluate learning programme for volunteers
	• Design, implement and evaluate role-specific training programme for volunteers
	• Develop, implement and evaluate rostering and deployment procedures of volunteers
	• Formulate, implement and evaluate process to support volunteers after placement
	• Develop, implement and evaluate strategies, procedures and tools to support volunteer development
	• Design, implement and evaluate strategies, procedures and tools to support volunteer leadership development
	• Develop, implement and evaluate strategies, processes and resources to recognise volunteers
• Manage and resolve volunteer complaints and conflict	
• Collect and analyse volunteer data to support, engage and develop volunteers	

Appendix 2: Skills Maps for VMP roles



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2-2: Skills Map for Volunteer Manager

Reviewing Volunteer Management	• Develop, conduct and evaluate volunteer feedback initiatives regularly
	• Formulate, implement and evaluate strategies, procedures and resources to carry out remedial actions on volunteers
	• Develop, implement and evaluate procedures and tools to monitor and evaluate volunteers' performance
	• Design, implement and evaluate strategies and tools to engage volunteers
	• Design, implement and evaluate the procedures and tools for volunteers exiting the agency
	• Develop, execute and evaluate protocol and procedures for dismissal of volunteers
	• Develop, implement and evaluate strategies, tools and resources to review and evaluate volunteer programme
	• Conduct evaluation and enhancement of volunteer management policies
Creating a Sustainable Volunteer Partnership	• Develop engagement and management strategy for volunteer partnership
	• Identify and assess suitable volunteer partners
	• Develop, implement, sustain and review volunteer partnerships
	• Conduct coordination between internal and external stakeholders for volunteer partnerships
	• Provide training and guidance to internal and external stakeholders on volunteer programmes
Leading a Volunteer Management team	• Support training and guidance to staff in volunteer management
	• Support the learning and development needs of volunteer management staff in the agency

TECHNICAL SKILLS AND COMPETENCIES AND CRITICAL CORE SKILLS

Category	Technical Skills and Competencies <i>(TSC are divided into 1st and 2nd priorities to help SSAs and VMPs identify and prioritise competencies to develop. * refers to 1st priority)</i>	Required Proficiency Level for Volunteer Managers with less than 3 years of experience <i>(Please refer to Appendix 4-2 for full descriptions of the Knowledge and Abilities required for these Technical Skills and Competencies)</i>	Required Proficiency Level for Volunteer Managers with 3 years and more of experience <i>(Please refer to Appendix 4-2 for full descriptions of the Knowledge and Abilities required for these Technical Skills and Competencies)</i>
Leadership and Strategy	Department Performance Management*	Proficiency Level: 3	Proficiency Level: 4
	Ethics, Values and Legislation*	Proficiency Level: 3	Proficiency Level: 4
	Trends Evaluation and Application*	Proficiency Level: 3	Proficiency Level: 4

	Collaborative Practice across Disciplines and Sectors	Proficiency Level: 3	Proficiency Level: 4
	Social Sector Policy Influence	Proficiency Level: 3	Proficiency Level: 4
	Strategy Planning and Implementation	Proficiency Level: 3	Proficiency Level: 4
Managing Volunteers and Programmes	Volunteer Programme Management and Evaluation*	Proficiency Level: 3	Proficiency Level: 4
	Volunteer Recruitment*	Proficiency Level: 3	Proficiency Level: 4
	Volunteer Retention and Engagement*	Proficiency Level: 3	Proficiency Level: 4
	Volunteer Learning and Development*	Proficiency Level: 3	Proficiency Level: 4
	Diversity Awareness and Management	Proficiency Level: 3	Proficiency Level: 4
	Stakeholder Engagement and Management	Proficiency Level: 3	Proficiency Level: 4
	Volunteer Data Management	Proficiency Level: 3	Proficiency Level: 4

Note: Depending on the organisation's structure and needs, a Volunteer Manager may be expected to perform at the proficiency levels 3 and 4.

Category	Critical Core Skills	Required Proficiency Level for Volunteer Managers with less than 3 years of experience <i>(Please refer to Appendix 4-3 for full descriptions of the Knowledge and Abilities required for these Critical Core Skills)</i>	Required Proficiency Level for Volunteer Managers with 3 years and more of experience <i>(Please refer to Appendix 4-3 for full descriptions of the Knowledge and Abilities required for these Critical Core Skills)</i>
Managing Self	Adaptability	Proficiency Level: Intermediate	Proficiency Level: Intermediate
	Collaboration	Proficiency Level: Advanced	Proficiency Level: Advanced
	Communication	Proficiency Level: Advanced	Proficiency Level: Advanced
	Customer Orientation	Proficiency Level: Advanced	Proficiency Level: Advanced

Appendix 2: Skills Maps for VMP roles



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2-2: Skills Map for Volunteer Manager

Managing Self	Decision Making	Proficiency Level: Advanced	Proficiency Level: Advanced
	Developing People	Proficiency Level: Intermediate	Proficiency Level: Intermediate
	Digital Fluency	Proficiency Level: Intermediate	Proficiency Level: Intermediate
	Problem Solving	Proficiency Level: Advanced	Proficiency Level: Advanced
	Self-Management and Development	Proficiency Level: Intermediate	Proficiency Level: Intermediate
RELEVANT COURSES FOR LEARNING AND DEVELOPMENT			
Please download the course listing from this link .			

2-3: Skills Map for Head of Department

JOB ROLE	Head of Department
DESCRIPTION OF JOB ROLE	<p>A head of department leads the agency's volunteer management team and spearheads the development of volunteer management strategies, policies, initiatives and tools. This includes</p> <ul style="list-style-type: none"> • Projecting and planning for organisational needs for volunteers • Leading in the development of suitable volunteer programmes based on needs analysis, best practices and emerging trends • Developing and allocating resources for volunteer programmes • Leading the development, implementation and evaluation of key volunteer management activities- recruitment, matching, training and volunteer retention • Leading in the identification, engagement and management of volunteer partnerships with social service agencies, community stakeholders, corporate partners and agencies <p>Internally, a head of department conducts performance management, as well as assesses and supports staff's learning and development needs.</p>
CRITICAL WORK FUNCTIONS AND KEY TASKS	
Critical Work Function	Key Tasks
Getting Your Agency Volunteer-Ready	• Lead in developing a volunteer vision statement and strategy
	• Lead in setting up a volunteer management team
	• Lead in developing volunteer management policies
	• Lead in building a volunteer-friendly culture to create, manage and maintain a safe, supportive and inclusive environment for volunteering in the agency
	• Develop and allocate and monitor the use of dedicated resources to support volunteer programmes
	• Identify suitable funding sources to support volunteer programme
Conducting Needs Assessment	• Direct the development, implementation and evaluation of strategies to plan for the current, emerging and future needs of volunteers
	• Lead in conducting needs analysis of your agency's current and future needs for volunteers
	• Lead in development of volunteer programmes based on needs analysis
Recruiting and Selecting Volunteers	• Lead in conducting risk assessment and mitigation strategy on volunteer involvement
	• Lead in the development, implementation and evaluation of strategies, procedures and resources to recruit volunteer
	• Lead in the identification of appropriate sources of volunteers to meet recruitment goals and objectives
	• Lead in the design, implementation and evaluation of procedures and tools to select and screen your applicants



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2-3: Skills Map for Head of Department

Recruiting and Selecting Volunteers	• Lead in the design, implementation and evaluation of strategies, procedures and tools for collection, maintenance, analysis and removal of volunteer data
	• Lead the collection, maintenance, analysis and removal of volunteer data comply with existing regulation such as PDPA and organisational guidelines
	• Lead in the design, implementation and evaluation of matching process of volunteers to suitable volunteering opportunities
Onboarding and Training Volunteers	• Lead in the design, implementation and evaluation of orientation programme for volunteers
	• Lead in the co-design, implementation and evaluation of learning programme for volunteers
	• Lead in the design, implementation and evaluation of role-specific training programme for volunteers
Supporting and Recognising Volunteers	• Lead in the design, implementation and evaluation of strategies, procedures and tools to support volunteer development
	• Lead in the design, implementation and evaluation of strategies, procedures and tools to support volunteer leadership development
	• Lead in the design, implementation and evaluation of strategies, processes and resources to recognise volunteers
Reviewing Volunteer Management	• Lead in the development, conduct and evaluation of volunteer feedback initiatives on a regular basis
	• Lead in the formulation, implementation and evaluation of strategies, procedures and resources to carry out remedial actions on volunteers
	• Lead in the design, implementation and evaluation of procedures and tools to monitor and evaluate volunteers' performance
	• Lead in the design, implementation and evaluation of strategies and tools to engage volunteers
	• Lead in the development, execution and evaluation of protocol and procedures for dismissal of volunteers
	• Lead in the development, implementation and evaluation of strategies, tools and resources to review and evaluate volunteer programme
	• Lead evaluation and enhancement of volunteer management policies
Creating a Sustainable Volunteer Partnership	• Lead engagement and management strategy for volunteer partnership
	• Lead in the identification and assessment of suitable volunteer partners
	• Lead in the developing, implementing, sustaining and reviewing volunteer partnerships
	• Lead coordination between internal and external stakeholders for volunteer partnerships
	• Direct training and guidance to internal and external stakeholders on volunteer programmes

Leading a Volunteer Management team	• Lead staff in volunteer management work	
	• Provide training and guidance to staff in volunteer management	
	• Manage the performance of volunteer management staff in the agency	
	• Assess and support the learning and development needs of volunteer management staff in the agency	
TECHNICAL SKILLS AND COMPETENCIES AND CRITICAL CORE SKILLS		
Category	Technical Skills and Competencies <i>(TSC are divided into 1st and 2nd priorities to help SSAs and VMPs identify and prioritise competencies to develop. * refers to 1st priority)</i>	Required Proficiency Level <i>(Please refer to Appendix 4-2 for full descriptions of the Knowledge and Abilities required for these Technical Skills and Competencies)</i>
Leadership and Strategy	Department Performance Management*	Proficiency Level: 5
	Ethics, Values and Legislation*	Proficiency Level: 5
	Trends Evaluation and Application*	Proficiency Level: 5
	Collaborative Practice across Disciplines and Sectors	Proficiency Level: 5
	Social Sector Policy Influence	Proficiency Level: 5
Managing Volunteers and Programmes	Strategy Planning and Implementation	Proficiency Level: 5
	Volunteer Programme Management and Evaluation*	Proficiency Level: 5
	Volunteer Recruitment*	Proficiency Level: 5
	Volunteer Retention and Engagement*	Proficiency Level: 5
	Volunteer Learning and Development*	Proficiency Level: 5
	Diversity Awareness and Management	Proficiency Level: 5
	Stakeholder Engagement and Management	Proficiency Level: 5
	Volunteer Data Management	Proficiency Level: 5

Appendix 2: Skills Maps for VMP roles



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2-3: Skills Map for Head of Department

Category	Critical Core Skills	Required Proficiency Level <i>(Please refer to Appendix 4-3 for full descriptions of the Knowledge and Abilities required for these Critical Core Skills)</i>
Managing Self	Adaptability	Proficiency Level: Advanced
	Collaboration	Proficiency Level: Advanced
	Communication	Proficiency Level: Advanced
	Customer Orientation	Proficiency Level: Advanced
	Decision Making	Proficiency Level: Advanced
	Developing People	Proficiency Level: Advanced
	Digital Fluency	Proficiency Level: Advanced
	Problem Solving	Proficiency Level: Advanced
	Self-Management and Development	Proficiency Level: Advanced
RELEVANT COURSES FOR LEARNING AND DEVELOPMENT		
Please download the course listing from this link .		

2-4: Skills Map for Programme Staff

JOB ROLE	Programme Staff <i>(Refers to programme managers, programme executives, social workers, social work associates, social work assistants, youth workers, or other staff who work with and manage volunteers regularly)</i>
DESCRIPTION OF JOB ROLE	<p>A programme staff plays a key role in supporting volunteer management, ensuring that volunteer programmes are designed to address the needs of clients. This includes</p> <ul style="list-style-type: none"> Developing volunteer profiles and volunteering opportunities according to the organisation's volunteer programmes Supporting the implementation of risk mitigation measures for volunteer involvement Supporting volunteer recruitment and matching them to the appropriate programmes according to clients needs and volunteers' interests Supporting volunteer training programmes and volunteer retention activities Working with volunteer managers to support the development, implementation and evaluation of volunteer management initiatives, policies and tools. Playing a supporting role in sustaining volunteer partnerships with social service agencies, community stakeholders, corporate partners and agencies for volunteer partnerships to enhance volunteer programmes.
CRITICAL WORK FUNCTIONS AND KEY TASKS	
Critical Work Function	Key Tasks
Conducting Needs Assessment	<ul style="list-style-type: none"> Support in the development of volunteer programmes based on needs analysis Support volunteer job design and / or redesign Support in development of volunteer profile and job position description Support in the formulation of volunteering opportunities based on volunteer job
	<ul style="list-style-type: none"> Support in the implementation of risk assessment and mitigation strategy on volunteer involvement
	<ul style="list-style-type: none"> Support in the development, implementation and evaluation of strategies, procedures and resources to recruit volunteer Assist in the design, implementation and evaluation of procedures and tools to select and screen your applicants
	<ul style="list-style-type: none"> Support in the design, implementation and evaluation of orientation programme for volunteers Support in the co-design, implementation and evaluation of learning programme for volunteers Support in the design, implementation and evaluation of role-specific training programme for volunteers



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2-4: Skills Map for Programme Staff

Supporting and Recognising Volunteers	• Support in the design, implementation and evaluation of rostering and deployment procedures of volunteers
	• Support in the formulation, implementation and evaluation process to guide and support volunteers after placement
	• Support in the design, implementation and evaluation of strategies, procedures and tools to support volunteer development
	• Support in the design, implementation and evaluation of strategies, procedures and tools to support volunteer leadership development
	• Support in the design, implementation and evaluation of strategies, processes and resources to recognise volunteers
	• Assist in the management and resolution of volunteer complaints and conflict
Reviewing Volunteer Management	• Support in the development, conduct and evaluation of volunteer feedback initiatives on a regular basis
	• Support in the design, implementation and evaluation of procedures and tools to monitor and evaluate volunteers' performance
	• Support in the design, implementation and evaluation of strategies and tools to engage volunteers
	• Support in the development, implementation and evaluation of strategies, tools and resources to review and evaluate volunteer programme
Creating a Sustainable Volunteer Partnership	• Assist in the evaluation and enhancement of volunteer management policies
	• Support in the developing, implementing, sustaining and reviewing volunteer partnerships
	• Support coordination between internal and external stakeholders for volunteer partnerships
	• Support training and guidance to internal and external stakeholders on volunteer programmes

TECHNICAL SKILLS AND COMPETENCIES AND CRITICAL CORE SKILLS

Category	Technical Skills and Competencies <i>(TSC are divided into 1st and 2nd priorities to help SSAs and VMPs identify and prioritise competencies to develop. * refers to 1st priority)</i>	Required Proficiency Level <i>(Please refer to Appendix 4-2 for full descriptions of the Knowledge and Abilities required for these Technical Skills and Competencies)</i>
Leadership and Strategy	Ethics, Values and Legislation*	Proficiency Level: 2
	Trends Evaluation and Application*	Proficiency Level: 2
	Collaborative Practice across Disciplines and Sectors	Proficiency Level: 2
	Social Sector Policy Influence	Proficiency Level: 3

Managing Volunteers and Programmes	Volunteer Programme Management and Evaluation*	Proficiency Level: 2
	Volunteer Recruitment*	Proficiency Level: 2
	Volunteer Retention and Engagement*	Proficiency Level: 2
	Volunteer Learning and Development*	Proficiency Level: 2
	Diversity Awareness and Management	Proficiency Level: 2
	Stakeholder Engagement and Management	Proficiency Level: 2
	Volunteer Data Management	Proficiency Level: 2
Category	Critical Core Skills	Required Proficiency Level <i>(Please refer to Appendix 4-3 for full descriptions of the Knowledge and Abilities required for these Critical Core Skills)</i>
Managing Self	Adaptability	Proficiency Level: Basic
	Collaboration	Proficiency Level: Intermediate
	Communication	Proficiency Level: Intermediate
	Customer Orientation	Proficiency Level: Intermediate
	Decision Making	Proficiency Level: Intermediate
	Developing People	Proficiency Level: Basic
	Digital Fluency	Proficiency Level: Basic
	Problem Solving	Proficiency Level: Intermediate
	Self-Management and Development	Proficiency Level: Basic

RELEVANT COURSES FOR LEARNING AND DEVELOPMENT

Please download the [course listing from this link](#).

