ORGANISATIONAL HEALTH GUIDEBOOK
FOR SOCIAL SERVICES

Reach out to the NCSS Organisation Development unit at
Organisation_Development@ncss.gov.sg for any help or clarifications
regarding the guidebook or the Organisational Health Framework for Social Services (OHFSS).

CONTENT

HOW THIS GUIDEBOOK CAN HELP

The Organisational Health Guidebook for Social Services (OHGSS) is a tool to provide Social Service Agencies (SSAs) with knowledge and resources to increase their capacity and capability so that they are well-equipped to deliver quality, innovative and sustainable solutions to service users.

The Organisational Health Framework for Social Services (OHFSS) was co-developed by National Council of Social Service (NCSS), Ministry of Social and Family Development (MSF), KPMG and 108 Growth Partners in 2021. It will help SSAs understand their current strengths and areas for development, and guide them on strategies that make them more resilient and future-ready.

While this Guidebook can be read in whole, it is useful as a reference, for readers to jump specifically to sections/domains that are of interest to them at different points in time.

01 Read up to Section 2, to understand some basics:

- What Organisational Health is, and why it is important.
- What the OHFSS is?
- How to use the OHFSS.

02 With the guidance of the attached OHFSS Toolkit, complete the OHFSS Self-Assessment Online Form to diagnose strengths and areas of development in organisational health.

03 Upon receiving the Organisational Health Report, take reference from Section 2 on strengthening specific OD domains identified as areas of development.

04 SSAs can refer to Section 3 at any point during their journey, to learn and be inspired by the good OD practices at other SSAs.
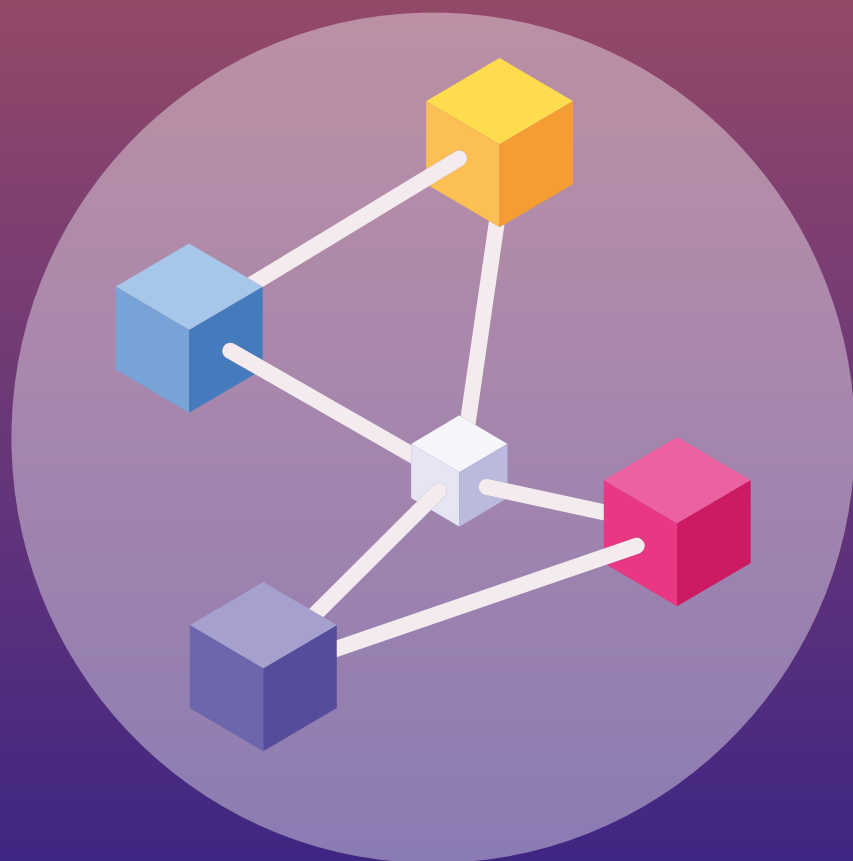
ORGANISATION HEALTH

The organisational health of Social Service Agencies is critical to ensure robust strategies, effective and meaningful service delivery and positive experiences for employees and key internal stakeholders. Improving organisational health allows SSAs to develop, improve and reinforce strategies, structures and processes. A healthy organisation build and sustains resilience, and remains relevant in an ever-changing sector.
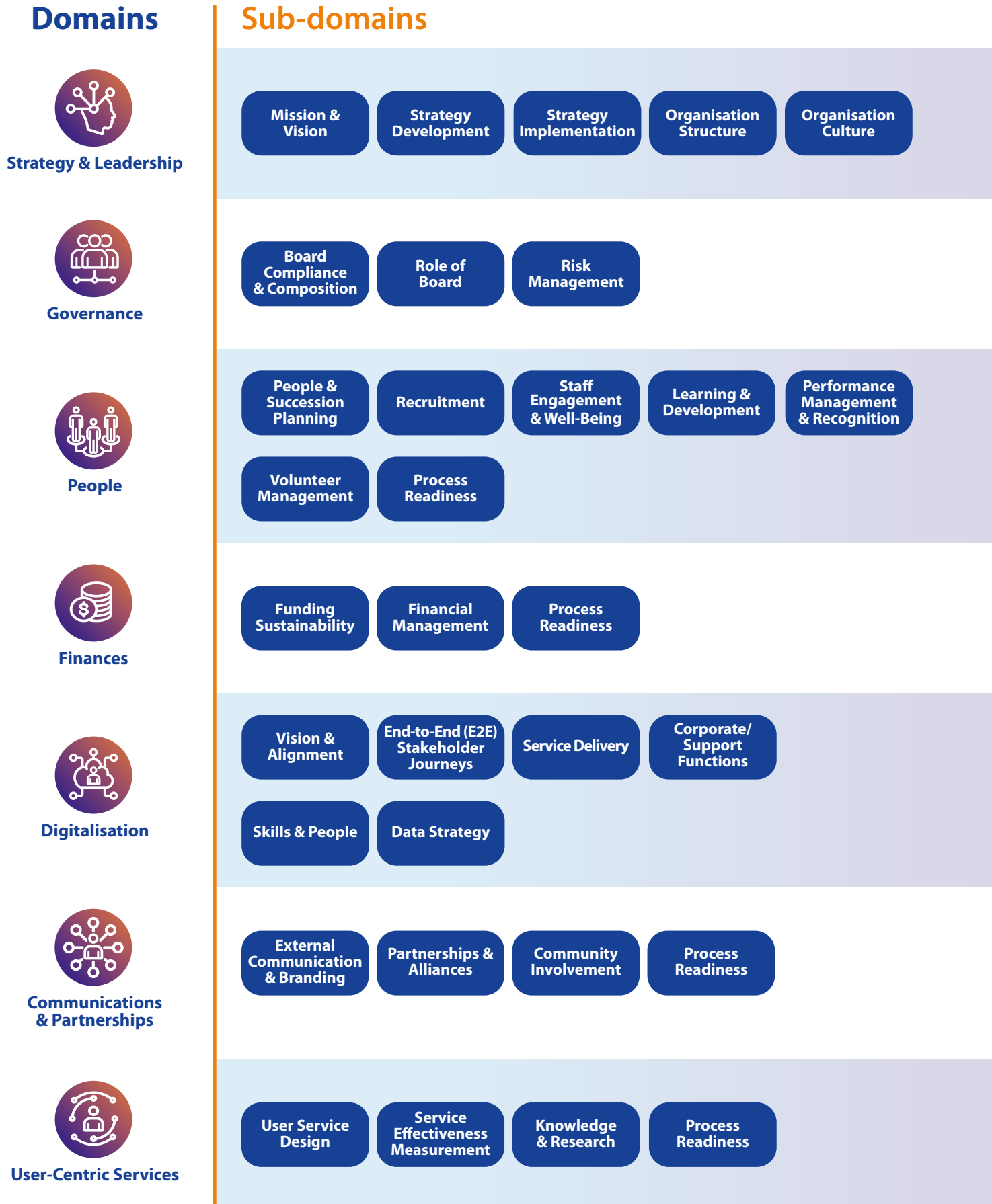
01

ORGANISATIONAL HEALTH FRAMEWORK FOR SOCIAL SERVICES

The Organisational Health Framework for the Social Services (OHFSS) provides a common language to assess, measure and discuss organisational health. It is made up of 7 domains and 32 sub-domains, which provide a holistic coverage of organisational health.

Domains | Sub-domains

Strategy & Leadership

Mission & Vision	Strategy Development	Strategy Implementation	Organisation Structure	Organisation Culture

Governance

Board Compliance & Composition	Role of Board	Risk Management

People

People & Succession Planning	Recruitment	Staff Engagement & Well-Being	Learning & Development	Performance Management & Recognition
Volunteer Management	Process Readiness			

Finances

Funding Sustainability	Financial Management	Process Readiness

Digitalisation

Vision & Alignment	End-to-End (E2E) Stakeholder Journeys	Service Delivery	Corporate/ Support Functions
Skills & People	Data Strategy		

Communications & Partnerships

External Communication & Branding	Partnerships & Alliances	Community Involvement	Process Readiness

User-Centric Services

User Service Design	Service Effectiveness Measurement	Knowledge & Research	Process Readiness

STRATEGY & LEADERSHIP

The Strategy & Leadership domain focuses on the guidance of the organisation through its Mission & Vision, Strategy Development and Implementation, and Organisation Structure and Culture.

01

Mission & Vision

How the leadership leverages on the Mission & Vision to guide the organisation to achieve and sustain excellence.

Key Components

- The organisation has a documented Mission and Vision which drives its strategy and plans.

- The leadership is committed to the organisation's Mission, Vision and Values.

- The leadership communicates the organisation's Mission, Vision and Values to stakeholders to guide the organisation.

- The leadership motivates and inspires team spirit in employees.

02

Strategy Development

How the organisation uses emerging scenarios and involves key stakeholders to develop various strategic plans.

Key Components

- The organisation develops its strategy and plans based on emerging scenarios.

- The organisation has mid-term (2-3 years) and long-term (4-5 years) strategies to achieve its organisational goals.

- The organisation involves its leadership and key employees in its strategy development and planning process.

* The definition of Leadership is the capacity of a company's management to set and achieve challenging goals, take fast and decisive action when needed and inspire others to perform at their highest level.

STRATEGY & LEADERSHIP

The Strategy & Leadership domain focuses on the guidance of the organisation through its Mission & Vision, Strategy Development and Implementation, and Organisation Structure and Culture.

03

Strategy Implementation

How the organisation creates well-defined strategic action plans and communicates them to key stakeholders.

Key Components

- The organisation translates its strategy into action plans to achieve organisational goals.

- The organisation ensures that all the employees and stakeholders within the organisation are aware of the goals and what they need to do to achieve them.

04

Organisation Structure

How the organisation structure anticipates staffing needs ahead of time and clearly defines job roles.

Key Components

- The organisation structure is aligned with its strategic priorities and suitably staffed.

- The organisation structure effectively outlines the roles of functions performed in the organisation.

* The definition of Leadership is the capacity of a company's management to set and achieve challenging goals, take fast and decisive action when needed and inspire others to perform at their highest level.

STRATEGY & LEADERSHIP

The Strategy & Leadership domain focuses on the guidance of the organisation through its Mission & Vision, Strategy Development and Implementation, and Organisation Structure and Culture.

05

Organisation Culture

How the leadership develops a culture that is consistent with its values, and encourages learning, innovation as well as organisational change.

Key Components

- The leadership develops a culture with collective beliefs and values.

- The leadership develops an organisation culture that encourages learning and innovation.

- The leadership develops an organisation culture that embraces organisational change for sustainability.

* The definition of Leadership is the capacity of a company's management to set and achieve challenging goals, take fast and decisive action when needed and inspire others to perform at their highest level.

GOVERNANCE

The Governance domain focuses on the involvement of the organisation's Board in areas such as Compliance & Composition, Board's role and Risk Management.

01

Board Compliance & Composition

How the Board ensures that it is compliant with governance practices and has diversity in areas of expertise to sufficiently guide the organisation.

Key Components

- The organisation adheres to the Code of Governance for Charities & IPCs (April 2017).

- The Board has the needed diversity, expertise and connections.

- The Board ensures that there are Board Committees present to oversee relevant areas of the organisation.

- The Board ensures effective resource planning such as recruitment and on boarding of Board members and succession planning for key roles.

02

Role of Board

How the Board plays its role (e.g. in fund development).
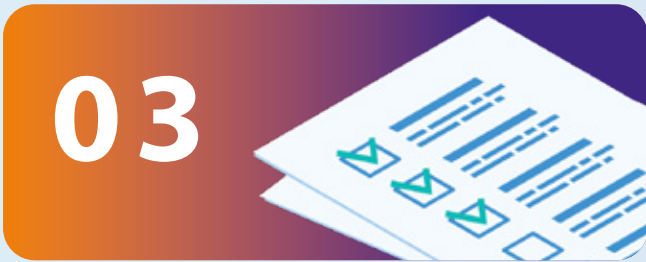
Key Components

- The Board actively participates in Fund Development.

- The Board effectively differentiates between its role and that of the organisation's Senior Management Team (SMT).

- The Board provides guidance to the organisation by periodically reviewing and approving strategic plans.

* The definition of Fund Development is inclusive and ongoing efforts to fund the organisation. This includes fundraising events/programmes sustaining funding sources by developing partnerships with corporations, communities and individuals, as well as actively participating in, and applying for funding.

GOVERNANCE

The Governance domain focuses on the involvement of the organisation's Board in areas such as Compliance & Composition, Board's role and Risk Management.

03

Risk Management

How the organisation protects its data and establishes processes to mitigate risk and ensure regulatory compliance.

Key Components

- The organisation establishes processes for risk identification, analysis and evaluation.

- The organisation complies with PDPA guidelines to collect, use or disclose users' personal data.

- The organisation has reasonable security arrangements to protect personal and other organisational data.

PEOPLE

The People domain focuses on how the potential of employees is effectively harnessed to achieve excellence.

01
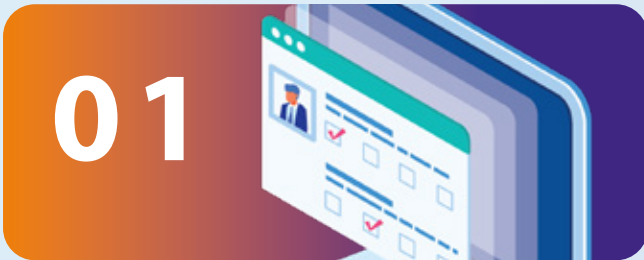
People & Succession Planning

How the organisation is able to plan for its manpower needs, including succession plans.

Key Components

- The organisation systematically and strategically develops its Human Resources (HR) plans.

- The organisation uses HR information to track people performance and identifies and grooms employees for succession of key roles in the organisation.

- The organisation ensures that its HR policies are well-defined, communicated and easy to administer.

02

Recruitment

How the organisation recruits employees to meet organisational needs.
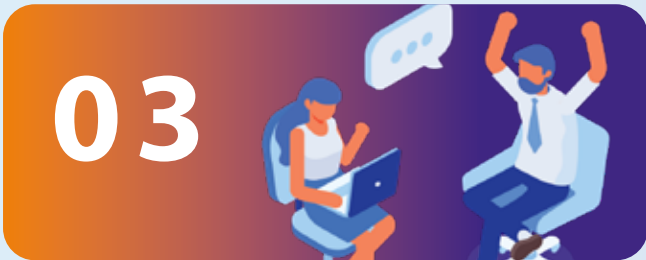
Key Components

- The organisation effectively recruits and onboards its employees.

- The organisation redesigns job roles and workspaces to promptly meet the changing needs of the workforce landscape.

PEOPLE

The People domain focuses on how the potential of employees is effectively harnessed to achieve excellence.

03

Staff Engagement & Well-being

How the organisation engages employees and enhances their well-being to improve organisational health and performance.

Key Components

- The organisation suitably engages its employees to perform their roles and responsibilities so as to achieve organisational goals.

- The organisation enables effective internal communication through townhall meetings, retreats, intranet, email etc.

- The organisation develops a work environment that enhances employee health and well-being, catering to diverse employee needs *(e.g. flexible work arrangement, part-time employment, Employee Assistance Programmes, etc.).*

04

Learning & Development

How the Learning & Development of employees results in higher productivity and personal growth.

Key Components

- The organisation systematically designs and implements Learning & Development plans for employees.

- The organisation has structures *(e.g. supervision processes)* in place that ensure social service professionals are delivering services effectively and efficiently.

PEOPLE

The People domain focuses on how the potential of employees is effectively harnessed to achieve excellence.

05

Performance Management & Recognition

How the employee performance management and recognition channels encourage employees to achieve high performance and productivity.

Key Components

- The organisation establishes an effective performance management system to objectively measure outcomes and reinforce desired behaviours.

- The organisation establishes mechanisms to incentivise and retain employees, such as through a rewards and recognition programme.

06

Volunteer Management

How the organisation optimise and manage their volunteer resources strategically to achieve organisational goals.

Key Components

- The organisation establishes a robust volunteer management strategy supported by volunteer-friendly culture with board and senior management buy in.

- The organisation establishes a structure, processes, and systems to strengthen volunteer recruitment, training, engagement, and review of volunteer management.

- The organisation establishes volunteering partnerships with stakeholders (e.g., corporate, educational institutes) to achieve the organisational goals.

PEOPLE

The People domain focuses on how the potential of employees is effectively harnessed to achieve excellence.

07

Process Readiness

How the organisation ensures comprehensiveness in processes to meet people practice needs
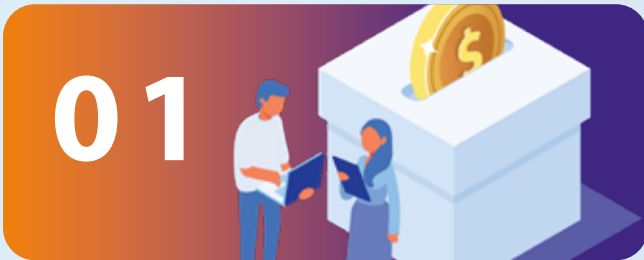
Key Components

- The organisation establishes process management that enables continuous improvement of how its people practices function.