Appendix 3: Description of Competencies



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COMPETENCY CATEGORY	NAME OF COMPETENCY	DESCRIPTION OF COMPETENCY
Managing Self (9 Critical Core Skills)	Adaptability	Exercise flexibility in behaviours or approaches to respond to changes and evolving contexts
	Collaboration	Manage relationships and work collaboratively and effectively with others to achieve goals
	Communication	Convey and exchange thoughts, ideas and information effectively through various mediums and approaches
	Customer Orientation	Identify the needs of customers, both internal and external, to deliver an effective customer experience
	Decision Making	Choose a course of action from several alternatives developed through a structured process in order to achieve intended goals
	Developing People	Empower others to learn and develop their capabilities to enhance their performance and achieve personal or professional goals
	Digital Fluency	Leverage digital technology tools, systems, and software across work processes and activities to solve problems, drive efficiency and facilitate information sharing
	Problem Solving	Generate effective and efficient solutions to solve problems and capitalise on new opportunities
	Self Management and Development	Take ownership of managing one's personal effectiveness, professional developmental needs, personal brand and holistic physical, mental, emotional and social well-being
Managing Volunteers and Programmes (7 Technical Skills and Competencies)	Diversity Awareness and Management	Apply awareness and sensitivity in working professionally with diverse individuals, groups and communities
	Stakeholder Engagement and Management	Plan and implement strategies to build and manage constructive and positive relationships with stakeholders
	Volunteer Data Management	Collect and manage data from volunteers and volunteer programmes, to facilitate volunteer management needs and organisational objectives
	Volunteer Programme Management and Evaluation	Manage and evaluate volunteer programmes, operations, logistics and management policies

COMPETENCY CATEGORY	NAME OF COMPETENCY	DESCRIPTION OF COMPETENCY
	Volunteer Recruitment	Conduct volunteer recruitment activities
	Volunteer Retention and Engagement	Conduct volunteer engagement and develop strategies to engage and retain volunteers
	Volunteer Learning and Development	Design, develop and implement learning and development programmes for volunteers to facilitate their growth and capability building, and to meet your organisation's operational needs
Leadership and Strategy (6 Technical Skills and Competencies)	Collaborative Practice across Disciplines and Sectors	Understand services, contributions and perspectives from other organisations, settings, disciplines and professionals, and apply integrated approaches to deliver interventions to clients
	Department Performance Management	Develop, implement and review department performance systems to meet strategic plans and objectives by establishing Key Performance Indicators (KPIs), tracking progress and addressing gaps
	Ethics, Values and Legislation	Apply conduct, ethics, values and relevant legislation to uphold the integrity and reputation of the organisation and the profession
	Social Sector Policy Influence	Understand policies applicable in the social sector as well as the process of policy development, and influence their development and implementation
	Strategy Planning and Implementation	Analyse the environment to develop strategies, policies and their implementation plans that achieve organisational goals
	Trends Evaluation and Application	Keep abreast of current developments and trends, and apply domain knowledge to trends within the social sector

Appendix 4: Competency Documents



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4-1: How to read a Competency Document

Each competency document contains the following information:

1 Leadership and Strategy						
2 Strategy Planning and Implementation						
TSC Category	Analyse the environment and develop strategies, policies and their implementation plans that achieve organisational goals					
TSC	Strategy Planning and Implementation					
TSC Description	Analyse the environment and develop strategies, policies and their implementation plans that achieve organisational goals					
TSC Proficiency Description	Level 1	Level 2	3 Level 3	Level 4	Level 5	Level 6
			Volunteer Executive/ Volunteer Manager (Less than 3 years of experience)	Volunteer Manager (3 years and more of experience)	Head of Department	
			Identify and translate gaps in practice, service and processes into plans that support strategy planning and implementation	Develop and evaluate the strategies, policies and resource allocation plans for the department, ensuring that the plans are realistic	Drive the strategy planning and implementation for the department that anticipate future needs, risk and its critical impact	
Knowledge			<ul style="list-style-type: none"> Methods to identify organisational needs for volunteers Standard operating procedures (SOPs) of the organisation Operating environment analysis Internal and external risk events Budget allocation for volunteer programmes 	<ul style="list-style-type: none"> Trends and best practices in volunteer management Service impact of volunteer programmes on relevant social service stakeholders Resource management Risk management frameworks and methods Models and methods of developing budgets 	<ul style="list-style-type: none"> Operating model management Financial management Resource optimisation Methods of identifying factors that may impact financial plans or budgets Types of budget issues Processes in communicating budget plans and performance to relevant stakeholders for endorsement 	
Abilities			<ul style="list-style-type: none"> Articulate the importance of volunteers in the organisation's service delivery strategy Identify practice and service gaps in service delivery 	<ul style="list-style-type: none"> Develop a volunteer policy aligned with the overall strategic direction Identify new funding sources to support volunteer programmes Conduct needs assessment for stakeholders Draft standard operating procedures (SOPs) 	<ul style="list-style-type: none"> Foster a conducive environment for promoting volunteerism in the organisation Drive the department's strategic plans to consider various sector needs and trends, as well as their alignment to organisational strategy Formulate department strategies to appropriately anticipate internal factors and external risk and critical factors of the organisation 	

- 1 Category and Name of Competency
- 2 Description of Competency
- 3 Proficiency Level
- 4 VMP role mapped to Proficiency Level
- 5 Description of Proficiency Level
- 6 Competency Indicators for Knowledge and Abilities

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4-2: Technical Skills and Competencies

Leadership and Strategy

Collaborative Practices Across Disciplines and Sectors

TSC category	Leadership and Strategy					
TSC	Collaborative Practices Across Disciplines and Sectors					
TSC description	Understand services, contributions and perspectives from other organisations, settings, disciplines and professionals, and apply integrated approaches to deliver interventions to clients					
TSC proficiency description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
		Volunteer Executive/ Programme Staff	Volunteer Manager (Less than 3 years of experience)	Volunteer Manager (3 years and more of experience)	Head of Department	
		Participate in collaborative practices to provide integrated approaches in interventions to clients	Implement collaborative practices to provide integrated approaches in interventions to clients	Supervise collaborative practices for the team to provide integrated approaches in interventions to clients	Oversee collaborative practices in the organisation to provide integrated approaches in interventions to clients	
Knowledge		<ul style="list-style-type: none"> Techniques for working with other services, professionals and volunteers Types of collaborative practices Roles and functions of professionals and stakeholders Social service sector networks and forums Principles and applications of professional and ethical conduct Procedures to document and report workplace operations of collaborative teams 	<ul style="list-style-type: none"> Social service sector networking procedures Sources of current and relevant research, information and ideas from collaborative networks Techniques to document networking and resource sharing activities with collaborative networks Various styles and methods of communication Social service sector referral processes Methods for developing professional relationships with social service professionals Principles of collaborative practice Conflict resolution techniques 	<ul style="list-style-type: none"> Procedures and tools for collaborative team research projects in collaborative settings Techniques to develop processes and procedures to facilitate collaboration Goal setting techniques for collaborative teams Techniques to drive the multidisciplinary teams to work cooperatively to achieve goals Resource allocation for the multidisciplinary teams 	<ul style="list-style-type: none"> Techniques to review the roles and functions of teams Collaborative practices evaluation criteria and methods Overall functioning of the collaborative teams in the organisation Channels to propose changes to guidelines at the organisational level to facilitate collaboration Negotiation techniques 	

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4-2: Technical Skills and Competencies

Leadership and Strategy

Collaborative Practices Across Disciplines and Sectors

Abilities		<ul style="list-style-type: none"> • Liaise with other services and social service professionals • Contribute to the goals, objectives and activities of the collaborative teams or network • Recognise the different multidisciplinary roles of social service professionals • Implement common goals for the collaborative teams • Document and retain workplace operations of collaborative teams 	<ul style="list-style-type: none"> • Contribute in intra-case conferences as part of collaborative teams • Assess current and relevant research, information and ideas from collaborative teams or networks • Conduct referral processes • Develop professional relationships with multidisciplinary professionals • Establish common goals for multi-disciplinary teams • Contribute to social service sector forums • Establish positive working relationships with people in collaborative teams • Deal with disagreements and conflicts in professional relationships • Facilitate networking, cross-training and resource-sharing activities for collaborative teams • Facilitate information exchange within collaborative teams to deliver care or case plans 	<ul style="list-style-type: none"> • Engage in collaborative team research projects • Develop processes and procedures to operate as collaborative teams • Develop goals, objectives and expectations for collaborative teams • Collaborate with or lead collaborative team members to achieve common goals • Facilitate or lead collaborative teams in work practices • Allocate resources to facilitate team collaboration • Implement data collection procedures to obtain information relevant to the measuring of team effectiveness 	<ul style="list-style-type: none"> • Identify opportunities for collaborative practices • Establish evaluation criteria to measure the effectiveness of teams • Evaluate the effectiveness of the collaborative teams, networks or systems and make recommendations to improve team effectiveness • Implement organisational frameworks to support collaborative practices • Review and propose changes to guidelines at the organisational level to facilitate collaborative practices 	
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4-2: Technical Skills and Competencies

Leadership and Strategy

Department Performance Management

TSC Category	Leadership and Strategy					
TSC	Department Performance Management					
TSC Description	Develop, implement and review department performance systems to meet strategic plans and objectives by establishing Key Performance Indicators (KPIs), tracking progress and addressing gaps <i>We note that some Social Service Agencies might not have a Volunteer Management Team. Hence, depending on the agency's objectives and needs, relevant Knowledge and Abilities from this TSC could be adopted.</i>					
TSC Proficiency Description	Level 1	Level 2	Level 3 Volunteer Manager (Less than 3 years of experience)	Level 4 Volunteer Manager (3 years and more of experience)	Level 5 Head of Department	Level 6
			Monitor performance of the department	Implement and monitor strategies for department and staff performance management and review outcomes for gap analysis	Develop and communicate strategies and Key Performance Indicators (KPIs) for department and staff performance management to achieve desired department goals	
Knowledge			<ul style="list-style-type: none"> Types of performance systems Department's policies, services and processes Performance monitoring and testing procedures 	<ul style="list-style-type: none"> Department performance management systems Performance monitoring Gap analysis procedures Root cause analysis procedures Department goals and standards Staff performance appraisal procedures 	<ul style="list-style-type: none"> Industry best practices in the implementation of departmental performance systems Procedures and stakeholder engagement for developing staff development framework Organisation's policies, services and processes Objectives of the department's performance management system Key performance indicators of the organisation and the department Relevant legal and regulatory requirements 	
Abilities			<ul style="list-style-type: none"> Document the operational functions of the department performance system Perform tests and checks regularly on department processes in line with performance monitoring procedures 	<ul style="list-style-type: none"> Implement department performance systems Advise team leaders on the performance management system, and tools and resources available 	<ul style="list-style-type: none"> Define team and/or department targets for alignment Define competencies needed for team and/or department performance and development Determine required performance management strategy for the department 	

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4-2: Technical Skills and Competencies

Leadership and Strategy

Department Performance Management

Abilities						
			<ul style="list-style-type: none"> Track the progress and performance of department processes by comparing results against with the Key Performance Indicators (KPIs) Identify gaps in department processes based on results and highlight areas for improvements Perform modifications to close the gaps found in the department according to the requirements of the action plan 	<ul style="list-style-type: none"> Communicate the performance management system to employees and their roles and responsibilities in performance management Evaluate performance of the department against key performance indicators Perform gap analyses and root cause analyses for gaps between current and future state of the department Develop recommendations on how to address the root causes of gaps in the department Participate in development of work plans and identify key performance targets for direct reports Identify learning needs of team members and/or supervisees Keep staff focused on activities that achieve departmental goals 	<ul style="list-style-type: none"> Develop department performance management systems in line with department objectives and the wider organisational performance management systems, requirements and emerging trends Identify performance management requirements in consultation with stakeholders to ensure buy-in and support Review performance management outcomes Facilitate development of policies to support implementation of the performance management strategy Support stakeholders with implementation of the performance management strategy Communicate the department's performance management system to encourage stakeholders' buy-in and support Oversee implementation of department performance management systems to ensure consistency across the organisation Develop guidelines for the adoption of department performance management systems Evaluate recommendations to address gaps in performance management for the department or organisation 	

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4-2: Technical Skills and Competencies

Leadership and Strategy

Ethics, Values and Legislation

TSC Category	Leadership and Strategy					
TSC	Ethics, Values and Legislation					
TSC Description	Apply conduct, ethics, values and relevant legislation to uphold the integrity and reputation of the organisation and the profession					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
		Volunteer Executive/ Programme Staff	Volunteer Manager (Less than 3 years of experience)	Volunteer Manager (3 years and more of experience)	Head of Department	
		Apply principles of ethical conduct, policies and procedures and inclusive work practices in professional activities	Apply principles of professional ethics, conduct, policies and procedures and inclusive work practices to protect well-being and interests of clients Apply relevant ethical decision-making processes to address ethical dilemmas and issues	Monitor organisation operations to safeguard rights and interests of clients and social service sector professionals and ensure compliance to ethical and legal requirements Apply ethical decision-making models and strategies to address ethical dilemmas and issues	Implement processes to monitor and ensure organisational activities are in compliance to legal and ethical requirements and are conducted in the best interests of the clients and the social service organisation and professionals. Advise on ethical dilemmas and issues and guide resolution	
Knowledge		<ul style="list-style-type: none"> Legal, ethical and regulatory requirements in professional practice Organisational policies and procedures relating to legal and ethical practices Principles of ethical and professional conduct and inclusive work practices Types of ethical issues and dilemmas 	<ul style="list-style-type: none"> Types of ethical issues and dilemmas and their impact on clients and professional practice Methods for addressing ethical issues and dilemmas 	<ul style="list-style-type: none"> Legal, ethical and regulatory requirements relevant to the social service organisations Culturally inclusive policies and practices Types and indicators of breaches in ethical and legal practices Ethical decision-making models and principles Incident reporting requirements and resolution procedures Risk management principles and policies 	<ul style="list-style-type: none"> Legal, ethical and regulatory requirements relevant to the social service sector Implications of professional ethics in practice Ethical decision-making models and the hierarchy of principles to guide the resolution of ethical dilemmas Methods to appraise and manage personal and professional boundaries for ethical decision-making Change management principles and procedures Risk management practices and procedures 	