- The organisation ensures that its current processes sufficiently meet its people practice needs, such as through SOPs.

FINANCES

The Finances domain focuses on how the organisation ensures funding sustainability, effective financial management and process readiness.

01

Funding Sustainability

How the organisation establishes diversified and stable funding sources and builds capabilities and infrastructure for fundraising.

Key Components

- The organisation has diversified and stable funding sources.

- The organisation has income-generating activities.

- The organisation has established the necessary skills and infrastructure to conduct fundraising.

02

Financial Management

How the organisation ensures effective financial management with financial planning, systems and processes, and reserves management.

Key Components

- The organisation conducts proper financial planning and analysis so as to monitor planned activities and demonstrate accountability.

- The organisation aligns its procurement processes with organisational goals.

- The organisation adequately plans for the application and management of its reserves.

- The organisation has a transparent accounting system and finance-related procedures.

FINANCES

The Finances domain focuses on how the organisation ensures funding sustainability, effective financial management and process readiness.

03

Process Readiness

How the organisation ensures comprehensiveness in processes to meet financial needs.

Key Components

- The organisation establishes process management that enables continuous improvement of how its finances function.

- The organisation ensures that its current financial processes sufficiently meets its needs, such as through SOPs.

DIGITALISATION

The Digitalisation domain focuses on how the organisation ensures vision and alignment, well-designed end-to-end stakeholder journeys, quality service delivery, effective corporate/support functions and data strategy.

01

Vision & Alignment

How important digitalisation is to the organisation, and how digitalisation projects are prioritised.

Key Components

- The organisation prioritises digitalisation, and has a framework to prioritise such projects.

02

End-to-End (E2E) Stakeholder Journeys

How the organisation designs its stakeholder journeys to provide the best experience through digitalisation.

Key Components

- The organisation has a process in place to design its stakeholder journeys to provide the best experience through digitalisation.

DIGITALISATION

The Digitalisation domain focuses on how the organisation ensures vision and alignment, well-designed end-to-end stakeholder journeys, quality service delivery, effective corporate/support functions and data strategy.

03

Service Delivery

How the organisation optimises service delivery with digital tools and technology.

Key Components

- The organisation uses digital tools and technology to optimise its service delivery.

04

Corporate/Support Functions

How the organisation uses technology to digitalise and automate corporate and support functions.
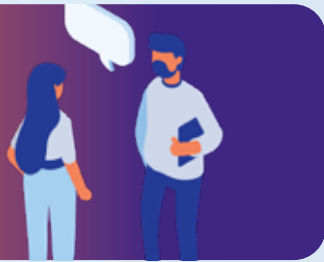
Key Components

- The organisation uses technology to digitalise and automate corporate and support functions.

DIGITALISATION

The Digitalisation domain focuses on how the organisation ensures vision and alignment, well-designed end-to-end stakeholder journeys, quality service delivery, effective corporate/support functions and data strategy.

05

Skills & People

How the organisation hires digital talents (including employees and volunteers) and develops required digital skills.

Key Components

- The organisation hires digital talents (including both employees and volunteers) and develops the required digital skills.

06

Data Strategy

How the organisation capitalises on the value of data.

Key Components

- The organisation capitalises on data for its services and programmes.

- The organisation complies with the Personal Data Protection Act and has a robust data protection management programme.

COMMUNICATIONS & PARTNERSHIPS

The Communications & Partnerships domain focuses on how the organisation engages in partnerships and alliances and community development.

01

External Communication & Branding

How the organisation builds its brand reputation and engagement with users and the public through various platforms.

Key Components

- The organisation develops and builds its brand reputation through effective external communication and public relations (PR) initiatives.

- The organisation uses technology to reach out to and engage users and stakeholders, such as through interactive websites and other social platforms.

02

Partnerships & Alliances

How the organisation develops and maintains its partnerships and alliances.

Key Components

- The organisation has developed effective existing partnerships and alliances that add value to its programmes and target users.

- The organisation explores and develops partnerships and alliances strategically, such as through the use of information and data.

COMMUNICATIONS & PARTNERSHIPS

The Communications & Partnerships domain focuses on how the organisation engages in partnerships and alliances and community development.

03

Community Involvement

How the organisation engages with the community and individuals it serves, along with identifying collaborative opportunities with policymakers and regulatory bodies.

Key Components

- The organisation connects and engages with the community and individuals that it serves.

- The organisation partners with policymakers and regulatory bodies to advance its objectives.

04

Process Readiness

How the organisation ensures comprehensiveness in processes to meet communications and partnerships needs.
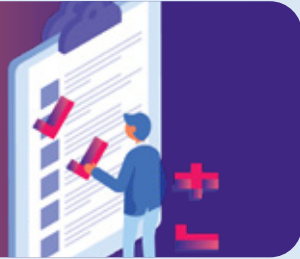
Key Components

- The organisation establishes process management that enables continuous improvement of its comunications & partnerships function.

- The organisation ensures that its current communications & partnerships processes sufficiently meet its needs, such as through SOPs.

USER-CENTRIC SERVICES

The User-Centric Services domain focuses on delivering quality services through user service design, service effectiveness measurement, knowledge management and process readiness.

01

User Service Design

How the organisation designs services based on its strategic direction and identified user needs and gaps.

Key Components

- The organisation offers services that integrate and align with its mission and organisational goals.

- The organisation defines and identifies its targeted users for its service delivery.

- The organisation designs new programmes based on identified user needs and related gaps in its service delivery.

02

Service Effectiveness Measurement

How the organisation measures performance and outcomes for its services.
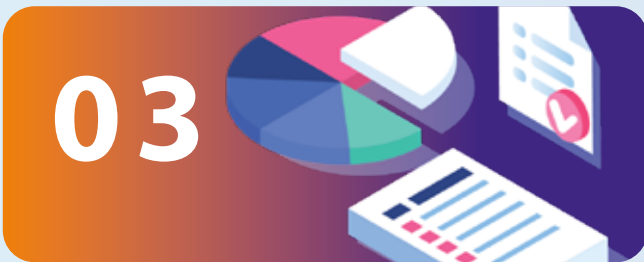
Key Components

- The organisation defines planned outcomes for its services and assesses the impact achieved for its targeted users.

- The organisation systematically measures and tracks service outcomes.

USER-CENTRIC SERVICES

The User-Centric Services domain focuses on delivering quality services through user service design, service effectiveness measurement, knowledge management and process readiness.

03

Knowledge & Research

How the organisation collects, manages and analyses data on service performance to inform planning and decision-making

Key Components

- The organisation incorporates the analysis of its service outcomes and user feedback to adjust its services.

- The organisation manages its data and knowledge effectively.

- The organisation conducts research relevant to current and potential service users.

- The organisation incorporates the research findings relevant to current/potential service users into its services.

- The organisation collaborates with other partners e.g. social service agencies (SSAs), Institutes of Higher Learning (IHLs) and other sector stakeholders on research/evaluation of its programmes.

04

Process Readiness

How the organisation ensures comprehensiveness in processes to meet service needs.

Key Components

- The organisation establishes process management that enables continuous improvement of how its services function.

- The organisation ensures that its current processes sufficiently meet the needs of its programmes and services, such as through SOPs.

02

STRENGTHENING ORGANISATION HEALTH

STRENGTHENING ORGANISATION HEALTH

STRATEGY & LEADERSHIP

STRATEGY & LEADERSHIP

Here are some key considerations to strengthen your organisation's performance in this domain:

1 DEVELOPING A ROBUST STRATEGY PLAN

Your organisational strategy distils what your organisation is trying to achieve, and the steps and resources needed for that. It should be developed based on the organisation's current profile, strategic options and scenarios, future operating environment and desired future profile. Some key considerations include:

- The current profile of the organisation indicates its "as is" operating model, along with the significant distinguishing characteristic. Ask the right questions to understand your organisation today, before planning where it needs to be in the future.

- One key question should be around how service-user-centric the organisation is in its strategy planning and approach. Others include clarity of mission and vision, operational and programmatic capacities, strengths, weaknesses, competitive advantages, financial state.

- Systematically study the external environment (e.g. customer feedback, sector roadmaps and trends), internal capability (e.g. data on operational performance, quality indicators) and inputs from stakeholders when developing the strategy.

- Involve various types of analytical insights such as forecasts, projections, options, research and evaluation, scenarios and knowledge to develop a Theory of Change with short- and long-term outcomes. For an effective Theory of Change, involve internal stakeholders from different levels of implementation.

- Develop plans that are comprehensive, quantifiable and forward-looking, with the key being to cascade these to individual teams. In addition to aligning with the organisation's mission, these plans should be person-centric, and contribute to improving Quality of Life of target groups.

- SSAs should aim to review the strategy plan every 3-to-5 years to ensure it is dynamic and responsive to evolving challenges and opportunities in the environment.

STRATEGY & LEADERSHIP

EXTERNAL ENVIRONMENT

It is key to stay abreast of national and sector-wide directions when developing your organisational strategy.