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4-2: Technical Skills and Competencies

Leadership and Strategy

Ethics, Values and Legislation

Knowledge					<ul style="list-style-type: none"> Organisational policies and procedures for reviewing and reporting on governance and compliance
Abilities		<ul style="list-style-type: none"> Apply the organisational, legal and ethical policies and procedures to professional activities Execute confidentiality protocols in documentation, recording and disclosure of client information Identify and inform supervisors on ethical issues and misconduct 	<ul style="list-style-type: none"> Assess ethical implications and apply decision-making processes to resolve ethical dilemmas Advocate for the needs of the clients, ensuring their safety, security, well-being and inclusiveness Assess potential workplace hazards and risks to ensure a safe and secure environment Maintain duty of care and inclusive workplace practices Report ethical issues and misconduct 	<ul style="list-style-type: none"> Analyse reasons underpinning ethical dilemmas and issues and apply the appropriate ethical decision-making models to resolve them Monitor organisation operational procedures to ensure work practices providing care and support of clients are executed in their best interest Review procedures of organisational operations to identify breaches to legal and ethical requirements Monitor compliance to ethical practices, legal and regulatory requirements Monitor, review and address incidents and complaints 	<ul style="list-style-type: none"> Provide advice to multidisciplinary teams in ethical dilemmas and in court or legal forums for ethical decision-making Establish procedures to identify and address ethical issues Develop and implement procedures to maintain confidentiality of documentations and client records Identify changes in ethical practices, legislation, regulations and reporting requirements with reference to government initiatives for incorporation Review professional and ethical conduct and practices of social service professionals to determine gaps in compliance Evaluate and translate compliance requirements for development of policies and procedures

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4-2: Technical Skills and Competencies

Leadership and Strategy

Social Sector Policy Influence

TSC Category	Leadership and Strategy					
TSC	Social Sector Policy Influence					
TSC Description	Understand policies applicable in the social sector as well as the process of policy development and influence their development and implementation					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
			Volunteer Executive/ Volunteer Manager (Less than 3 years of experience) / Programme Staff	Volunteer Manager (3 years and more of experience)	Head of Department	
			Identify the impact of social sector policies on client groups and service delivery	Examine trends in social sector policies and pursue advocacy opportunities	Engage stakeholders and government officials to initiate policy change in the social sector	
Knowledge			<ul style="list-style-type: none"> Structural, political and other social factors which affect clients Basic methods for policy analysis Research and information gathering skills on policies Methods for conducting internal and external environmental scans to keep abreast of latest developments, changes and initiatives in the ministry and social sector Methods to balance the rights of the general community and the rights of people with specific needs Relevant regulatory, legislative and legal requirements Relevant government policy development forums and processes 	<ul style="list-style-type: none"> Relevant government initiatives, policies and priorities Policies relevant to the social sector Service delivery models in the community and social sector Current and future service needs of target groups Networking techniques for policy implementation Relevant government policy development forums and processes Methods for policy analysis 	<ul style="list-style-type: none"> Principles and practices of policy development Techniques to present a compelling case for policy change Techniques for environmental scanning and sector research studies Research techniques to gather policy ideas Techniques for initiating the policy formulation process with stakeholders Advocacy strategies and communication channels Techniques to engage policymakers and politicians Response strategies for senior management in anticipation of feedback provided by external stakeholders and the general public 	

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4-2: Technical Skills and Competencies

Leadership and Strategy

Social Sector Policy Influence

<p>Knowledge</p>					<ul style="list-style-type: none"> • Components of communication plans and messaging for policies to be implemented and review process for the plan • Strategies for defining messaging and position for the implementation of policies 	
<p>Abilities</p>			<ul style="list-style-type: none"> • Collect on-the-ground information to gauge impact of policies • Identify the relevant policies and their programmes • Demonstrate awareness of policies relevant to the service delivery • Conduct internal and external environment scans to keep abreast of latest developments, changes and initiatives in the ministry and social service sector • Communicate formally about service needs • Advocate in relevant government policy development forums and processes 	<ul style="list-style-type: none"> • Identify the linkages between social sector policies and specific programme areas • Review the outcomes of international social policies and their applicability to the local context • Identify relevant opportunities for communicating formally about the service needs • Support preparations for presentations to government policy development forums and government officials • Pursue opportunities to comment on draft policy documents, legislation, project plans and other relevant documents regarding service needs • Gather perspectives from intended end-user stakeholders involved in the operationalisation of policies • Identify the application of policy to programme delivery components 	<ul style="list-style-type: none"> • Use a range of sources to obtain a holistic view to drive policy ideas • Initiate the policy formulation process with stakeholders • Identify service and policy gaps through the directing of environmental scanning or sector research studies • Develop and present logical cases for new policy directions • Develop engagement strategies with policymakers and politicians • Develop the changes to policy • Determine the policies to be influenced and set goals • Create platforms and new avenues for active stakeholder engagement and consultation • Define messaging and positioning for ministries or agencies for the implementation of policies 	

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4-2: Technical Skills and Competencies

Leadership and Strategy

Strategy Planning and Implementation

TSC Category	Leadership and Strategy					
TSC	Strategy Planning and Implementation					
TSC Description	Analyse the environment to develop strategies, policies and their implementation plans that achieve organisational goals					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
			Volunteer Executive/ Volunteer Manager (Less than 3 years of experience)	Volunteer Manager (3 years and more of experience)	Head of Department	
			Identify and translate gaps in practice, service and processes into plans that support strategy planning and implementation	Develop and evaluate the strategies, policies and resource allocation plans for the department, ensuring that the plans are realistic	Drive the strategy planning and implementation for the department that anticipates future needs, risk and its critical impact	
Knowledge			<ul style="list-style-type: none"> • Methods to identify organisational needs for volunteers • Standard operating procedures (SOPs) of the organisation • Operating environment analysis • Internal and external risk events • Budget allocation for volunteer programmes 	<ul style="list-style-type: none"> • Trends and best practices in volunteer management • Service impact of volunteer programmes on relevant social service stakeholders • Resource management • Risk management frameworks and methods • Models and methods of developing budgets 	<ul style="list-style-type: none"> • Operating model management • Financial management • Resource optimisation • Methods of identifying factors that may impact financial plans or budgets • Types of budget issues • Processes in communicating budget plans and performance to relevant stakeholders for endorsement 	
Abilities			<ul style="list-style-type: none"> • Articulate the importance of volunteers in the organisation's service delivery strategy • Identify practice and service gaps in service delivery 	<ul style="list-style-type: none"> • Develop a volunteer policy aligned with the overall strategic direction • Identify new funding sources to support volunteer programmes • Conduct needs assessment for stakeholders • Draft standard operating procedures (SOPs) 	<ul style="list-style-type: none"> • Foster a conducive environment for promoting volunteerism in the organisation • Drive the department's strategic plans to consider various sector needs and trends, as well as their alignment to organisational strategy • Formulate department strategies to appropriately anticipate internal factors and external risk and critical factors of the organisation 	

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4-2: Technical Skills and Competencies

Leadership and Strategy

Strategy Planning and Implementation

Abilities						
			<ul style="list-style-type: none"> • Collaborate with programme staff to curate suitable volunteer programmes based on identified community needs, organisation's objectives and strategic direction • Work with programme staff to identify scope for volunteer involvement in service delivery • Identify gaps and recommendations for improvements to SOPs • Analyse current operating environment and propose refinements to the team strategies • Identify risk in volunteer programmes • Assist in budget calculations and report discrepancies to higher level to facilitate decisions on budget allocation 	<ul style="list-style-type: none"> • Mobilise the community stakeholders and resources for programmes • Review the department's strategic plans to consider various sector needs and ongoing trends, as well as their alignment to organisational strategy • Develop mitigating action plans for identified risks in volunteer programmes • Assist in the preparation of budget and budget outcomes 	<ul style="list-style-type: none"> • Drive effective resource allocation for volunteer management • Review standard operating procedures (SOPs) • Allocate budget resources in accordance with organisational financial plans • Prepare and present budgets and budget outcomes for volunteer programmes 	

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4-2: Technical Skills and Competencies

Leadership and Strategy

Trends Evaluation and Application

TSC Category	Leadership and Strategy					
TSC	Trends Evaluation and Application					
TSC description	Keep abreast of current developments and trends, and apply domain knowledge to trends within the social sector					
TSC proficiency description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
		Volunteer Executive / Programme Staff	Volunteer Manager (Less than 3 years of experience)	Volunteer Manager (3 years and more of experience)	Head of Department	
		Interpret research findings and trends within the social sector	Apply research findings and trends into social service delivery	Evaluate research findings and trends for implications to social service delivery	Oversee evaluation of research findings and trends for implications to social service delivery	
Knowledge		<ul style="list-style-type: none"> Research findings and trend interpretations within the social sector Overview of current practices and new developments in the social sector Principles and practices relating to the social sector 	<ul style="list-style-type: none"> Current services and programmes within the social sector Contemporary issues and trends in the social sector Legal, policy and procedural frameworks New developments within the social sector both in Singapore and overseas Principles and practices of knowledge and evidence-based research 	<ul style="list-style-type: none"> Principles and applications of research findings Processes for determining evaluation criteria Strategies for improving integration of research findings and trends into service delivery and programmes Evaluation reporting procedures 	<ul style="list-style-type: none"> Methods to integrate research findings and trends into service delivery Transdisciplinary knowledge 	
Abilities		<ul style="list-style-type: none"> Identify current and emerging trends within the social sector Interpret current research findings and trends within the social sector 	<ul style="list-style-type: none"> Conduct environmental scans to keep abreast of latest developments and trends Apply research findings to identify current issues and design new practices within the social sector Implement knowledge- and evidence-based models and methods to develop and improve own practice Apply techniques for conducting evidence-based research 	<ul style="list-style-type: none"> Develop formats for collecting evidence, interpreting information and reporting recommendations Determine criteria to measure the effectiveness of services and programmes delivered by the organisation Evaluate integration of trends and research findings into social service delivery 	<ul style="list-style-type: none"> Review criteria for measuring effectiveness of services and programmes Guide integration of research findings and trends for improvements to social service delivery Anticipate sector issues to address gaps in service delivery based on research findings and trends 	



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Leadership and Strategy

Trends Evaluation and Application

Abilities				<ul style="list-style-type: none"> Improve integration of trends and research findings into social service delivery by monitoring and reviewing programmes on a continuing basis 		
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4-2: Technical Skills and Competencies

Managing Volunteers and Programmes

Diversity Awareness and Management

TSC Category	Managing Volunteers and Programmes					
TSC	Diversity Awareness and Management					
TSC Description	Apply awareness and sensitivity in working professionally with diverse individuals, groups and communities, including the building of inclusivity among stakeholders.					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
		Volunteer Executive/ Programme Staff	Volunteer Manager (Less than 3 years of experience)	Volunteer Manager (3 years and more of experience)	Head of Department	
		Comply with basic principles of diversity and inclusion set by organisation and conduct oneself in an inclusive manner when working with diverse groups of stakeholders	Apply principles of diversity and inclusion in professional practice and address personal unconscious bias towards diverse groups	Promote diversity and inclusion in order to achieve the best possible outcomes	Drive an organisational culture that promotes diversity and inclusion in all aspects of professional practice	
Knowledge		<ul style="list-style-type: none"> Organisational practices and principles for diversity and inclusion Awareness of individual cultural identity and values Methods to work with groups and clients from diverse backgrounds Types of unconscious bias 	<ul style="list-style-type: none"> Cultural, racial and ethnic groups and their beliefs and practices Awareness of individual cultural identity and values in relation to professional practice Relevant diversity and inclusion theories and frameworks Range of diversity and inclusion issues Policies and procedures to deal with discriminatory behaviours Barriers to workplace diversity and inclusion Strategies to manage unconscious bias 	<ul style="list-style-type: none"> Sociocultural contexts of clients, peers and relevant social service stakeholders Organisational diversity practices, philosophical underpinnings and applications in professional practice Principles and methods to promote diversity, inclusion and equity Concepts and implications of stigma, discrimination and social exclusion as applied to diverse client groups Group dynamics concepts 	<ul style="list-style-type: none"> Historical, political, and sociocultural contexts of clients, peers and relevant social service stakeholders Methods to adapt approaches to suit diverse needs in professional activities Limitations of clinical models and techniques derived from other international practices Emerging trends impacting perspectives on diversity and inclusion Best practices for promoting inclusivity 	
Abilities		<ul style="list-style-type: none"> Demonstrate understanding of different types of personal values, beliefs, perceptions and attitudes when interacting with diverse groups 	<ul style="list-style-type: none"> Understand individual's and others' assumptions with respect to cultural and other differences 	<ul style="list-style-type: none"> Recognise cultural factors that influence professional activities and the response to interventions Identify and address concerns regarding diversity, inclusion and equity 	<ul style="list-style-type: none"> Integrate different or complex belief systems when working with clients and relevant stakeholders Adapt methods, measures and procedures relevant to professional practice to suit sociocultural contexts 	

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Managing Volunteers and Programmes

Diversity Awareness and Management

Abilities						
		<ul style="list-style-type: none"> • Conduct oneself in accordance with the organisation's inclusion policies and practices • Participate in interactions with diverse groups within the organisation • Adopt active listening and demonstrate respect for and acknowledge diverse perspectives or differences • Assess own behaviour to identify unconscious biases when operating in a diverse environment • Support the development of inclusivity-related communication materials 	<ul style="list-style-type: none"> • Recognise the possible issues and impacts of individual and cultural diversity on interactions and in relation to culture, race, religion and sexuality • Demonstrate sensitivity to diversity and inclusiveness, and adopt a non-judgemental stance in professional activities • Assist to identify diversity and inclusion needs in programmes and services • Employ culturally appropriate skills and techniques in professional practice • Communicate the organisation's inclusivity related values and the rationale for inclusive practices • Convey cultural intelligence and sensitivity towards differing values, beliefs and behaviours across diverse groups • Adapt communication styles to accommodate diversity in stakeholder dynamics and establish common ground • Review own behaviour and work processes for improvements to reduce unconscious bias 	<ul style="list-style-type: none"> • Recognise complexities in cultural differences and determine diversity and inclusion needs for programme development and implementation • Determine and apply culturally appropriate activities in professional practice • Promote behaviours and practices that support diversity and inclusion in the organisation • Facilitate conversations to encourage mutual respect and understanding • Manage conflicts and address non-inclusive behaviours • Implement methods, measures and procedures relevant to professional practice to suit sociocultural contexts 	<ul style="list-style-type: none"> • Drive collaboration efforts with internal or external stakeholders to achieve diversity and inclusiveness • Determine gaps and improvements in policies and practices in collaboration with relevant stakeholders to promote diversity, inclusion and equity • Develop and review programmes, services and organisational practices to ensure compliance to diversity, inclusion and equity requirements • Endorse inclusive outcomes and initiatives across the organisation • Champion support for the needs of diverse groups within the organisation • Design open and psychologically safe environment for the expression of diverse views • Champion the organisation's inclusion-related communication efforts across internal and external platforms • Ensure diversity in the composition of work teams 	

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Managing Volunteers and Programmes

Stakeholder Engagement and Management

TSC Category	Managing Volunteers and Programmes					
TSC	Stakeholder Engagement and Management					
TSC Description	Plan and implement strategies to build and manage constructive and positive relationships with stakeholders					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
		Volunteer Executive/ Programme Staff	Volunteer Manager (Less than 3 years of experience)	Volunteer Manager (3 years and more of experience)	Head of Department	
		Nurture positive internal and external relations with stakeholders	Administer communication plans to engage stakeholders to build and foster positive relationships	Develop plans to build and maintain positive and trustworthy relationships with stakeholders to attain joint objectives	Cultivate strong partnerships and engage stakeholders to align their needs with organisational or Volunteer Management objectives	
Knowledge		<ul style="list-style-type: none"> Principles of stakeholder management Types of programmes in the organisation that can be supported by volunteers Types of internal and external stakeholders Nature of relationships between relevant organisations in and outside of the sector 	<ul style="list-style-type: none"> Stakeholder impact analysis techniques Effective communication skills Role of the organisation in addressing community needs Objectives and outcomes of the programmes and services in the organisation Techniques to identify suitable external stakeholders and their needs on volunteerism 	<ul style="list-style-type: none"> Principles and theories of stakeholder management Communication management for different target audiences Conflict resolution techniques Principles of change management Communication strategies to promote change Reasons for change resistance and mitigating tactics Tools of change management such as stakeholder mapping, culture mapping and force field analysis Nature of relationships and sensitivities involved between relevant organisations in and outside of the sector 	<ul style="list-style-type: none"> Processes of aligning stakeholder expectations Change management Influencing skills Components and objectives of change management strategies, programmes and processes Roles and responsibilities of change leaders and agents Traits of effective change leaders and agents Sector and national strategies and initiatives related to volunteerism Strategies to engage stakeholders to promote volunteerism 	

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Managing Volunteers and Programmes

Stakeholder Engagement and Management

<p>Knowledge</p>				<ul style="list-style-type: none"> • Roles, responsibilities and types of collaborations (ad hoc, informal and formal) with other organisations in addressing similar community needs • Emerging trends in volunteerism at sectoral and national level • For Volunteer Managers in Volunteer Centres: In-depth understanding of available volunteer management resources • For Volunteer Managers in Volunteer Centres: Methods and process of creating and maintaining a knowledge repository to share with relevant community stakeholders and SSAs 		
<p>Abilities</p>		<ul style="list-style-type: none"> • Communicate with stakeholders in line with authority levels • Consider interests of stakeholders during communication • Nurture positive relationships with formal and informal contacts to facilitate work progress • Support the advocacy for volunteerism and volunteer programmes with paid staff and management • Support the advocacy of volunteerism with external stakeholders 	<ul style="list-style-type: none"> • Conduct stakeholder mapping to determine importance and influence of stakeholders on work progresses • Implement plans to assist in adaptation of new policies, programmes and processes • Implement communication plans to ensure stakeholders are updated on new developments, policies, programmes and processes • Articulate the role of the organisation and volunteers in addressing needs of clients 	<ul style="list-style-type: none"> • Facilitate networking opportunities to build relationships with stakeholders • Consider stakeholders' needs and interests in decision-making to build trust • Engage stakeholders to ascertain their expectations, collate and analyse feedback on working relationships • Communicate change in a clear and positive manner to attain buy-in from stakeholders • Communicate the need and rationales for change 	<ul style="list-style-type: none"> • Form strategic partnerships to secure stakeholder support for key organisational goals • Drive change management programmes and initiatives to gain buy-in from relevant stakeholders • Foresee and anticipate potential concerns of key stakeholders • Analyse new policies, programmes and procedures to determine stakeholder impact 	



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Abilities						
			<ul style="list-style-type: none"> • Lead the advocacy for volunteerism and volunteer programmes with paid staff and management • Lead the advocacy of volunteerism with external stakeholders • Support stakeholders/ volunteering partners in their impact reporting requirements • Seek opportunities to build relationships to facilitate work progress • Employ engagement techniques to manage stakeholders impacted by new policies, programmes and processes • Manage day-to-day public relations related to Volunteer Management 	<ul style="list-style-type: none"> • Conduct impact analysis to assess the impact of new policies, programmes and processes on different stakeholders • Propose plans to assist in adaptation of new policies, programmes and processes • Implement metrics to track stakeholder engagement • Recommend improvements to stakeholder management approaches • Participate in ad hoc, informal and formal coalitions of organisations addressing similar community needs • Collaborate with external stakeholders to advocate for volunteerism in the community • For Volunteer Managers in Volunteer Centres: Create and maintain a repository of volunteer management resources to share with relevant stakeholders • For Volunteer Managers in Volunteer Centres: Identify and recommend pertinent learning and development resources to social service agencies to assist in their development of the volunteer management framework 	<ul style="list-style-type: none"> • Implement metrics to track client satisfaction and engagement • Manage media relations related to Volunteer Management • Lead organisational efforts in engaging sectoral and national initiatives to promote volunteerism 	

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Managing Volunteers and Programmes

Volunteer Data Management

TSC Category	Managing Volunteers and Programmes					
TSC	Volunteer Data Management					
TSC Description	Collection and management of data from volunteers and volunteer programmes, to facilitate volunteer management needs and organisational objectives					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
		Volunteer Executive / Programme Staff	Volunteer Manager (Less than 3 years of experience)	Volunteer Manager (3 years and more of experience)	Head of Department	
		Support the collection and management of volunteer and volunteer programme data using selected tools, techniques and volunteer management systems	Implement volunteer and volunteer programme data collection and management processes to ensure its smooth administration	Drive processes in volunteer and volunteer programme data collection and management according to organisational data governance policies and practices	Establish organisational needs and guidelines for volunteer management systems	
Knowledge		<ul style="list-style-type: none"> Types of volunteer and volunteer programme data to be collected Types of volunteer and volunteer programme data sources and access Methods and processes to collect volunteer and volunteer programme data Features of volunteer management systems Techniques to handle volunteer and volunteer programme data Legal, ethical, privacy and confidentiality considerations that govern volunteer and volunteer programme data management 	<ul style="list-style-type: none"> Tools and techniques to collect volunteer and volunteer programme data Steps to implement volunteer management systems Organisational policies, procedures and processes related to volunteer data management Techniques to engage stakeholder in getting their buy in and support in volunteer and volunteer programme data management Techniques to evaluate volunteer and volunteer programme data collection and management 	<ul style="list-style-type: none"> Link between organisational needs and volunteer and volunteer programme data Legal and ethical requirements related to volunteer and volunteer programme data management Methods and tools for analysing, validating and reporting data Strategies to evaluate effectiveness and efficiency of volunteer management systems Industry practices and market trends related to on volunteer management systems Methods and tools to mitigate data negligence and tighten data security Standard practices for proper data handling and data 	<ul style="list-style-type: none"> Impact analysis of the volunteer management systems Cost analysis of the volunteer management systems 	



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Managing Volunteers and Programmes

Volunteer Data Management

Abilities						
		<ul style="list-style-type: none"> • Support the collection and management of volunteer and volunteer programme data • Attend to queries related to volunteer and volunteer programme data collection and management • Clean and validate volunteer and volunteer programme data collected, checking for outliers or errors • Input and maintain data in volunteer management systems • Identify errors in the volunteer management systems • Troubleshoot minor system issues • Recommend improvements for increasing effectiveness of the volunteer management systems • Clarify volunteer and volunteer programme data request to confirm need, nature and intended use of data • Provide volunteer and volunteer programme data to requesting party in a secure and confidential manner and in accordance with relevant policies and procedures 	<ul style="list-style-type: none"> • Establish the range of volunteer and volunteer programme data to be collected based on objectives • Identify types and sources of volunteer and volunteer programme data and potential stakeholders from whom data is to be collected • Develop tools and techniques to collect and manage volunteer and volunteer programme data • Implement volunteer and volunteer programme data collection and management • Evaluate the effectiveness of the volunteer and volunteer programme data collection and management processes • Identify opportunities to enhance volunteer and volunteer programme data management processes and practices by leveraging on technology solutions • Engage stakeholders to gain buy-in and support for the rollout of the volunteer management systems • Lead implementation of volunteer management systems 	<ul style="list-style-type: none"> • Identify and establish organisational objectives requiring volunteer and volunteer programme data collection • Lead engagement efforts with volunteer data owners and stakeholders • Supervise the volunteer and volunteer programme data collection and management processes • Select appropriate volunteer and volunteer programme data collection and management tools and techniques • Evaluate and drive improvements to the volunteer and volunteer programme data collection processes • Evaluate existing volunteer data management systems to identify areas for improvement • Evaluate and recommend volunteer data management systems solutions aligned to organisational needs and objectives • Define the operational needs requiring volunteer and volunteer programme data analysis 	<ul style="list-style-type: none"> • Analyse the impact of volunteer management systems on the organisation • Determine the uses of the volunteer management systems to support volunteer initiatives and programmes • Project future needs of the volunteer management systems • Establish guidelines and criteria for evaluating volunteer management systems • Review recommendations on volunteer management systems • Endorse volunteer management systems solutions that align to the organisational needs, objectives and budgets 	



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Managing Volunteers and Programmes

Volunteer Data Management

Abilities						
			<ul style="list-style-type: none"> • Develop data flows in volunteer data management systems to support organisational needs • Resolve data availability or quality issues • Verify that data is prepared according to guidelines and requirements • Update analyses in response to new or changing information • Present key findings from volunteer and volunteer programme data 	<ul style="list-style-type: none"> • Resolve issues of non-compliance with volunteer data management processes • Propose methods and tools for managing, analysing and reporting data • Obtain approvals required for the volunteer and volunteer programme data collection and management • Ensure compliance with organisational data policies, workflows and rules 		



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Managing Volunteers and Programmes

Volunteer Learning and Development

TSC Category	Managing Volunteers and Programmes					
TSC	Volunteer Learning and Development					
TSC Description	Identify volunteers' learning needs and co-design learning and development programmes for volunteers to facilitate their growth and capability building, and to meet organisation's operational needs					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
		Volunteer Executive / Programme Staff	Volunteer Manager (Less than 3 years of experience)	Volunteer Manager (3 years and more of experience)	Head of Department	
		Support in the implementation of volunteer learning and development programmes	Identify volunteers' learning needs and support in implementing learning and development programmes which are aligned to organisation's operational needs	Co-design and evaluate volunteer learning and development programmes to meet organisation's operational needs	Direct the design and development of the volunteer learning and development roadmap and corresponding learning and development programmes	
Knowledge		<ul style="list-style-type: none"> • Components in volunteer orientation programmes • Learning curriculum for volunteers • Types of volunteer learning and development programmes in the organisation • Components in volunteer learning and development programmes • Administrative and logistical tasks and processes to support learning and development programmes • Communication techniques and channels to disseminate information about the learning and development programmes 	<ul style="list-style-type: none"> • Organisational policies and procedures related to learning and development implementation for volunteers • Roles and responsibilities of various stakeholders in the delivery of learning and development programmes • Types of volunteering jobs within the organisation and the related competencies • Types of training providers suitable for the learning and development programmes relevant to the organisation • Techniques to conduct learning needs analysis • Learning modes, instructional methods, learning activities, solutions and technology tools which are suitable for various profiles of volunteers 	<ul style="list-style-type: none"> • Organisational objectives and operational needs and its alignment with learning and development needs for volunteers • Strategies to design and implement various types of learning needs analysis • Strategies to design and implement various types of learning and development interventions, including technology-enabled programmes • Coaching and mentoring techniques and models • Strategies to design and implement various types of evaluation • Financial and resource considerations 	<ul style="list-style-type: none"> • Organisation's learning and development strategies for volunteers • Principles and processes of financial budgeting • Types of learning and development programme objectives • Strategies to design and implement learning and development roadmaps • Industry best practices in providing coaching and mentoring • Strategies for evaluating appropriate learning modes, solutions and technology tools • Strategies for evaluating learning and development programme effectiveness and development processes • Types of metrics to measure learning experience effectiveness 	

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Managing Volunteers and Programmes

Volunteer Learning and Development

Knowledge					
		<ul style="list-style-type: none"> Types of data and documentation required in learning and development programmes Techniques to collect, analyse and report feedback 	<ul style="list-style-type: none"> Techniques for evaluating learning and development programmes Techniques to conduct performance appraisals and provide feedback to volunteers 		
Abilities		<ul style="list-style-type: none"> Organise orientation programme for volunteers Provide administrative and logistical support for the learning and development programmes Disseminate information about learning and development programmes Support volunteer management and / or programme staff in providing training and guidance to volunteers to equip them with the required knowledge and expectations of role Collect, analyse and report feedback for learning and development programmes Collect data and conduct documentation required in learning and development programmes 	<ul style="list-style-type: none"> Consult stakeholders to identify competencies required to deliver volunteer programme outcomes Collect, consolidate and analyse data to identify learning needs Diagnose organisation's readiness and prioritise learning needs for different learning and development interventions Develop administration and logistic processes to enhance learning and development programme Manage training providers Work with training providers to align training to volunteers' needs, profiles and active learning qualities Identify appropriate learning modes, instructional methods, learning activities, solutions and technology tools suitable for various profiles of volunteers 	<ul style="list-style-type: none"> Establish the scopes and requirements of learning needs analyses to meet stakeholders' and organisational needs Analyse outcomes of volunteer's profile and learning needs analyses Collaborate with stakeholders to identify learning and development priorities, programmes and outcomes Conduct cost-benefit analyses of the return on investment of learning and development programmes Co-design learning and development programmes, including technology enabled programmes Implement various types of coaching and mentoring techniques and models Develop evaluation plans and analyse data collected to determine effectiveness of learning and development programmes 	<ul style="list-style-type: none"> Design volunteer learning and development strategies and roadmaps to address learning needs Establish objectives and the parameters of learning and development programme design with relevant stakeholders Establish strategies to develop learning and development programmes for volunteers Oversee the development of learning and development programme plans and processes Define criteria and processes to facilitate the selection of appropriate learning modes, solutions and technology tools Define objectives and processes for implementing learning and development programme evaluation, review and revamp processes