The Social Service Sector Strategic Thrusts (4ST) roadmap charts out the pathways to achieve the sector's vision of "every person empowered to live with dignity in a caring and inclusive society". It has 3 key thrusts:

KEY THRUSTS

Empowered individuals, their families and communities

Effective social purpose entities that deliver quality, innovative and sustainable solutions

Caring, collaborative and impactful social service ecosystem.

The 4ST is currently being refreshed and will consider the sector's progress, as well as new trends and challenges for the coming years.

Refer to the detailed outcomes and initiatives that your organisation can align with to facilitate the realisation of the 4ST for sector-wide impact.

Other key roadmaps to keep in mind include the **IDPSS Digital Roadmap, Enabling Masterplan, Community Mental Health Masterplan** and **Caregiver Support Action Plan.**

COLLABORATION

In organisational strategy planning, SSAs should seek to create strong cross-sector partnerships:

- Gain a good understanding of and communication with sub-sector stakeholders to create horizontal and vertical networks to foster strategic and sustainable partnerships;

- Explore creative ways to share expertise and resources, and partner with NCSS on such efforts;

- Work closely with NCSS and other key stakeholders to improve systemic conditions for a collaborative ecosystem and environment.

STRATEGY & LEADERSHIP

2 ESTABLISHING STRATEGIC INTEREST GROUPS (SIGs) FOR IMPLEMENTATION

Translating your organisation's strategies clearly into detailed action plans supports its implementation. Independent SIGs can be established for this, reporting to a formal Council.

Activities conducted by the SIGs can include:

- Defining problem and expected outcomes
- Obtaining inputs from stakeholders
- Ascertaining solutions by undertaking formal and informal research
- Proposing preliminary set of solutions to Formal Council
- Developing solutions further, seeking further investment if needed
- Establishing outcome indicators

Composition and Duration of SIGs:

- **4 - 5 members per SIG,** across a range of departments, with a mix of backgrounds and experiences (in area of discussion, and outside).
- **Each SIG to appoint a leader** with high potential, for exposure to leadership roles and competencies.
- **Up-to 3 SIGs** at a time, each working in 3-to-6-month cycles.

PROGRAMME CONTENT SAMPLE FOR STRATEGIC INTEREST GROUPS (SIGS)

PROGRAMME COUNCIL

CEO of Organisation
Provide overall approval for business case developed for each SIG

- The programme council will comprise the **Senior Management and/or Board Members** and will preside over the solutions which will include approving investments which may be required to implement / deploy the solution.

PROGRAMME DRIVING ADOPTION OF PROCESSES

Strategic Interest Groups (SIGs) will be formed to drive the adoption of processes within the SSA. Each SIG will be given a problem statement that they can embark on. These solutions will be presented to a Programme Council, who will decide how to take the solutions forward and implement it in the organisation.

SIG 1   SIG 2   SIG 3

STRATEGY & LEADERSHIP

3 DESIGNING A COHERENT ORGANISATION STRUCTURE

Efficient **execution of your strategic plans** depends largely on how your organisation structure **complements them** and **how coherent it is.** This can be achieved through the following:

- Relooking the current functional responsibilities to prioritise and augment resources and tasks to fulfil the organisation's mandate.

- Reviewing the composition and mix of resources within each department/function including manning levels and competency.

- Considering an organisational Theory of Change (ToC) as a tool to establish shared organisational KPIs, and mechanisms to track achievement.

  An organisational ToC explains your organisation's intended path to impact, by outlining causal linkages through short-, medium- and long-term outcomes, based on robust evidence-based assumptions. Learn more about the Theory of Change in the section on the domain of User-Centric Services.

- Documenting revised functional mandates so the responsibilities and allocation of work is clearer.

- Communicating the expected outcomes to be achieved from the change in the organisation structure.

The **Six Design Layers Framework** facilitates the enhancement of organisation structure. The design layers are:

GOVERNANCE
To align the organisation's governance, risk and compliance processes with its strategy.

PROCESS
How the work of the functioning enterprise is carried out.

PEOPLE
Structure, reporting and accountability. Leadership, capabilities, skills, culture and performance expectations.

SERVICE DELIVERY MODEL
The locations and how services are delivered.

TECHNOLOGY
To support the execution of processes and manage information/data.

INFORMATION
The data and analytics required to support the execution of processes and to inform business decisions.

Source: KPMG

STRATEGY & LEADERSHIP

CHANGE MANAGEMENT FOR SUCCESS

Change Management is critical for the success of any organisational structure change. Galvanising support for the change means conversations and dialogue with the employees to clearly explain its rationale and benefits. A well-articulated structure with strong buy-in from employees will result in the outcomes desired.

In orchestrating the change, leverage the PROSCI tool as reflected below using the ADKAR (Awareness, Desire, Knowledge, Ability and Reinforcement) framework and prepare the organisation through clear articulation of intent, plans and continuous reinforcement.

PROSCI'S CHANGE MANAGEMENT PROCESS
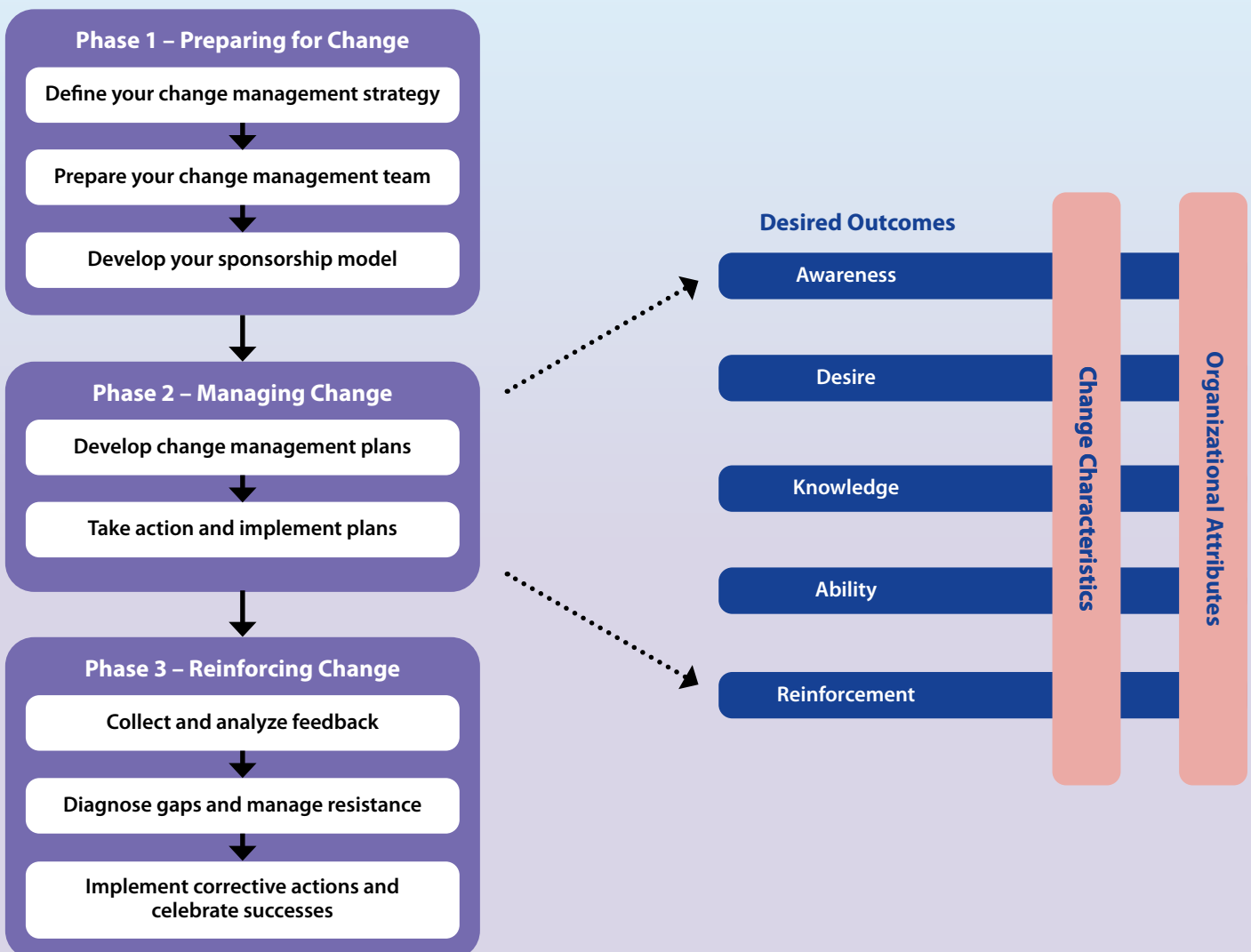
Source: Adapted with permission from Prosci, Inc. Customised and produced by NCSS.