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Managing Volunteers and Programmes

Volunteer Learning and Development

Abilities			<ul style="list-style-type: none"> • Implement learning and development programmes, including technology enabled programmes • Conduct performance appraisals and provide feedback to volunteers on strengths and areas for improvement • Assist stakeholders in the delivery of learning and development programmes • Implement evaluation on learning and development programmes • Maintain systems for the learning and development data and generate reports 	<ul style="list-style-type: none"> • Implement improvement on learning and development programmes based on evaluation • Develop and review policies and Standard Operating Procedures (SOPs) on volunteer performance evaluation and volunteer programme evaluation 	<ul style="list-style-type: none"> • Determine implications of emerging trends and developments in learning and development programme design, development and evaluation • Determine coaching and mentoring models and strategies to be deployed • Evaluate key success indicators to determine effectiveness of coaching and mentoring approaches and processes • Recommend improvements to enhance coaching and mentoring approaches 	



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Managing Volunteers and Programmes

Volunteer Programme Management and Evaluation

TSC Category	Managing Volunteers and Programmes					
TSC	Volunteer Programme Management and Evaluation					
TSC Description	Manage and evaluate volunteer programmes, operations, logistics and management policies					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
		Volunteer Executive / Programme Staff	Volunteer Manager (Less than 3 years of experience)	Volunteer Manager (3 years and more of experience)	Head of Department	
	Provide logistical support for the development, implementation and evaluation of volunteer programmes	Support the development, implementation and evaluation of volunteer programmes and relevant volunteer management policies	Develop, implement and evaluate volunteer programmes and relevant volunteer management policies	Develop and facilitate the implementation and evaluation of volunteer management policies for volunteer programmes	Lead in the development, implementation and evaluation of volunteer management policies and develop budgeting plans for volunteering programmes	
Knowledge	<ul style="list-style-type: none"> Volunteer management framework Types of volunteer groups Importance of volunteers in the organisation's service delivery strategy Logistical support required for volunteer programmes 	<ul style="list-style-type: none"> Organisation's volunteer programmes and policies Feedback collection methods Types of volunteer programmes in the organisation Relevant privacy legislations Codes of practice and standards of performance expectations of volunteers Incident reporting protocols Organisation's emergency response and crisis management plans and procedures De-escalation techniques for emergency and crisis situations Confidentiality protocols and requirements Relevant data to be collected to support programme evaluation 	<ul style="list-style-type: none"> Components in volunteer management frameworks Volunteer management strategies, policies and procedures Organisational procedures for issue resolution when implementing programmes Communication methods and techniques for working with diverse groups and stakeholders Stakeholders' expectations of the programmes, including cultural beliefs and expectations Details of emergency response and crisis management plans Objectives, parameters and types of budgets Programme evaluation criteria, frameworks and methods 	<ul style="list-style-type: none"> Best practices in volunteer management Interests of current volunteers Change management techniques Programme objectives and outcomes Methods to develop strategies, policies and Standard Operating Procedures (SOPs) for volunteer management Community development frameworks, principles and models Relevant referral agencies, support services and networks to support volunteer programmes Resources required for volunteer programmes Documentation components for emergency response, crisis management and recovery activities 	<ul style="list-style-type: none"> Emerging trends and best practices in programme development Processes for planning and implementing programmes Frameworks and methods for strategic planning for programmes Consultation processes with internal and external stakeholders in volunteer programme development and implementation Implications of disruptive events on the organisation and impact on services Implications of effective emergency response on overall Workplace Safety and Health (WSH) Best practices and strategies to adapt programmes Key community stakeholders and strategic partners 	

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Managing Volunteers and Programmes

Volunteer Programme Management and Evaluation

Knowledge					
		<ul style="list-style-type: none"> Standard Operating Procedures (SOPs) relating to volunteer management Data collection methods and practices Performance appraisal and evaluation techniques 	<ul style="list-style-type: none"> Methods to track volunteer programme effectiveness Methods to analyse data 	<ul style="list-style-type: none"> Internal communication plans for managing emergencies and crises Means to monitor financial operation of volunteer programmes against budget outcomes Best practices in volunteer programme evaluation Methods to develop and review policies and processes for volunteer performance and programme evaluation Characteristics of effective volunteer programmes 	<ul style="list-style-type: none"> Organisation's Workplace Safety and Health (WSH) system, general policies, procedures, programmes and evaluation guidelines Industry best practices in risk control measures Methods of identifying factors that may impact financial plans or budgets Types of budget issues Current research and trends in social service programmes Best practice benchmarks in volunteer programmes Models of volunteer programmes delivered locally and overseas
Abilities	<ul style="list-style-type: none"> Explain to volunteers the importance of volunteers in the organisation's service delivery strategy Identify the methods to manage the types of volunteer groups targeted by the organisation based on the volunteer management framework Provide logistical and administrative support for volunteer programmes 	<ul style="list-style-type: none"> Update volunteers on organisational volunteer programmes and policies Follow emergency response and crisis management plans in emergency or crisis situations Alert supervisors of potential escalation of emergency and crisis situations Document incident reports according to organisational procedures 	<ul style="list-style-type: none"> Identify volunteer requirements and needs for the organisation Deploy volunteers according to identified job scopes Implement volunteer management strategies, policies and procedures Communicate to stakeholders the importance, scope and outcomes of volunteer involvements Collaborate with other stakeholders to execute contingency plans during emergency or crisis situations 	<ul style="list-style-type: none"> Develop volunteer management strategies, policies and procedures in consultation with management Deploy volunteers according to their interests and abilities and programme needs Coordinate the implementation of emergency response and crisis management plans relevant to the identified emergency scenarios Facilitate collaboration efforts between other organisations to execute contingency plans during emergency or crisis situations 	<ul style="list-style-type: none"> Develop volunteer programme development strategies to ensure long term sustainability and impact Identify and adapt best practices for programme development Set strategic direction to measure outcomes and programme evaluation methods Drive support and commitment of community stakeholders for programmes Facilitate involvement of cross-functional teams for emergency response and crisis management



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Managing Volunteers and Programmes

Volunteer Programme Management and Evaluation

Abilities						
		<ul style="list-style-type: none"> • Support the collection of data and feedback to track effectiveness of volunteer programmes • Support the evaluation of the effectiveness of volunteer programmes and suggest areas for improvement • Propose improvements to organisational policies and SOPs relating to volunteers • Maintain confidentiality of client feedback and findings 	<ul style="list-style-type: none"> • Assist in the coordination and integration of emergency response, crisis management and recovery activities • Review documentation of emergency response, crisis management and recovery activities data • Compare budget data with estimations to highlight discrepancies • Identify goals for volunteer programmes in collaboration with programme managers and management • Implement tracking mechanisms to collect data on effectiveness of volunteer programmes • Analyse the data from volunteer activities and performance of the volunteer • Evaluate volunteer programmes according to stated goals and timelines • Identify areas for improvement based on evaluation outcomes 	<ul style="list-style-type: none"> • Communicate organisational emergency response and crisis management key messages to relevant internal stakeholders to provide updates • Monitor budget outcomes to ensure proper utilisation and accounting of resources against their intended purposes • Determine data to be collected to track effectiveness of volunteer programmes • Develop tracking mechanisms to collect data and measure effectiveness of volunteer programmes • Determine analysis required to evaluate effectiveness of volunteer programmes • Recommend areas for improvement to management based on evaluation outcomes • Develop and review policies and Standard Operating Procedures (SOPs) on volunteer performance evaluation • Identify synergies across programmes and departments to maximise the values and effectiveness of volunteer programmes 	<ul style="list-style-type: none"> • Facilitate communication processes during disruptive events to provide updates to internal and external stakeholders • Review reports to determine impact arising from disruptive events on volunteer programmes • Monitor actual expense figures against budget to identify and address variances • Establish evaluation processes for volunteer programmes • Define criteria to measure values and effectiveness of volunteer programmes • Evaluate gaps and areas for improvement in volunteer programme evaluation 	

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4-2: Technical Skills and Competencies

Managing Volunteers and Programmes

Volunteer Recruitment

TSC Category	Managing Volunteers and Programmes					
TSC	Volunteer Recruitment					
TSC Description	Conduct volunteer recruitment activities					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
		Volunteer Executive / Programme Staff	Volunteer Manager (Less than 3 years of experience)	Volunteer Manager (3 years and more of experience)	Head of Department	
	Provide administrative and logistical support for volunteer recruitment	Support the recruitment of volunteers	Implement volunteer recruitment strategy for the organisation	Develop the volunteer recruitment strategy for the organisation	Drive the volunteer recruitment strategy in line with overall organisation goals and objectives	
Knowledge	<ul style="list-style-type: none"> Volunteer management frameworks Types of volunteers Types of volunteer recruitment activities Logistical support required for volunteer recruitment activities 	<ul style="list-style-type: none"> Types of recruitment methods for volunteers Types of digital platforms used for outreach to potential volunteers Interview techniques and processes Purpose and information in volunteer collaterals Organisation's policies and Standard Operating Procedures (SOPs) related to volunteer management Volunteer screening methods Volunteer recruitment platforms Risk management processes in volunteer recruitment and selection 	<ul style="list-style-type: none"> Legislation and guidelines regarding volunteers' recruitment Organisation recruitment methods and processes Strategies for volunteer programme promotion and publicity Components of digital outreach and marketing plans related to volunteer recruitment Range of volunteer recruitment strategies, policies and procedures Volunteer selection methods Range of volunteer sources, profiles and recruitment platform Approaches to expand the volunteer pool Roles and responsibilities of volunteers Risk management strategies in volunteer recruitment and selection 	<ul style="list-style-type: none"> Emerging approaches to expand the volunteer pool Current trends and best practices in volunteer recruitment Opportunities for skills-based volunteering in the organisation Procedures for developing risk management guidelines in volunteer recruitment and selection 	<ul style="list-style-type: none"> Organisation's vision and objectives for engaging volunteers Emerging profiles of volunteers 	

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Managing Volunteers and Programmes

Volunteer Recruitment

Abilities					
	<ul style="list-style-type: none"> Describe to potential volunteers on the importance and contributions of volunteers to the organisation's service delivery strategy Identify interests of the type of volunteer group targeted by the organisation Support volunteer recruitment activities by providing logistical and administrative support 	<ul style="list-style-type: none"> Develop job descriptions for volunteers Execute volunteer recruitment in line with SOPs Suggest potential volunteer sources and recruitment platforms Maintain digital platforms used to connect with potential volunteers Design digital outreach collaterals with the marketing and corporate communications team Collate volunteer application and shortlist in accordance with role profile requirements Interview volunteers under guidance 	<ul style="list-style-type: none"> Define the purpose and role of volunteers Identify profiles and number of volunteers required Identify potential volunteer recruitment sources and recruitment strategies Develop plans to engage potential volunteers through digital outreach and marketing Review effectiveness of digital platforms in connecting with potential volunteers Develop recruitment and selection checklist and evaluation methods based on programme needs Conduct risk assessment of volunteer position and identify risk mitigating actions in recruitment process Implement volunteer recruitment strategies, policies and processes Assess suitability of volunteers for programmes Evaluate effectiveness of recruitment strategies methods and platforms Collaborate with communities or corporate organisations to secure a strong pool of volunteers 	<ul style="list-style-type: none"> Develop volunteer recruitment strategies, policies and processes in consultation with management Identify new volunteer recruitment sources and platforms Co-design interviews or tests for selecting volunteers Establish new collaborations with communities or corporate organisations to expand volunteer pool Develop risk management guidelines for selection and recruitment of volunteers 	<ul style="list-style-type: none"> Project future volunteer recruitment needs Evaluate volunteer recruitment strategies, policies and processes Establish new strategic partnerships with communities or corporate organisations to maintain a sustainable volunteer pool

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Managing Volunteers and Programmes

Volunteer Retention and Engagement

TSC Category	Managing Volunteers and Programmes					
TSC	Volunteer Retention and Engagement					
TSC Description	Conduct volunteer engagement and develop strategies to engage and retain volunteers					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
		Volunteer Executive / Programme Staff	Volunteer Manager (Less than 3 years of experience)	Volunteer Manager (3 years and more of experience)	Head of Department	
		Support the implementation of strategies to engage and retain volunteers	Implement strategies to engage and retain volunteers	Develop strategies to engage and retain volunteers	Drive strategic volunteer engagement and retention in line with overall organisational goals	
Knowledge		<ul style="list-style-type: none"> Volunteer engagement strategies Volunteer management frameworks Organisational policies and procedures relating to volunteers Basic negotiation and conflict management techniques Organisational Standard Operating Procedures for responding to conflicts 	<ul style="list-style-type: none"> Approaches and techniques for building relationships with different volunteer groups Volunteer retention and recognition strategies Volunteer engagement frameworks and methods Procedures of conducting an exit interview for volunteers Processes to administer involuntary volunteer exits- Guidelines for managing misconduct and discipline issues Facilitation, communication and negotiation methods for managing conflicts 	<ul style="list-style-type: none"> Best practices and approaches for building relationships with strategic volunteer groups Types of volunteer recognition programmes and activities Retention and recognition strategies for strategic volunteer groups Methods for tracking volunteer engagement Strategies to design and implement various types of leadership development opportunities 	<ul style="list-style-type: none"> Trends and changes in volunteer expectations and preferences in communication Best practices and components of volunteer leadership development frameworks Impact of volunteer engagement on programme outcomes Emerging profiles of volunteers and motivations for volunteering 	
Abilities		<ul style="list-style-type: none"> Provide support to retain volunteers Maximise volunteer retention by communicating the values of volunteers' roles and contribution 	<ul style="list-style-type: none"> Develop volunteer roster to deploy volunteers to suitable programmes Implement the volunteer resource plan to reflect a climate of recognition and support for volunteers 	<ul style="list-style-type: none"> Develop strategies and plans to build an environment of recognition and support for volunteers Identify and communicate values of volunteers to organisations and key stakeholders 	<ul style="list-style-type: none"> Align volunteer engagement objectives with overall organisational objectives Introduce new approaches and channels for effective volunteer engagement 	

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Managing Volunteers and Programmes

Volunteer Retention and Engagement

Abilities						
		<ul style="list-style-type: none"> • Communicate organisational support and commitment in order to retain volunteers • Support the implementation of volunteer engagement activities for volunteers • Support the implementation of volunteer leadership development initiatives • Contribute to the development of strategies and initiatives to retain volunteers • Identify key issues within a conflict situation to resolve basic issues and escalate where needed • Respect individual viewpoints in managing conflicts 	<ul style="list-style-type: none"> • Collaborate with agency staff to manage volunteers within their programmes • Monitor the engagement level of volunteers • Maintain feedback and engagement channels with volunteers • Work with agency staff to implement guidelines and strategies to engage volunteers • Implement strategies to build and engage volunteer network • Implement volunteer leadership development initiatives • Conduct exit interviews for volunteers • Analyse data on reasons and impact of volunteer exits and make relevant recommendations • Administer involuntary exit processes according to organisational policies and procedures • Work with affected volunteers and other parties to resolve conflicts 	<ul style="list-style-type: none"> • Design measures to improve the engagement level of volunteers • Develop feedback and engagement channels for volunteers • Work with agency staff to develop guidelines and strategies for engaging volunteers • Develop strategies to build and engage volunteer network • Develop and oversee volunteer leadership development initiatives • Design methods to measure and track engagement level of volunteers • Review strategies to engage and recognise volunteers and identify enhancements required 	<ul style="list-style-type: none"> • Develop volunteer leadership development plans and frameworks within the organisation • Review effectiveness of volunteer engagement programmes and initiatives • Review the Volunteer Code of Conduct and discipline policies and procedures, in line with organisational values • Manage stakeholders impacted by volunteer misconduct or disciplinary incident 	

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4-3: Critical Core Skills Adaptability

CCS	Adaptability		
CCS Description	Exercise flexibility in behaviours or approaches to respond to changes and evolving contexts		
CCS Proficiency Description	Basic	Intermediate	Advanced
	Volunteer Executive / Programme Staff	Volunteer Manager	Head of Department
	Modify behaviours and approaches to respond to changes and evolving contexts	Manage change in evolving contexts	Foster a culture of flexibility that caters to changes and evolving contexts
Knowledge	<ul style="list-style-type: none"> Ideation techniques Experimentation techniques Problem solving techniques Emotional regulation techniques Questioning techniques Information processing techniques Self-awareness concepts Impact measurement techniques 	<ul style="list-style-type: none"> Stakeholder analysis techniques Group dynamic concepts Coaching and mentoring techniques Risk analysis techniques Self-reflection techniques Strategies to evaluate impact of new ideas, improvements or solutions 	<ul style="list-style-type: none"> Organisation's vision, objectives and operating climate Strategies to build resilient teams Strategies to drive the continuous development of new approaches Risk mitigation strategies Strategies to identify emerging industry disruptors and trends Change management strategies Conflict management strategies Stakeholder dynamics Stakeholder management strategies
Abilities	<ul style="list-style-type: none"> Demonstrate an openness to seek and interpret opinions and practices different from own Seek out information about changes or evolving contexts which may impact work activities or priorities Set short-term goals in order to perform work activities effectively during periods of change Adjust existing work activities in response to new instructions, guidelines or operating procedures Assess own reactions to changes and evolving contexts to improve future responses and behaviours Monitor own work performance to identify potential development areas to enhance responses to changes and evolving contexts Identify appropriate skills and training which could improve one's response and behaviour to changes and evolving contexts 	<ul style="list-style-type: none"> Assess the impact of changes and evolving contexts to identify ways to adapt skills or processes Analyse the rationale for change or underlying factors driving evolving contexts Develop creative solutions to address challenges and leverage on opportunities arising from changes and evolving contexts Evaluate inputs from various stakeholders and different courses of actions to determine how to navigate through change and evolving contexts Prioritise work activities in order of criticality to navigate through change and evolving contexts Coach team members in responding to changes and evolving contexts Reflect on responses to change and evolving contexts to recommend future actions, behaviours and approaches 	<ul style="list-style-type: none"> Articulate strategic goals to navigate through periods of change and evolving contexts Evaluate the impact on the operating climate, emerging trends and industry disruptors Determine potential opportunities and/or risks of change or evolving contexts Direct the development of new and alternative approaches to respond to changes and evolving contexts Lead the resolution of any issues which impact the organisation's ability to adapt to changes and evolving contexts Review existing strategies and approaches to changes and evolving contexts Guide stakeholders to successfully navigate through change and disruptions

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4-3: Critical Core Skills Collaboration

CCS	Collaboration		
CCS Description	Manage relationships and work collaboratively and effectively with others to achieve goals		
CCS Proficiency Description	Basic	Intermediate	Advanced
		Volunteer Executive / Programme Staff	Volunteer Manager / Head of Department
	Contribute to a positive and cooperative working environment by fulfilling own responsibilities, managing interpersonal relationships and providing support to others to achieve goals	Build relationships and work effectively with internal and external stakeholders to create synergies in working towards shared goals	Establish team effectiveness and manage partnerships to create a cooperative working environment which enables the achievement of goals
Knowledge	<ul style="list-style-type: none"> Types of collaboration tools and platforms Team roles and responsibilities Team communication techniques Diversity dimensions and preferences Behavioural styles Knowledge sharing methods and tools Listening techniques Emotional intelligence dimensions Techniques to develop empathy Workplace and social etiquette 	<ul style="list-style-type: none"> Types of team structures Types of team development methods Team goal-setting concepts Group facilitation and problem-solving methods Stakeholder analysis techniques Persuasion methods Communication styles Interpersonal communication techniques Personality types and interpersonal needs Emerging virtual collaboration tools and platforms 	<ul style="list-style-type: none"> Organisation's vision, objectives and operating climate Team organisation theories Motivation theories Measures of team effectiveness Behavioural science concepts Stakeholder dynamics Stakeholder management strategies Best practices in virtual collaboration Conflict management strategies Types of social, political, economic and cultural factors which impact stakeholder relationships
Abilities	<ul style="list-style-type: none"> Perform work activities collaboratively with others to foster team spirit and contribute to identified goals Demonstrate a positive attitude in various situations and interactions with stakeholders Share information, knowledge and experiences with co-workers Implement collaboration tools and platforms to enable different types of collaboration and information sharing Seek to understand others' situations, perspectives and emotions Build rapport with co-workers to maintain relationships Escalate information pertaining to conflicts in teams to relevant stakeholders Seek feedback from co-workers on own role and performance in the team 	<ul style="list-style-type: none"> Identify shared goals which require collaboration to facilitate the achievement of team and organisational objectives Organise teams in a manner that capitalises on team members' strengths Adapt methods of interaction to cater to the needs and motivations of others Align values, beliefs and perceptions amongst team members to establish harmonious working relationships Guide team members to manage work challenges and tasks in a positive manner Develop partnerships with key internal and external stakeholders to achieve win-win outcomes Resolve issues arising from working in teams Provide feedback to team members on their roles, working styles and performance in the team Suggest tools and platforms which could be integrated to facilitate virtual collaboration and enhance productivity of teams 	<ul style="list-style-type: none"> Champion the development of an open and collaborative organisational culture Establish organisational policies and procedures that promote a cooperative working environment Drive mutual understanding between teams across the organisation to encourage the achievement of shared goals Navigate diverse views and opinions within and beyond the organisation to achieve beneficial outcomes Build strategic alliances and partnerships to achieve desired organisational objectives Oversee the resolution of conflicts or removal of barriers to collaboration across the organisation Devise feedback processes to ensure the organisation strives to work cooperatively and continuously improve Evaluate the effectiveness of virtual collaboration across the organisation to recommend improvements

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4-3: Critical Core Skills Communication

CCS	Communication		
CCS Description	Convey and exchange thoughts, ideas and information effectively through various mediums and approaches		
CCS Proficiency Description	Basic	Intermediate	Advanced
		Volunteer Executive / Programme Staff	Volunteer Manager / Head of Department
	Communicate with others to share information, respond to general inquiries and obtain specific information	Tailor communication approaches to audience needs and determine suitable methods to convey and exchange information	Synthesise information and inputs to communicate an overarching storyline to multiple stakeholders
Knowledge	<ul style="list-style-type: none"> • Range of technical and non-technical vocabulary • Verbal and non-verbal communication techniques • Writing techniques • Listening techniques • Emotional intelligence dimensions • Types of communication channels and tools • Information processing techniques • Questioning techniques • Information confidentiality and disclosure considerations 	<ul style="list-style-type: none"> • Verbal and non-verbal signals • Communication styles • Behavioural insights concepts • Types of writing styles • Presentation and information structuring techniques • Types of visualisation tools and techniques • Stakeholder analysis techniques • Techniques for analysing audience reactions • Interpersonal communication techniques • Two-way communication techniques • Persuasion methods 	<ul style="list-style-type: none"> • Storytelling techniques • Negotiation strategies • Stakeholder dynamics • Stakeholder management strategies • Strategies to drive behaviour change • Strategies to overcome communication roadblocks • Emerging communication channels and tools
Abilities	<ul style="list-style-type: none"> • Identify appropriate communication channels to convey or exchange information • Deploy listening techniques to engage with and understand the audience • Ask questions to seek clarity when receiving information • Present ideas using concise and clear language • Implement verbal and non-verbal communication techniques to convey and receive information across communication channels • Define desired outcomes for the exchange of information 	<ul style="list-style-type: none"> • Analyse communication objectives, types of stakeholders and needs to determine communication priorities • Evaluate communication objectives, styles, verbal and non-verbal signals to adapt communication approaches and channels • Present information in a structured flow and format which is reflective of audience needs • Determine relevant information and visualisation techniques to share and convey a persuasive viewpoint • Adapt communication approaches continuously to respond to audience reactions • Analyse information exchanged to identify communication gaps • Encourage two-way interactions and seek feedback on communication approaches 	<ul style="list-style-type: none"> • Evaluate stakeholder dynamics and context to establish communication objectives and principles • Synthesise various information sources and communication objectives to create a persuasive storyline • Anticipate responses from stakeholders to adapt approaches appropriately • Manage sensitive communications with discretion and tact • Evaluate different stakeholder viewpoints to determine appropriate negotiation strategies • Establish alignment between diverse stakeholders with differing viewpoints to achieve constructive outcomes • Evaluate emerging communication channels and tools to define adoption opportunities

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4-3: Critical Core Skills Customer Orientation

CCS	Customer Orientation		
CCS Description	Identify the needs of customers, both internal and external, to deliver an effective customer experience		
CCS Proficiency Description	Basic	Intermediate	Advanced
		Volunteer Executive / Programme Staff	Volunteer Manager / Head of Department
	Demonstrate an understanding of customer needs or objectives to respond in a way which delivers an effective customer experience	Build relationships with customers to anticipate needs and solicit feedback to improve the customer experience	Foster the creation of an effective customer experience
Knowledge	<ul style="list-style-type: none"> Customer needs analysis Types of data collection tools and methods Customer listening methods and guidelines Customer feedback management systems Organisation's service policies and procedures Organisation's customer experience philosophy 	<ul style="list-style-type: none"> Customer behavioural patterns Service evaluation models Customer experience metrics Customer experience management strategies Customer relationship management strategies 	<ul style="list-style-type: none"> Strategies to design customer experience philosophies Strategies to develop service policies and procedures Types of business strategies and operations Organisation's vision and objectives Emerging industry and market trends Stakeholder dynamics
Abilities	<ul style="list-style-type: none"> Analyse customer needs or perspectives to identify appropriate responses or actions Demonstrate positive outlook and behaviour in customer interactions in line with organisation's customer experience philosophy Respond to customer requests in accordance with the organisation's service policies and procedures Identify potential customer experience issues to be escalated Collect data to measure defined customer experience parameters or metrics Suggest potential methods to improve customer experience Apply learnings from customer feedback to improve customer experience and service standards 	<ul style="list-style-type: none"> Analyse multiple information sources on customer behaviour and trends to anticipate customers' needs and expectations Evaluate customer needs to prioritise responses or action based on urgency and criticality Analyse customer engagements and conduct follow-up actions to analyse customer experience Manage critical customer issues and identify appropriate service recovery interventions Analyse customer experience metrics to identify areas for improvement or gaps in customer experiences Recommend changes to the organisation's service policies or procedures to improve customer experience Implement strategies to maintain relationships with customers to cultivate loyalty and trust 	<ul style="list-style-type: none"> Establish the organisation's customer experience philosophy and strategy for service delivery Guide the development of service policies and procedures to create a customer experience which prioritises customer needs or objectives Balance strategic and operational requirements against the fulfilment of customer needs to design effective customer experience management strategies Evaluate the impact of emerging industry and market trends on the customer experience to pre-empt customer issues Champion customer-oriented behaviours across the organisation Define metrics to measure customer experience Advocate for continuous improvement in customer experience across the organisation to drive service excellence

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4-3: Critical Core Skills Decision Making

CCS	Decision Making		
CCS Description	Choose a course of action from several alternatives developed through a structured process in order to achieve intended goals		
CCS Proficiency Description	Basic	Intermediate	Advanced
		Volunteer Executive / Programme Staff	Volunteer Manager / Head of Department
	Follow processes to make decisions which achieve intended goals using given information and guidelines	Implement structured decision making processes and analyse multiple sources of information to propose solutions	Define decision making criteria, processes and strategies and evaluate their effectiveness
Knowledge	<ul style="list-style-type: none"> Decision making processes Decision making tools and techniques Decision making styles Decision making pitfalls and errors Impact measurement techniques Ethical guidelines, standards and procedures 	<ul style="list-style-type: none"> Decision evaluation and prioritisation frameworks Stakeholder analysis techniques Group decision making methods Risk analysis techniques 	<ul style="list-style-type: none"> Decision making criteria and strategies Decision automation tools Organisation's vision, objectives, and operating climate Organisation communication techniques Risk mitigation strategies Regulatory frameworks and policies
Abilities	<ul style="list-style-type: none"> Follow decision making processes which align with organisational guidelines, standards and procedures Gather relevant information to support ideation and decision making processes Participate in brainstorming activities to develop solutions during decision making processes Collate information on impact of decisions made and suggest improvement 	<ul style="list-style-type: none"> Implement structured decision making processes which align with timelines and refer to multiple sources of available information Analyse required information for decision making and direct the collection of relevant information Facilitate decision making processes within teams to design innovative solutions Assess impact and feasibility of solutions to provide recommendations Analyse risk factors for proposed solutions or outcomes of decision making processes and devise mitigation strategies Develop implementation plans for solutions or outcomes of decision making processes in adherence to organisational guidelines, standards and procedures Review outcomes of the decisions made to determine whether goals have been met Calibrate the results and consequences of the decisions made to propose improvements to decision making processes 	<ul style="list-style-type: none"> Evaluate contexts to determine critical decision making points and requirements Define criteria to be analysed through decision making processes Formulate decision making strategies and processes based on sources of information Communicate the importance of robust, evidence-based decision making processes Synthesise sources of information to prioritise solutions in alignment with organisational priorities, operational and strategic considerations Articulate decisions amongst internal and external platforms to guide key stakeholders and obtain buy-ins Leverage existing and emerging tools to automate decision making processes Evaluate potential causes of barriers to making effective decisions Endorse improvements to decision making strategies and processes

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4-3: Critical Core Skills **Developing People**