STRATEGY & LEADERSHIP

4 DEVELOPING LEADERSHIP

Consider investing in leadership development to move your organisation towards the next phase of growth with these:
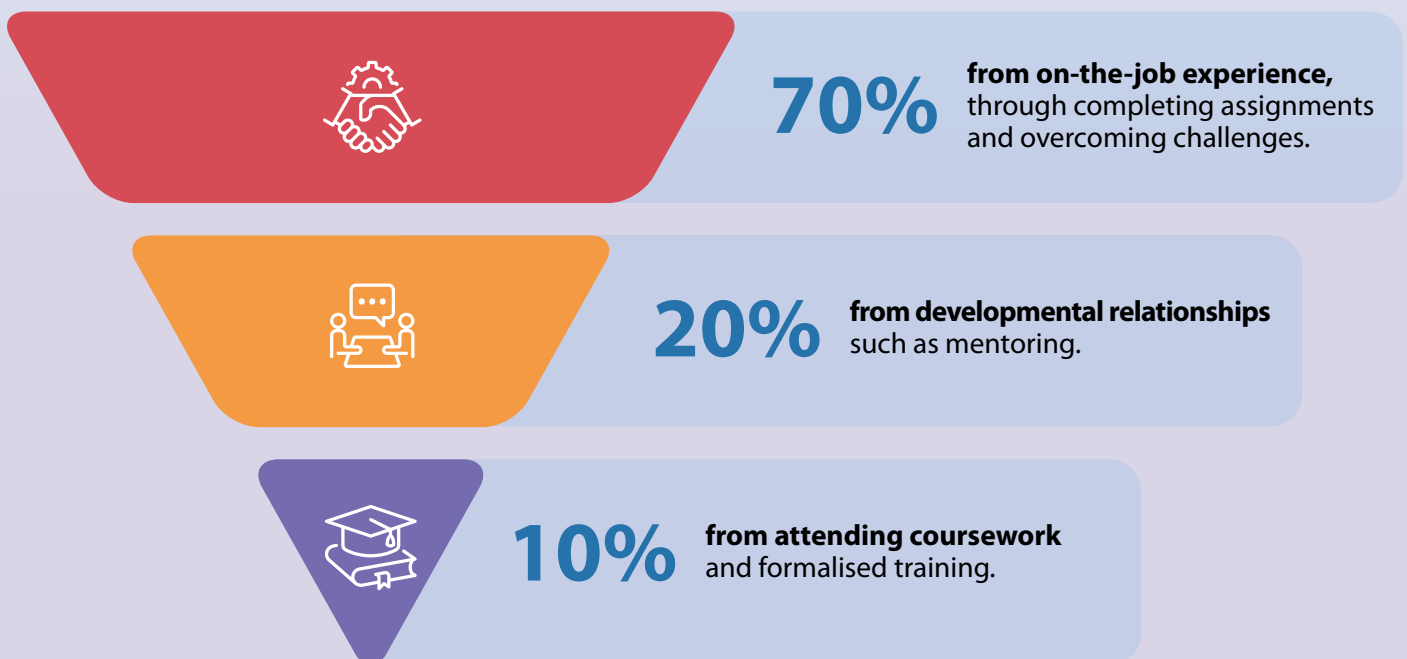
- Equip leaders with the necessary leadership skills such as people management, stakeholder engagement and others.

- Establish platforms for new leaders to come together and learn from one another – in peer learning groups.

- Rotate these identified employees around the organisation to groom them for leadership roles.

- Expose employees to various learning opportunities to develop their understanding of the sector and good practices locally and internationally.

You may also send suitable candidates to attend the **Leadership Development Programme (LDP)** conducted by NCSS.

With a choice of two development tracks, the programme maps out the recommended milestone training and work exposure to attain the required competencies and experience. The organisational track grooms future agency heads and directors, while the specialist track trains future specialist leaders.

The 70-20-10 rule explores how executives learn, grow, and change over the course of their careers. The underlying assumption of the rule is that leadership can be learned, that leaders are made, not born.

According to the 70-20-10 rule, you need to have 3 types of experience to learn and grow as a leader, following a ratio of 70-20-10:

70% **from on-the-job experience,** through completing assignments and overcoming challenges.

20% **from developmental relationships** such as mentoring.

10% **from attending coursework** and formalised training.

Source: Center for Creative Leadership (ccl.org)

STRATEGY & LEADERSHIP

5 STRENGTHENING LEADERSHIP ENGAGEMENT ACROSS STAFF LEVELS

For a greater level of employee buy-in, consider strengthening leadership engagement across staff levels. This can be achieved through the following:

- By creating **more platforms for two-way communication and feedback** across the organisation (e.g. employee feedback surveys).

  Formal: More townhall meetings, dialogue sessions

  Informal: More face-to-face conversations between management and their one down for timely and holistic exchange of information and feedback

- Reviewing inputs from these on a regular basis to improve engagement across all levels.

6 FORGING A UNIFIED ORGANISATION CULTURE

A unified cultural narrative lets your organisation say what it stands for to the public while staff collaborate closely across departments. Employees will become **effective communicators** not just with service users, but also among themselves. The activities that help achieve these include:

- Identifying shared core values and goals that define your organisation via interviews, surveys, discussions, etc.

- Aligning values with the vision, mission and strategic direction.

- Developing culture programmes to ensure visibility and reinforcement of identified values across the organisation (e.g. reiteration in department meetings, culture campaigns, roadshows, value recognition awards).

- Developing a holistic communications plan for the cascading of organisational policies and practices.

Edgar Schien's Model of Organisation Culture presents three layers: Artefacts & Assumptions, Values and Basic Assumptions. Cultural concepts can move between these layers over time, as the organisation gains greater awareness of its culture. The following page outlines how this model can be used to develop a unified organisational culture.

STRATEGY & LEADERSHIP

Edgar Schein's Model of Organisation Culture

Artefacts

Observable behaviours
Visible elements that are easily identifiable and recognisable by people outside the organisation.

What does this mean for an organisation?

- Visible leadership behaviours such as empowering subordinates and acting as a role model.

- Common language and style of dressing that most employees or outsiders can identify with.

- Architecture of office layout such as an open space or cubicle structure (e.g. an open space suggests more collaboration).
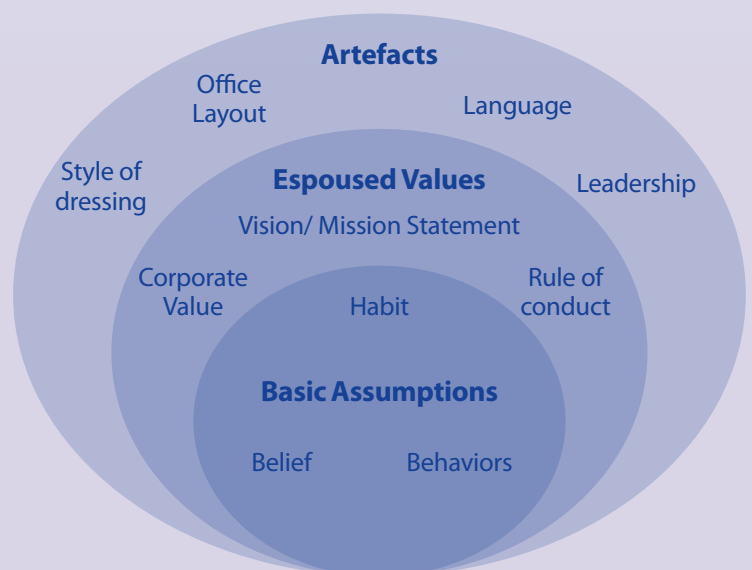
Espoused Values

Organisation's stated values and rules of behaviour

Often formalised through vision and mission statements and is how members represent their organisation through behaviours and shared values. This layer could also also be made more visible through surveys.

What does this mean for an organisation?

- How employees are seen to behave or conduct themselves, as represented and guided by the organisation's stated values and vision, e.g. an employee's participation in volunteer and mission work because humility and service above self is part of the value of being in that organisation.

Basic Assumptions

Shared mindset and beliefs that influence how people in an organisation behave. These are usually known but are not discussed or written. Thus, tapping into the core beliefs about each individual and understanding why they behave so is crucial.

What does this mean for an organisation?

- Insights into why some behaviours are performed without being questioned. Could it be that informal relationships formed with colleagues is considered part of the performance evaluation process? e.g. s group of people in an organisation behaving in the same manner – such as being unresponsive to queries and lacking willingness to work together.

These layers of culture need to be assessed systematically by conducting an artefact review of existing data and stakeholder engagement sessions to discern the values and underlying assumptions of the organisation's culture.

Artefacts
Office Layout
Language
Style of dressing
Espoused Values
Leadership
Vision/ Mission Statement
Corporate Value
Habit
Rule of conduct
Basic Assumptions
Belief
Behaviors

STRENGTHENING ORGANISATION HEALTH

GOVERNANCE

GOVERNANCE

A strong Board is an essential ingredient to effective service delivery, and a strong social service sector. As a basic foundation, SSAs should be compliant with the Code-of-Governance for Charities and IPCs. Further to this, there is a need to enhance Board capabilities, and ensure the Board plays a suitable role in the organisation.