CCS	Developing People		
CCS Description	Empower others to learn and develop their capabilities to enhance their performance and achieve personal or professional goals		
CCS Proficiency Description	Basic	Intermediate	Advanced
	Volunteer Executive / Programme Staff	Volunteer Manager	Head of Department
	Create individual career and development plans, and support co-workers in performing their work activities	Develop and coach team members to identify and leverage their strengths to enhance performance	Foster a conducive environment to enable employees' professional and personal development in alignment with the organisation's objectives and goals
Knowledge	<ul style="list-style-type: none"> Personal strengths inventory Goal-setting techniques Learning styles Organisational performance goals Outcomes of career planning Techniques to provide constructive feedback 	<ul style="list-style-type: none"> Coaching and mentoring techniques Motivation and reinforcement concepts Listening techniques Organisation learning and development policies and procedures Questioning techniques Self-reflection techniques Performance review techniques Mediation principles and conflict management methods Counselling skills Negotiation techniques Organisation's staff development framework 	<ul style="list-style-type: none"> Career management reporting Career development strategies Engagement and empowerment techniques Performance management processes and frameworks Organisation's vision, objectives, and operating climate Leadership and management in complex organisations
Abilities	<ul style="list-style-type: none"> Initiate career planning activities to identify learning and development goals Identify links among personal, professional and organisational performance goals Support co-workers in executing work activities to achieve intended goals and improve work performance Provide constructive feedback to co-workers in accordance with organisational guidelines, standards and procedures Share career planning related experiences with co-workers Participate in activities that challenge self and contribute to capability development 	<ul style="list-style-type: none"> Guide team members in identifying personal and professional goals Coach and mentor team members on achieving personal, professional and organisational goals Evaluate individual strengths, capabilities and learning styles to create tailored coaching and development interventions in different contexts Manage staff with different capabilities Facilitate discussions with team members to ensure accountability for setting goals and development plans Advise team members on the formulation of career development plans Recommend stretch goals and opportunities to harness the potential of team members Provide continuous feedback and reinforce behaviours that contribute positively to performance or growth Address staff disciplinary issues Mediate staff and/or team conflicts 	<ul style="list-style-type: none"> Build support for organisation-wide capability development interventions to facilitate the attainment of personal and professional goals Guide employees to understand the principles for translating organisational objectives to personal and professional goals Provide expertise on coaching and mentoring techniques Create or recommend platforms and procedures to enable exposure to new opportunities and enriching experiences within the organisation Champion the development of a supportive and positive climate which encourages continuous improvement and development within the organisation Engage team and/or department and maintain morale of team and/or staff

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4-3: Critical Core Skills Digital Fluency

CCS	Digital Fluency		
CCS Description	Leverage digital technology tools, systems, and software across work processes and activities to solve problems, drive efficiency and facilitate information sharing		
CCS Proficiency Description	Basic	Intermediate	Advanced
	Volunteer Executive / Programme Staff	Volunteer Manager	Head of Department
	Perform work processes and activities using identified digital technology tools, systems and software	Identify opportunities and evaluate risks of integrating digital technology tools, systems and software across work processes and activities	Drive the creation of a digital culture and environment, educating stakeholders in volunteer programmes on the benefits and risks of digital technology tools, systems and software
Knowledge	<ul style="list-style-type: none"> Types of digital search and information collection tools Types of digital technology tools, systems and software Types of technology-enabled communication channels Organisation's InfoComm Technology troubleshooting and Information Technology (IT) back-up processes Organisation's IT, personal data and privacy policies Types of cyber security risks Organisation's policies to monitor cyber security risks 	<ul style="list-style-type: none"> Emerging digital technology tools, systems and software Emerging digital communication channels Methods to evaluate suitability of digital technology tools, systems and software Types of visualisation tools and techniques Technology implementation processes Types of metrics to measure effectiveness of digital tools, systems and software 	<ul style="list-style-type: none"> Best practice applications of digital technology tools, systems and software Emerging trends in digital technology tools, systems and software for volunteer management Strategies to manage technology implementation Digital education strategies Types of digital training programmes Strategies to manage personal data and privacy policies
Abilities	<ul style="list-style-type: none"> Operate identified digital technology tools, systems and software to perform own work processes and activities Present information using identified digital technology tools, systems and software Exchange information with other stakeholders using identified technology-mediated communication channels Assess the credibility of information sourced using digital search and information collection tools Organise digital content to be stored and retrieved in line with organisational requirements Adhere to organisation's personal data and privacy policies Follow organisation's cyber security policies to identify potential risks 	<ul style="list-style-type: none"> Analyse work processes and activities across own team to identify potential applications of digital technology tools, systems or software which drive efficiency and solve problems Evaluate emerging digital technology tools, systems or software to propose applications which drive efficiency and solve problems in own team Identify applications of different visualisation techniques and tools to analyse and present information Deploy processes to manage technology implementation Assess current applications of digital technology tools, systems or software to propose improvement areas 	<ul style="list-style-type: none"> Drive the adoption of digital tools, systems and software in the team to enhance operational productivity Manage change barriers faced by stakeholders when adopting new tools in digital transformation Synthesise emerging trends in the digital environment to anticipate changes required to organisation's current digital technology tools, systems and software Support the progress of digital intervention implementations across the organisation Champion digital education strategies across the organisation to address digital literacy skill gaps and drive continuous learning Support the analysis of past breaches of organisational digital and IT policies to mitigate future impacts of cyber security issues, data breaches or system failures

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4-3: Critical Core Skills Problem Solving

CCS	Problem Solving		
CCS Description	Generate effective and efficient solutions to solve problems and capitalise on new opportunities		
CCS Proficiency Description	Basic	Intermediate	Advanced
		Volunteer Executive / Programme Staff	Volunteer Manager / Head of Department
	Identify problems and implement guidelines and procedures to solve problems and test solutions	Determine underlying causes of problems and collaborate with other stakeholders to implement and evaluate solutions	Anticipate potential problems to drive a culture of continuous improvement which seeks to turn problems into opportunities across the organisation
Knowledge	<ul style="list-style-type: none"> • Problem identification techniques • Questioning techniques • Types of corrective actions • Problem solving processes, tools and techniques • Experimentation techniques • Impact measurement techniques 	<ul style="list-style-type: none"> • Root cause analysis techniques • Decision evaluation and prioritisation frameworks • Exercises for developing big picture thinking approaches • Strategies to manage experimentation processes • Stakeholder analysis techniques • Risk analysis techniques • Types of metrics to measure solution effectiveness 	<ul style="list-style-type: none"> • Organisation's vision, objectives and operating climate • Emerging problem solving processes, tools and strategies • Types of social, political, economic and cultural factors which impact stakeholder relationships • Conflict management strategies • Risk management strategies • Strategies to evaluate solution effectiveness
Abilities	<ul style="list-style-type: none"> • Implement problem identification techniques to recognise issues within work area • Identify decisions to be made to solve problems • Suggest potential corrective actions to solve problems • Conduct work area experiments to test potential solutions • Report any issues which occur during solution testing to other stakeholders • Collect information to monitor implementation of potential solutions against impact criteria 	<ul style="list-style-type: none"> • Diagnose underlying causes of issues by considering wider contexts • Encourage behaviours and practices for team members that promote effective problem solving approaches and continuous improvement • Facilitate exercises with different stakeholders to develop big picture thinking approaches to inform solution development • Collaborate with other stakeholders to seek opinions on potential solutions • Develop experiments to test potential solutions • Determine the constraints and risks associated with potential solutions • Analyse outcomes of experiments to recommend the most suitable solution for a problem • Engage different stakeholders to secure buy-in for proposed solution • Review the effectiveness of the problem solving process and solution against defined goals 	<ul style="list-style-type: none"> • Define objectives of organisational problem solving processes in line with organisation vision, objectives and operating climate • Synthesise emerging trends to design organisational problem solving processes, tools and techniques • Champion a culture of continuous improvement across the organisation • Evaluate multiple variables and contexts to anticipate potential problems which may occur • Determine appropriate stakeholders to be involved in problem solving processes in the organisation • Oversee collaboration between multiple stakeholders across the organisation to design solutions • Direct the resolution of any conflicts during problem solving processes • Evaluate the business implications of implementing the proposed solutions across the organisation • Endorse solutions to be implemented across the organisation • Establish strategies to evaluate the effectiveness of problem solving processes across the organisation

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4-3: Critical Core Skills Self Management and Development

CCS	Self Management and Development		
CCS Description	Take ownership of managing one's personal effectiveness, professional developmental needs, personal brand and holistic physical, mental, emotional and social well-being		
CCS Proficiency Description	Basic	Intermediate	Advanced
	Volunteer Executive / Programme Staff	Volunteer Manager	Head of Department
	Exercise self-awareness by monitoring own behaviours and ways of working in personal and professional capacities, and implement personal and interpersonal techniques for improvement	Analyse own well-being, personal effectiveness and professional developmental needs to develop strategies to regulate self and build personal brand, as well as to provide support to others in stress management	Evaluate strategies to manage personal branding Facilitate self-care activities, establish learning and self-care systems and process for staff and teams as well as to build and sustain a culture of resilience and self-care in staff across the organisation
Knowledge	<ul style="list-style-type: none"> • Characteristics of personal branding • Emotional regulation techniques • Emotional intelligence dimensions • Personal strengths and weaknesses, patterns of behaviour, emotional and cognitive biases, motivation, beliefs and values and their impact on volunteers, clients and professional activities • Limitations and boundaries of own professional competence • General professional competencies necessary for development • Methods and channels for gathering feedback • Self-awareness, self-assessment and self-monitoring concepts and skills • Principles and techniques of self-care in personal and professional settings- • Stress management techniques • Time management and prioritisation techniques • Workplace and social etiquettes • Defensive techniques 	<ul style="list-style-type: none"> • Principles to duty of self-care and duty to perform • Personal reflection and perspectives-taking • Self-care strategies, practices and techniques regarding boundaries and stress management • Types of stress triggers • Emotional and practical support systems, approaches and resources within the organisation • Coaching and mentoring techniques • Methods to develop personal branding • Types of networking strategies • Productivity metrics and tools- • Stress management concepts • Principles underpinning personal and professional development and reflexive practice • Theories and methods for reflexive analysis • Methods for introspection and intersubjective reflection • Methods to critically examine assumptions underlying individual actions and the impact of those actions on volunteers, clients and professional activities • Training opportunities and resources for professional development • Knowledge of systems for professional staff development • Methods to evaluate and seek improvement in personal and professional effectiveness in professional practice • Inquiries into efficacy of interventions in professional activities 	<ul style="list-style-type: none"> • Emerging self management trends, approaches and theories • Strategies to promote and evaluate well-being and work-life balance • Strategies to promote personal brand • Strategies to evaluate stress management techniques • Coaching techniques for stress management • Counselling techniques for stress management • Strategies to develop a supportive culture in the organisation • Strategies to build and sustain resilience and self-care in co-workers • Range of emotional and practical support systems, approaches and resources within and outside of the organisation • Learning styles and theories • Strategies to encourage reflexive practice • Training and development strategies • Approaches to learning that will allow transfer of knowledge to new and unfamiliar contexts • Factors to develop a learning organisation culture • Policies and procedures to create a conducive environment for application of self-assessment skills • Strategies for working in partnership with individuals and key stakeholders to enable development and enhancement of professional knowledge and practice



4-3: Critical Core Skills Self Management and Development

Abilities			
	<ul style="list-style-type: none"> Identify goals and priorities across workload and plan work activities accordingly Monitor progress against goals and priorities to identify time management issues Escalate time management issues to stakeholders to mitigate its impact on intended goals and priorities Implement stress management techniques to maintain own well-being Identify undue emotional attachments or stress indicators during professional practice Proactively seek additional consultation from peers or supervisors on dealing with stress Monitor emotional well-being and regulate responses to situations Implement self-care techniques to maintain physical and mental wellness Maintain standards for personal and professional image in line with expectations of work environment Follow workplace and social etiquette when interacting with stakeholders Demonstrate self-awareness in professional practice such as recognising individual attitudes, values and beliefs towards volunteers and clients Apply self-assessment and self-monitoring skills and techniques in professional activities Identify personal strengths and weaknesses for improvements to personal and professional effectiveness Identify limitations relating to current professional competence and acquire additional competencies and developmental needs for effective professional activities Utilise advice, consultation and supervision from more experienced co-workers and reflect on personal and professional effectiveness and development needs Apply defensive techniques as required 	<ul style="list-style-type: none"> Review work goals and priorities to align with personal vision and purpose Resolve barriers or issues encountered while managing goals and priorities Integrate productivity enhancement tools to improve personal effectiveness Analyse own personal effectiveness to review productivity and effectiveness of time management approaches Evaluate strengths and weaknesses to define own personal brand Identify stakeholders and networks to build own personal brand Assess overall health and well-being and identify personal and occupational risks and stress indicators Apply coping strategies to reduce or regulate stress Remain objective and professional in emotionally challenging situations Apply prescribed assessments and procedures to develop and review individual self-care plans Exercise proactive self-care and consultations with peers or supervisors Advise co-workers on the balance between duty of self-care and duty to perform Monitor staff for signs of burnout Model effective self-care practices Practise effective self-assessment and monitoring Assess objective and subjective approaches to make sense of volunteers, client experiences and situations Adapt personal and professional behaviours based on objective and subjective assessment of volunteers and client information Evaluate the efficacy of personal and professional behaviours in professional activities and service provision and adapt accordingly 	<ul style="list-style-type: none"> Anticipate potential workload, stress triggers, disruptions or identify recurring issues that affect the well-being of teams so as to implement mitigating actions Reflect on personal and professional life to improve prioritisation, time and stress management Integrate emerging trends, approaches and theories in self management to improve own personal effectiveness and well-being Design a strategy to build own personal brand across organisation, industry and networks Evaluate own personal branding strategies to identify areas for improvement Facilitate self-care activities to help co-workers and teams build resilience and overcome barriers to effective management of health and well-being Inculcate a supportive culture in the organisation for self-care and self-assessment Develop, implement holistic frameworks, systems and processes to build and sustain resilience and self-care in co-workers Coach co-workers in managing their stress Counsel co-workers who are in distress Seek constructive feedback and discuss individual reflections and reflexion with peers, supervisors, mentors or experienced professionals within or outside of professional practice Analyse needs for competent, effective and safe practice, and provide active support for professional staff development Create a climate of accountability and commitment for self-improvement Drive improvements to support systems within or outside the organisation to support development of professional practice



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4-3: Critical Core Skills Self Management and Development

Abilities		<ul style="list-style-type: none"> • Establish, prioritise, implement, and evaluate development plans to meet development needs and professional effectiveness • Seek out peer feedback and/or supervision to improve personal and professional effectiveness • Facilitate adaptations to personal and professional behaviours by other co-workers amidst interactions with volunteers and client, ethical dilemmas, conflicts and misalignments in personal values and beliefs 	<ul style="list-style-type: none"> • Review effectiveness of development opportunities and resources in meeting professional development needs • Develop frameworks and action plans to prioritise aspects of professional practice for development
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Together, Because Cares

About SG Cares

SG Cares is a national movement, championed by the SG Cares Office and co-led by the National Volunteer and Philanthropy Centre and the National Council of Social Service, to build a more caring and inclusive home for all. The SG Cares Office sits within the Ministry of Culture, Community and Youth (MCCY).

SG Cares Community Network and SG Cares Volunteer Centres

The SG Cares office works closely with partners (i.e. corporates, educational institutions, grassroots, ground-up groups, government agencies, healthcare institutions, religious organisations, social enterprises and Social Service Agencies) across different sectors to build up a robust SG Cares Community Network within each town. Partners within this network collaborate to collectively harness and optimise resources to enhance the giving ecosystem and meet the communities' needs in a coordinated and efficient manner.

A central and key partner in the SG Cares Community Network is the SG Cares Volunteer Centre (VC), a community-based organisation appointed by MCCY to coordinate resources and volunteerism efforts at the town-level.

The SG Cares VC is a synergising node in the SG Cares Community Network, facilitating greater coordination among the partners and bridging the gap between community's needs and available resources. By March 2022, each of the 24 towns in Singapore will have an operational SG Cares VC.

Role of a SG Cares Volunteer Centre

The SG Cares VCs fulfil three main roles, as follows:

1. Build Volunteer Capacity

Through outreach efforts and engagement with community partners, the SG Cares VCs have a clear oversight and deep understanding of the town's volunteering needs and available sources of volunteers that can be tapped on. With this knowledge, the SG Cares VCs are able to match volunteers to areas of need, providing swift and targeted volunteer support for community partners who require

volunteers for service delivery. To develop and sustain volunteers on a long-term basis, the SG Cares VCs also strive to strengthen the volunteers' capabilities and enhance their volunteering journeys.

2. Foster Community Partnerships to Meet Community's Needs

In order to harness resources and allocate them in an optimised manner to meet the communities' needs, the SG Cares VCs play the role of central nodes to broker and facilitate sustained collaborations with partners.

For example, to meet the needs of isolated seniors in need of financial/ emotional support who have rejected formal befriending services in Toa Payoh town, the SG Cares VC @ Toa Payoh operated by Care Corner Singapore Ltd partnered several organisations and introduced the 'Neighbour Cares' initiative amidst the COVID-19 pandemic.

Neighbour Cares is a ground-up initiative that builds upon the informal network of volunteers and residents within the community, and aims to encourage residents to do regular check-ins on seniors living in mature neighbourhoods, serving as one of the first touch points to identify signs of physical and/or mental distress or potential health concerns.

Recognising the importance of harnessing resources, SG Cares VC @ Toa Payoh engaged corporate volunteers and outreached to over 100 households across 13 blocks. SG Cares VC @ Toa Payoh is still actively partnering several other corporate volunteers who visit the needy seniors on a regular basis.

SG Cares VC @ Toa Payoh also collaborated with ArtSE, a social enterprise, to put together a 'Stay Home Engagement Kit' for the seniors which included a variety of self-care items and handcraft dough. ArtSE guided the seniors virtually to knead the dough into shapes, keeping these seniors well engaged during the pandemic.



The SG Cares VC @ Ang Mo Kio, operated by AMKFSC Community Services Ltd, worked with corporate volunteers to carry out virtual volunteering programmes that engaged children from disadvantaged backgrounds.

Appendix 5: Introduction of SG Cares Volunteer Centres

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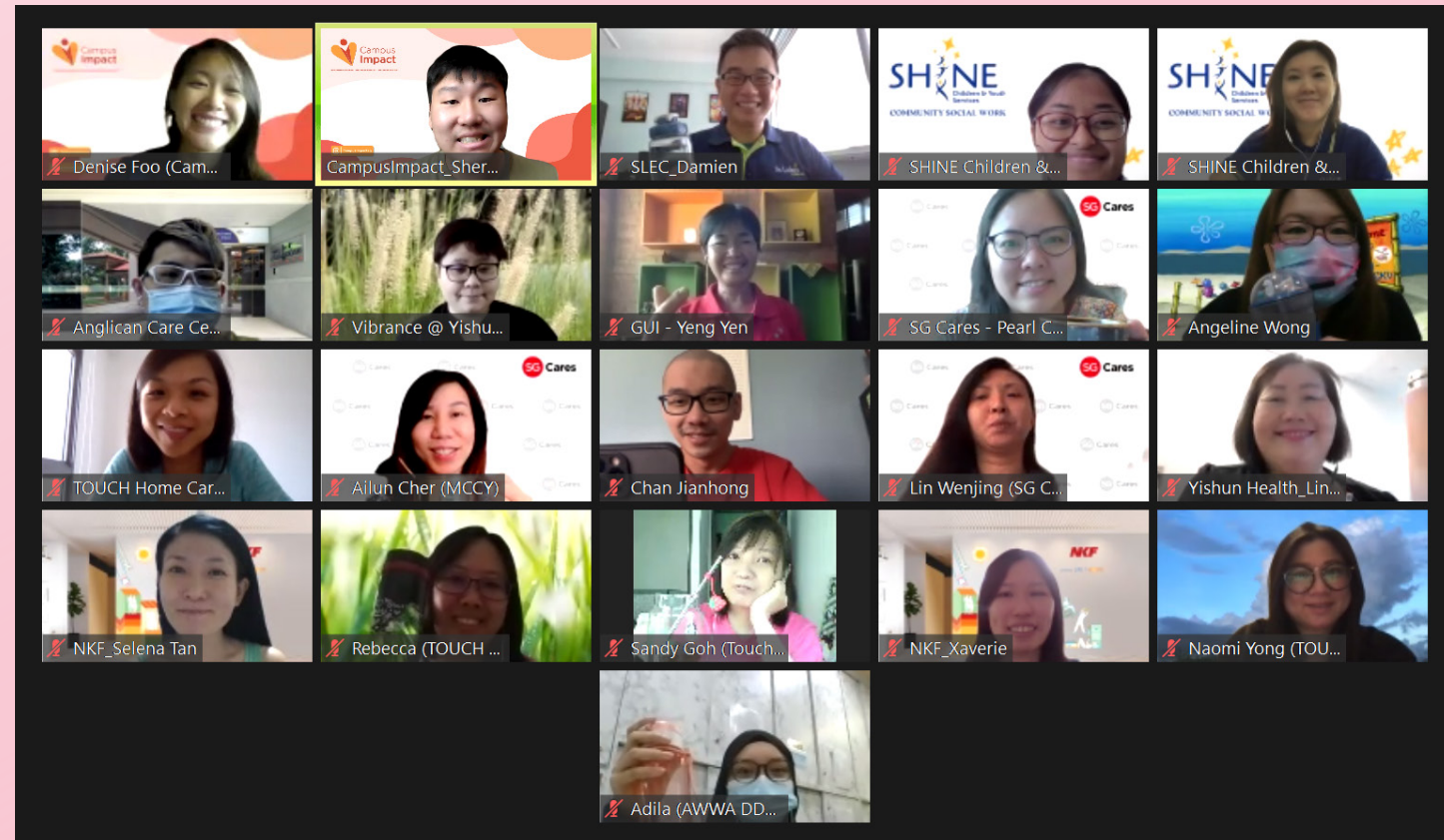
3. Develop Community Partners' Volunteer Management Capabilities

The enhancement of the town's volunteerism ecosystem requires the commitment of all community partners, with the SG Cares VCs taking the lead in sharing resources and best practices.

For example, the SG Cares VCs organise regular networking sessions with SSAs operating within the town. These sessions serve as platforms for the SSAs to understand more about one another's services and resources, share best practices and explore potential areas of collaboration to meet the communities' identified needs.



The SG Cares VC @ Toa Payoh, operated by Care Corner Singapore Ltd, launched the Neighbour Cares initiative amidst the COVID-19 pandemic, where volunteers checked in on the well-being of isolated seniors in need of financial/ emotional support.



The SG Cares VC @ Yishun, operated by CampusImpact, organised a virtual networking session with other Social Service Agencies located within Yishun town, where organisations shared their needs and learnt good practices of volunteerism from one another.


Competencies and Responsibilities of a SG Cares Volunteer Centre Volunteer Manager

A SG Cares VC Volunteer Manager (VM) needs to have relevant Technical Skills and Competencies (TSC) such as "Collaborative Practice across Disciplines and Sectors" and "Stakeholder Engagement and Management" to support the SG Cares VC in performing its three main roles effectively to serve the town.

To expound further, some of the key attributes of a SG Cares VC VM who possesses the aforementioned TSC are as follows:

1. The VMs are collaborative and believe in the need to harness collective strengths and resources; VMs proactively outreach to community partners to understand their needs and broker collaborations. They develop strategies to sustain and manage these partnerships to achieve mutual consensus and optimum outcomes.
2. The VMs are able to actively engage volunteers of different profiles and develop strategies for effective volunteer management to better manage volunteers, grow the volunteer pool and develop volunteer leaders.
3. The VMs are perceptive in managing community resources, in order to optimise and channel them to areas of need in an efficient manner.

Visit <https://go.gov.sg/sgcaresmovement> or scan the QR code on the right for more information on SG Cares and the SG Cares VCs.



SG Cares App

The SG Cares mobile app* is a convenient touchpoint for individuals to donate or volunteer and kickstart their giving journey. Encourage your volunteers and donors to download the SG Cares app today to support causes close to their hearts, all at their fingertips!

The SG Cares app can be downloaded here:




* All volunteering opportunities and donation campaigns listed on Giving.sg and Volunteer.sg are reflected on the SG Cares app.

Appendix 6: Development Process of this Roadmap

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Leveraging existing Skills Frameworks



The Skills Framework for Social Service developed by SkillsFuture Singapore was closely referenced during the development of this Roadmap. In particular, the Roadmap mirrors the Skills Framework's structure, terminology and proficiency levels. This approach ensures easier adoption of the Roadmap by existing Skills Framework users.

Other Skills Frameworks referenced were the Skills Framework for Human Resource and the Skills Framework for Training and Adult Education.

Technical Skills and Competencies (TSC), Critical Core Skills (CCS)

This Roadmap reflects the TSC and CCS developed for Volunteer Managers and Volunteer Executives in the Skills Framework for Social Service.

To bolster the comprehensiveness of the Roadmap, competencies such as Volunteer Data Management, as well as knowledge and abilities were added to the original TSC and CCS. This is to better support VMPs in responding to the evolving volunteer management landscape - a key need highlighted in the sectoral engagements.

Volunteer Executive

JOB ROLE DESCRIPTION
The Volunteer Executive coordinates recruitment activities for volunteers and matches them to the appropriate programmes and clients based on programme requirements and the interest of volunteers. He/She trains volunteers and also conducts volunteer recognition and engagement programmes. He conducts needs analysis for volunteer programmes, implements risk mitigation measures as well as volunteer management policy processes, and works with programme managers to develop the requirements for the volunteer profile. He collaborates with social service organisations, community stakeholders, corporate partners and agencies to develop volunteer partnerships and maintains networks with local community service and grassroots organisations.

An organised and resourceful professional who possesses good people skills, the Volunteer Executive works in various Voluntary Welfare Organisations, communities and institutional settings.

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (1)	
	Level	Proficiency	Level	Proficiency
Collaborative Practices Across Disciplines and Sectors	Level 2	Basic	Communication	Intern
Diversity Awareness and Management	Level 2	Basic	Interpersonal Skills	Basic
Ethics, Values and Legislation	Level 2	Basic	Teamwork	Basic
Social Sector Policy Influence	Level 3	Basic	Managing Diversity	Intern
Stakeholder Management	Level 2	Basic	Resource Management	Basic
Trends Evaluation and Application	Level 2	Basic		
Volunteer Programme Evaluation	Level 2	Basic		
Volunteer Programme Management	Level 2	Basic		
Volunteer Recruitment	Level 2	Basic		
Volunteer Retention and Engagement	Level 2	Basic		

Volunteer Manager

JOB ROLE DESCRIPTION
The Volunteer Manager develops the recruitment strategy for volunteers and the reactivation strategy for passive volunteers. He/She evaluates volunteer management practices and develops volunteer training programmes as well as volunteer recognition and engagement programmes. He projects the organisation's requirements for volunteers, evaluates the effectiveness of volunteer partnerships and develops risk mitigation measures for volunteer programmes. He evaluates volunteer management policies and processes and leads their implementation. He identifies opportunities for collaborations with social service organisations, community stakeholders, corporate partners and agencies and drives engagement with key stakeholders through various platforms, working in conjunction with corporate communications.

An adaptable, resourceful and resilient professional who possesses good leadership and stakeholder management skills, the Volunteer Manager works in various Voluntary Welfare Organisations, communities and institutional settings.

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
	Level	Proficiency	Level	Proficiency
Collaborative Practices Across Disciplines and Sectors	Level 3 & 4	Advanced	Communication	Advanced
Diversity Awareness and Management	Level 3 & 4	Advanced	Interpersonal Skills	Intermediate
Ethics, Values and Legislation	Level 3 & 4	Advanced	Leadership	Intermediate
Social Sector Policy Influence	Level 3 & 4	Advanced	Developing People	Intermediate
Stakeholder Management	Level 3 & 4	Advanced	Decision Making	Advanced
Trends Evaluation and Application	Level 3 & 4	Advanced		
Volunteer Programme Evaluation	Level 3 & 4	Advanced		
Volunteer Programme Management	Level 3 & 4	Advanced		
Volunteer Recruitment	Level 3 & 4	Advanced		
Volunteer Retention and Engagement	Level 3 & 4	Advanced		

The four steps in the development process

The developmental work for the Roadmap spanned over 8 months in 4 steps:

Step 1

Review and define the roles and responsibilities of VMPs in the social service sector

To ensure the Roadmap addresses the needs of VMPs, a series of sectoral engagements was done to gather the following information: roles and responsibilities, competencies required, the current and common practices on performance management, and learning and development needs.

149 VMPs participated in the sector-wide online survey and 16 VMPs in 2 focus group discussions. Executive directors, senior leaders, and human resource practitioners from 5 SSAs were also interviewed.

In addition, a comprehensive review of resources developed by NCCSS, overseas volunteer management resources and competency frameworks was done.

Step 2

Develop the Learning and Development Roadmap for VMPs

With the data and insights from Step 1, a draft version of the Roadmap was created.

Step 3

Validate and refine the Roadmap with key stakeholders

Another series of sectoral engagements was done to validate the Roadmap and gather feedback on how it could be made more relevant and useful for VMPs. 11 VMPs, 8 SSA leaders, and 8 Corporate Social Responsibility leads were involved in these discussions.

Step 4

Finalise the Roadmap and Develop the Publication

Leveraging the insights from Step 3, the Roadmap was finalised and this Publication was developed to guide VMPs on how to utilise the Roadmap.

*To make the social service sector more resilient and able to cope with future demands, we need to enable our social service agencies (SSAs) to transform to SSA 3.0- driven by committed social service professionals, who are **augmented by volunteers**, and organisations that are enabled by technology.*

Mr Masagos Zulkifli
Minister for Social and Family Development



Together, Because **SG Cares**