The Board Leadership Survey 2019/2020 carried out by the Centre for Non-Profit Leadership (CNPL) surfaced challenges such as lack of a strong pipeline of capable candidates to join Boards and Committees, a lack of strategic guidance to Management, insufficient Board/Committee Chairperson succession planning, unclear role delineation between the Management and Board, low Board diversity as well as poor communication of goals to strengthen Board and Management dynamics.

1 ALIGNING WITH CODE OF GOVERNANCE FOR CHARITIES AND INSTITUTIONS OF A PUBLIC CHARACTER (IPCS) (2017)

Governance constitutes the framework and processes of managing the overall direction, effectiveness, supervision and accountability of an organisation.

In the social service sector, organisations should adopt the Code of Governance for Charities and Institutions of a Public Character (IPCs) issued by the Charity Council in 2017.

The Code guidelines are categorised into four tiers (Basic, Intermediate, Enhanced, Advanced) according to the charity or IPC status and size.

2 ESTABLISHING CHARITY TRANSPARENCY

Transparency and accountability are key elements of good governance and to achieve these, consider aligning your organisation with the Charity Transparency Framework (CTF) (2020):

- The CTF should be used in conjunction with the aforementioned Code of Governance.

- The CTF also includes the Charity Transparency Scorecard, a self-assessment tool that evaluates the organisation's level of transparency.

GOVERNANCE

3 INVESTING IN BOARD DEVELOPMENT

To develop knowledge and competencies among Board members in order to efficiently and effectively conduct Board functions, your organisation can consider the following programmes:

The Singapore Governance for Outstanding Organisation Directors Programme (S-GOOD) developed by the Social Service Institute (SSI) and the Singapore Institute of Directors (SID), comprising eight modules:

1. Essentials of Non-profit Board Leadership
2. Board Dynamics
3. Board and Management Dynamics
4. Talent and Volunteer Management
5. Strategy and Board Performance
6. Financial Management and Accountability
7. Fundraising, Outreach and Advocacy
8. Social Trends

Training provided by SSI to understand challenges faced by Non-Profit Organisations serving the following groups:

- Children
- Youth & Families
- Persons with Disabilities
- Persons with Mental Health Conditions
- Seniors

These are available on the **SSI website.**

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[1]INVESTMENT BY AWWA LTD

"The Asian Women's Welfare Association (AWWA Ltd) proactively invests in Board development by making an effort to ensure the diversity in the composition of its members. Individuals who can add potential value to the Board are identified and encouraged to serve as key advisors to specific programmes.

Key Board members also sit on various task forces and working panels that contribute to the social service sector at large. Organisational sustainability is also ensured through regular reviews conducted by the Board."

4 BOARD CAPABILITY BUILDING INITIATIVES

NCSS has launched a slew of Board Capability building initiatives to proactively partner SSAs. This includes a Board Members group on GatherHere, an online space for social service sector professionals.

Join the GatherHere Board Members group to access Free Board resources, webinars and much more. Webinar topics change over time and have been on topics such as Data Governance, Scaling & Succession Planning and Board Evaluation, among others.

The sector can look forward to more support organised by NCSS in the near future in Board Diagnostics and consultancy, Board training and creating a pipeline of skills-based Board Members.

For details, email **Jamie_FOO@ncss.gov.sg.**

In addition, Centre for Non Profit Leadership (CNPL) and Singapore Institute of Directors (SID) also conduct forums and engagement platforms for Boards e.g. CNPL Board Connect Series, and Board Trainings. Details of these are available at their respective (CNPL's and SID's) websites.

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[1] AWWA annual report 2019/20

GOVERNANCE

5 14 FACTORS FOR BOARD EFFECTIVENESS

Drawing from various frameworks, NCSS encourages SSAs to make considerations for Board effectiveness in the following 14 areas:

CONSIDERATION FACTORS FOR BOARD EFFECTIVENESS

Board of Governance

Board understands and carries out its legal and fiduciary duties, overseeing risk management, and following the Code of Conduct.

Conflict of Interest

Board members act in the organisation's best interests, with rules/practices aligned to the organisaion's mission, vision and values, with meetings that follow appropriate attendance-requirement guidelines.

Digitalisation / IT

Board has experience in leading digital transformation, adopts an innovative/ digital mindset and encourages use of technology.

Disclosure / Transparency

Board-Management relationship is respectful and trusting, with clear delineation of roles. There is clear communication around executive functions and requirements of Board intervention/approval.

Finance Management & Controls

Board understands and carries out its legal and fiduciary duties, tracking organisation's financial viability, and there is clear communication around financial management and controls needing Board intervention/approval.

Fundraising Practices

The success of the organisation's fundraising efforts can be evaluated based on diverse fundraising activities, engagement of external fundraisers, donor engagement and fundraising ratios.

HR Management

Board provides outward-in strategic guidance and is aligned with Management on people-centred culture, policies, process and practices. The Board is involved in succession planning of CEO, empowers the CEO to hire capable Management team.

GOVERNANCE

CONSIDERATION FACTORS FOR BOARD EFFECTIVENESS

Programme Management

Board actively participates in the planning and execution of significant engagements, being present for key events and actively reviewing programmes and services for any necessary resource reallocation.

Public Image

Board actively promotes and upholds the organisation's reputation in the community.

Risk Management

Board understands and carries out its legal and fiduciary duties, overseeing all risk management activities.

Succession Planning

Board recognises the importance of succession planning, sets guidelines for Board nomination, builds a pipeline of competent Members, and actively identifies and recruits for Membership.

Strategic Planning

Board adopts a long-term view, providing guidance to strategy planning (e.g. revenue diversification, fundraising tactics, and monitoring against financial sustainability), with space for Management to be creative to seize opportunities that arise.

Board reviews and assesses mission/vision regularly, making active alliances and collaborations with external stakeholders in the interest of the organisation. Board measures its own performance and effectiveness regularly.

Diversity

There is a good mix of Board Members as per organisation's needs (age profile, gender, ethnic group, background, skills, representation of Public, Private and People sectors, with wide networks.

Future-readiness

The Board supports innovation, with members attending regular training and engagements organized by sector administrators to gain knowledge and keep up-to-date with non-profit Board Leadership matters.

STRENGTHENING ORGANISATION HEALTH

PEOPLE
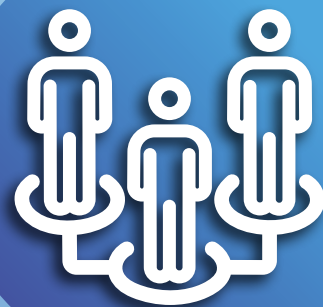
PEOPLE

Here are some key considerations to strengthen your organisation's performance in this domain:

1 GROOMING TALENT FOR SUCCESSION PLANNING

Consider these programmes to **enhance structure and transparency in grooming high potential talent (Hi-Po):**

- **Sun Ray Scheme** - Provides cross-organisational exposure and support to individuals with high leadership potential.

- **Leadership Development Programme (LDP)** - Develops professionals with high leadership potential to undertake top management or specialist positions in their agencies.

- **Professional Development & Management Programme (PDMP)** - Develops professionals with high leadership and management potential who are beginning to undertake management roles.

The following framework, developed by McKinsey, can be considered to benchmark employees and identify talent.

9-BOX POTENTIAL VS PERFORMANCE MATRIX

Potential			
High	Emerging Talent	Growth Employee	Future Leader
Growth	Solid Performer	High Achiever	High Impact Performer
Limited	Steady Professional	Recognised Specialist	Trusted Expert
	Competent	Excellent	Outstanding
		Performance	

Source: Open Source

Potential refers to the employee's ability or capacity for growth and development to take on a leadership or advisory role within the organisation.

Performance refers to how the employee acquires technical skills, abilities, and subject-matter knowledge in the job-related field. It also refers to the employee's ability to develop and maintain working relationships while embodying organisational values.
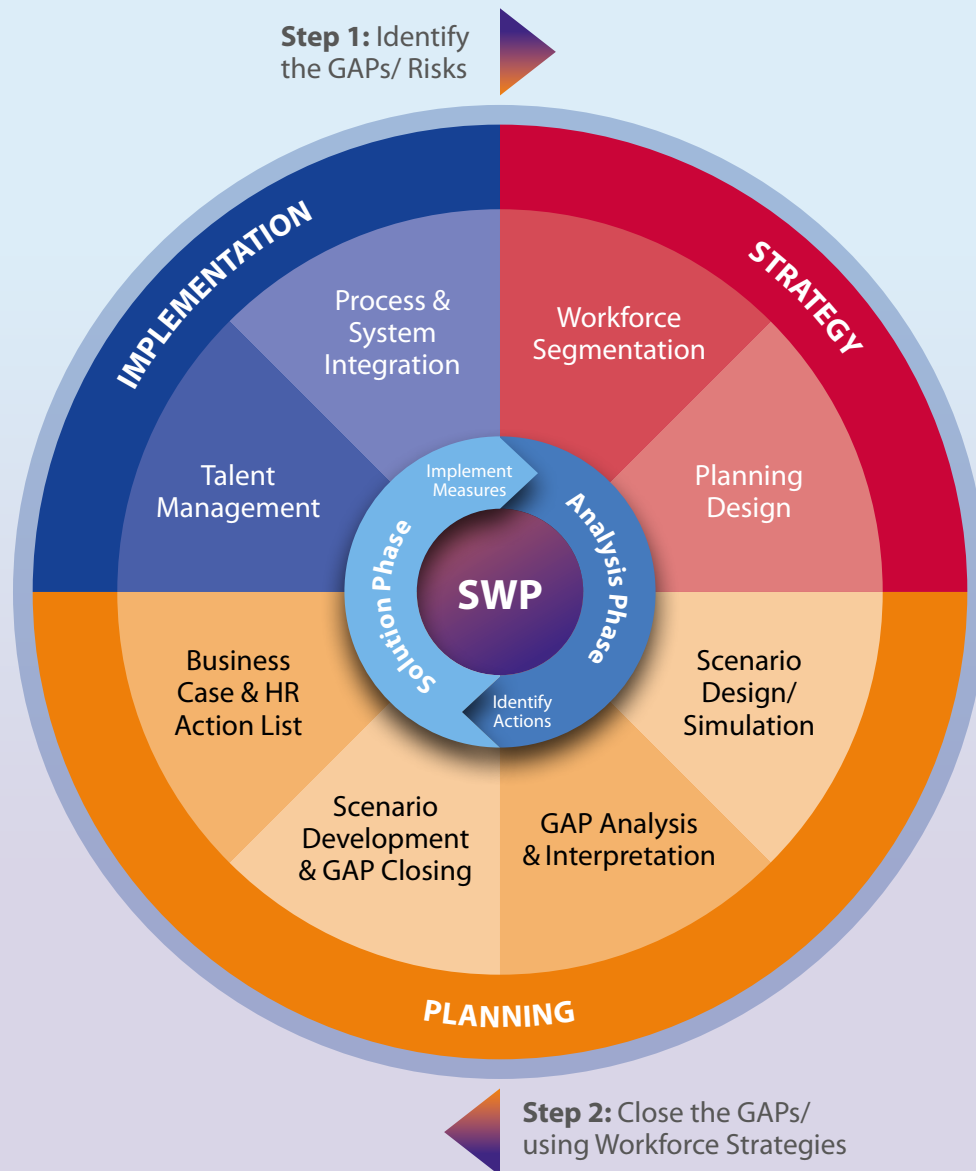
The nine-box matrix can be used for succession planning. Succession planning should focus on your stars, who score high in performance and potential. These are the employees who will build the future of your organisation. The nine-box grid is a tool that helps in the identification of leadership talent. This talent is then groomed for more senior leadership positions through leadership development, coaching, mentoring, regular 360-degree feedback, and other feedback methods.

The stars are the key employees in the succession matrix, where critical roles are identified along with different top employees who are suitable for these so that when these roles become vacant, there is talent ready to fill them.

PEOPLE

2 IDENTIFYING FUTURE MANPOWER NEEDS THROUGH STRATEGIC WORKFORCE PLANNING (SWP)

Below is the SWP framework, developed by KPMG, which depicts an integrated strategic workforce approach that your organisation can consider adopting.

Step 1: Identify the GAPs/ Risks

IMPLEMENTATION

STRATEGY

Process & System Integration

Workforce Segmentation

Talent Management

Planning Design

Implement Measures

Solution Phase

Analysis Phase

SWP

Business Case & HR Action List

Scenario Design/ Simulation

Identify Actions

Scenario Development & GAP Closing

GAP Analysis & Interpretation

PLANNING

Step 2: Close the GAPs/ using Workforce Strategies

The framework begins with **Strategy** which requires a clear understanding of the existing workforce, supplemented by anticipated changes brought on by economic, technological and demographic changes (e.g. an ageing workforce) then formulation of **plans** to address gaps which surface. **Implementation** focuses on redesigning of processes and jobs as well as identifying opportunities to groom and nurture or selectively purchase from the marketplace.

PEOPLE

3 DEVELOPING / ENHANCING EMPLOYEE VALUE PROPOSITION (EVP)

Employee engagement can be strengthened through enhancing the Employee Value Proposition (EVP): the value that employees are expected to contribute with the value that they can expect in return.

The below model depicts **five key areas** to enhance when conducting the Employee Value Proposition. A holistic approach to all the component sections will ensure a consistent narrative to all existing employees while attracting potential employees into the organisation.

Nature of the Work
- Task Variety
- Task Challenge
- Degree of Autonomy
- Job Satisfaction
- Job Responsibility

Career
- Career Advancement
- Job Title
- Personal Growth
- Professional Growth
- Training Opportunities
- Job Security

Monetary Factors
- Pay
- Regular Wage Increment
- Performance Bonuses
- Allowances
- Terms and Conditions of Payments

Benefits
- Health Benefits
- Retirement Benefits
- Flexibility of Schedule
- Work Arrangement

Affiliation
- Reputation of Company
- Mission/ Vision of Company
- Work Environment
- Work Culture

Source: KPMG

PEOPLE

4 DEVELOPING MANPOWER CAPABILITIES THROUGH TRAINING

Manpower is an important resource for your organisation to carry out work effectively. **Growing and developing** people is essential in the sector's dynamic landscape.

Your organisation can consider the Career Conversion Programme for Social Workers (CCP SW) as well as training provided by SSI in areas such as professional development, non-profit governance, management development and organisational development.

5 ATTRACTING AND RETAINING EMPLOYEES

To ensure that the **right talent is attracted and retained** at your organisation, SSAs are strongly encouraged to make the following considerations:

- Ensure clarity of job scope through effective Job Descriptions. Refer to the Skills Framework for Social Service by SSG for skillsets for different levels of job roles.

- Develop Key Performance Indicators (KPIs) to link work targets to desired employee behaviours, productivity and organisational values across all functions.

- Introduce a rewards and recognition programme – e.g. staff benefits, long service awards, Social Service Fellowship

- Benchmark salaries against the **NCSS Salary Guidelines for Social Service Sector,** and review them annually.

- Discern between specific needs and nuances of clinical and non-clinical roles, taking reference from the Skills Future Framework for guidance on salary-related behaviours in other sectors.

- Implement the Flexible Wage System (FWS) as per MOM guidelines, and introduce a Multiple Variable Component on top of an Annual Variable Component for more timely wage adjustments when needed. For advice and support on implementing the FWS, SSAs should approach NTUC, its affiliated unions and SNEF.

PEOPLE

6 ESTABLISHING / ENHANCING VOLUNTEER MANAGEMENT

Volunteers are an integral part of social service. They play a pivotal role in augmenting manpower capabilities, strengthening social service delivery, and increase community engagement. They act as a resource as they embark on the organisation development and transformation journey.

Enhancing Volunteer Management at the Organisational Level

The **Volunteer Management Framework (VMF)** guides SSAs on the key areas of volunteer management. SSAs are encouraged to use this framework while developing their volunteer management capabilities to be effective in engaging and managing volunteers as a strategic resource to augment manpower, improve service delivery and increase community engagement. The VMF covers the following 6 key areas:

Getting Your Agency Volunteer-Ready

- Setting a clear volunteer vision and strategic plan to guide your agency towards successful volunteer partnerships.

- Putting in place policies and setting aside resources for effective volunteer management.

- Building a volunteer-friendly culture across the agency which includes the Board, management and staff.

Conducting Needs Assessment

- Defining your agency's needs and identifying areas which require volunteer support.

- Identifying potential risks and putting in place mitigation steps for your volunteer programmes.

Recruiting and Selecting Volunteers

- Leveraging on diverse platforms and establishing processes to manage and optimise recruitment, selection and deployment of volunteers.

Onboarding and Training Volunteers

- Establishing processes and structure to carry out onboarding of new volunteers and equipping volunteers with the necessary skills to perform in their volunteering roles.

Supporting and Recognising Volunteers

- Establishing structure and providing support to appreciate, recognise and develop the volunteers.

Reviewing Volunteer Management

- Reviewing the impact of volunteer programmes and effectiveness of volunteer management to improve service delivery and volunteer experience.

Building sustainable partnerships

Complementing the VMF, SSAs are encouraged to consider how they can better collaborate with partners (e.g. corporates, SG Cares Volunteer Centres) to achieve better outcomes for their volunteer programmes.

Volunteer Management Toolkit 2.0

This toolkit provides SSAs with practical tools and guidelines on volunteer management (e.g., data protection, volunteer leaders, corporate partnerships). Given the diverse nature of social service agencies, the toolkit is not meant to be prescriptive, but for social service agencies to customise and modify to suit their needs and requirements.
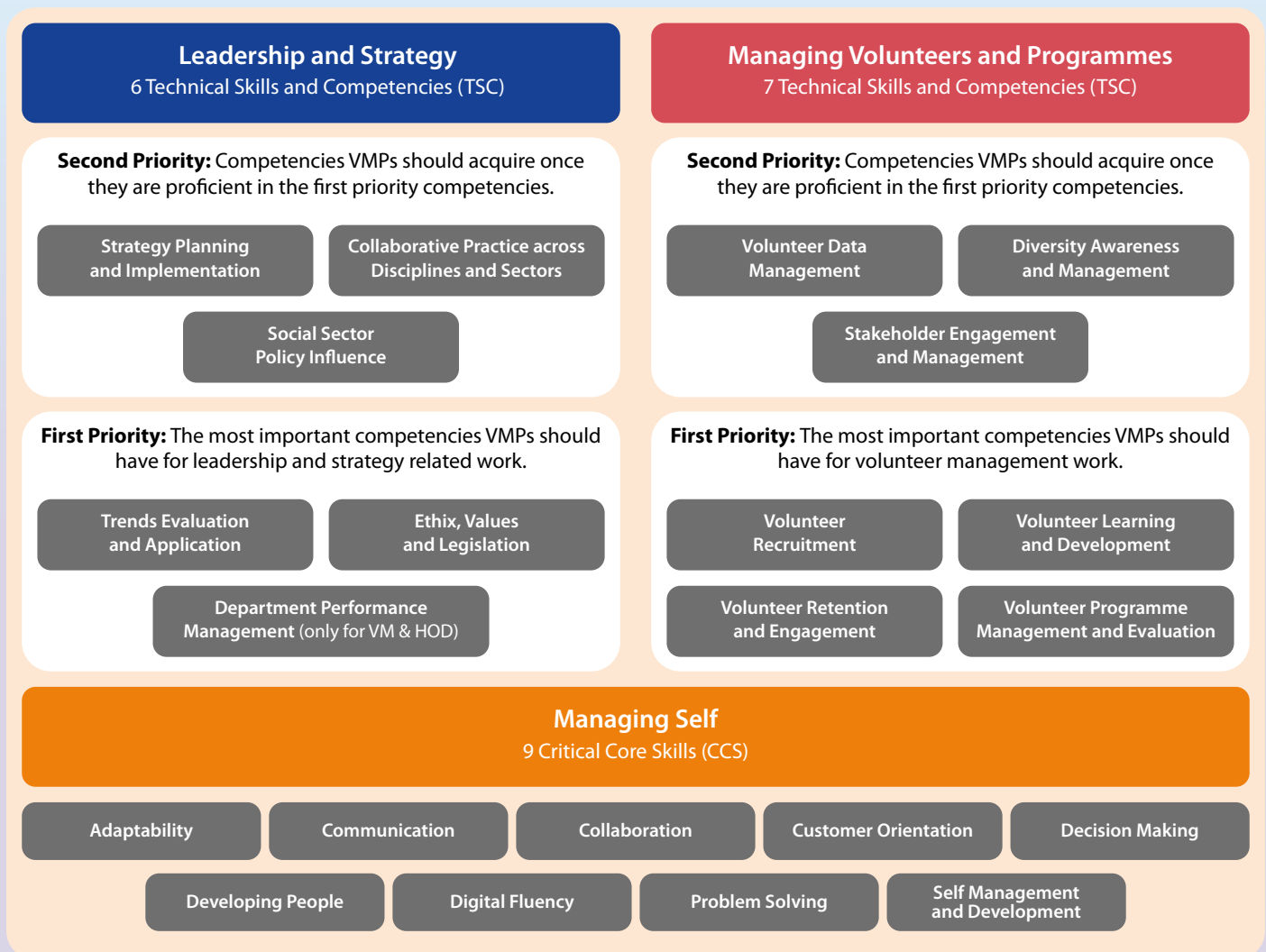
PEOPLE

BUILDING CAPABILITIES OF VOLUNTEER MANAGEMENT PRACTITIONERS

Volunteer Management Practitioners (VMPs) play a vital role in establishing strong volunteer management processes and frameworks within the organisation (e.g., implementing the VMF) while engaging with the volunteers. The **Learning & Development Roadmap for VMPs** provides guidance on the skills and competencies required for them to perform their roles effectively, thereby optimising volunteer resources in meeting the needs of the agency and its service users.

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. VMPs can also use the accompanying digital self-assessment tool to identify their proficiency gaps and relevant training courses.

COMPETENCY MODEL THAT SHOWS THE SKILLS AND COMPETENCIES THAT A VMP SHOULD HAVE

Leadership and Strategy 6 Technical Skills and Competencies (TSC)	**Managing Volunteers and Programmes** 7 Technical Skills and Competencies (TSC)
Second Priority: Competencies VMPs should acquire once they are proficient in the first priority competencies. Strategy Planning and Implementation	Collaborative Practice across Disciplines and Sectors Social Sector Policy Influence	**Second Priority:** Competencies VMPs should acquire once they are proficient in the first priority competencies. Volunteer Data Management	Diversity Awareness and Management Stakeholder Engagement and Management
First Priority: The most important competencies VMPs should have for leadership and strategy related work. Trends Evaluation and Application	Ethix, Values and Legislation Department Performance Management (only for VM & HOD)	**First Priority:** The most important competencies VMPs should have for volunteer management work. Volunteer Recruitment	Volunteer Learning and Development Volunteer Retention and Engagement	Volunteer Programme Management and Evaluation

Managing Self
9 Critical Core Skills (CCS)

Adaptability	Communication	Collaboration	Customer Orientation	Decision Making

Developing People	Digital Fluency	Problem Solving	Self Management and Development

PEOPLE

The following resources are available to support SSAs in developing their volunteer management capabilities:

- **Grants:** Share as One Grant, Our Singapore Fund.

- **Volunteer Continuity Planning Guide** to guide SSAs in planning for continuity of volunteer activities during service disruptions.

- **Volunteer Role Redesign (VRR) Guide** to provide a structured approach to design new roles or adapt existing ones to better meet organisational goals and enhance volunteer engagement.

- **Volunteer Management System - Selection and Implementation Roadmap (VMS-SIR)** to guide SSAs in the selection and implementation of a suitable digital system.

- **Volunteer Engagement Tool (VET)** to measure volunteers' satisfaction in a more efficient manner.

- **Volunteer Management Maturity Matrix (upcoming in second half of 2022)** to measure the maturity of an SSA's volunteer management practices with reference to the VMF. At a higher maturity, the SSA is assumed to have more robust practices in place that sets the foundation for effective volunteer management.

STRENGTHENING ORGANISATION HEALTH

FINANCES

FINANCES

Here are some key considerations to strengthen your organisation's performance in this domain:

1 EFFECTIVE UTILISATION OF INTERNAL AND EXTERNAL RESOURCES

Financial security and sustainability allows SSAs to focus on their mission. **Diversification** of your income sources (e.g. donors, grants, programme fees, enterprise, investments etc.) allows you to not only adapt to evolving external conditions, but also have more autonomy and flexibility in your growth.

SSAs could explore sharing, aggregating, coordinated planning, social financing tools and innovation etc. to leverage on a variety of resources. Your organisation can consider the following:

Your organisation may also consider sending staff to attend Management and Organisation Development courses from the Social Service Institute (SSI), which include the following:

- Making $ense I:
  An Introduction to Fund Raising

- Making $ense II:
  Fund-Raising Strategy Development

FUND-RAISING

- To centre fund-raising strategies on transparency to preserve your organisation's integrity and ethical standards:

  i) Ensure donors receive accurate & ethical advice about your organisation, and the intended use, value and tax implications of donations.

  ii) Account for, and promptly deposit, all collections (solicited and unsolicited).

  iii) Respect donors' confidentiality.

- Expand your network of donors by exploring unused platforms. This includes both offline and online platforms (e.g. social media platforms such as Facebook and Instagram to launch a digital campaign).

- Tap on the capabilities of your strategic partners or external organisations to co-create fund-raising events or projects.

GRANTS

- Identify funders and grants with outcomes relevant to your organisation's goals.

- Articulate your funding proposals to align with the desired outcomes of the scheme, gaining an understanding of key information such as assessment and selection criteria.

- Consider evaluation and measurement frameworks that allow your organisation to articulate the impact of your programmes, to include in funding proposals.

- Partner with aggregators such as NCSS to educate the sector and the nation on financial sustainability matters.

FINANCES

CORPORATE GIVING

- Approach companies that offer products or services of a similar niche as your organisation.

- Consider innovations such as developing matching gifts programs with companies

INVESTMENTS

- It is prudent for SSAs to hold some assets in easily realisable investments. These should be sensibly and ethically managed.

ENTERPRISE

- It is crucial for an SSA to have a clear business model if exploring to sell goods or services, to reinvest any surplus to further the organisation's mission. Find out more about Social Enterprises from raiSE Singapore Centre for Social Enterprise.

2 ESTABLISHING AN EFFECTIVE DONOR MANAGEMENT SYSTEM

An effective donor management system facilitates your organisation in **maintaining positive recurring** relationships with your current donors and could **help identify potential untapped donors** as well. Your organisation can consider the following:

- Storing donors' data in an effective database that captures pertinent information.

- Building customised donor profiles and capturing informative data to have an accurate view of the make-up of your donor community in order to execute effective donor research and outreach.

- Segmenting your donor communications based on the data you are tracking in order to allow your organisation to tailor communications strategies according to donors' preferences.

- Cultivating a diverse funder base so that the end of a grant period does not mean the end of your organisation. This means ensuring that your funding comes not only from a number of funders but also from different types of funders so that you are able to ride out changes in funding trends, or political and economic priorities.

Moreover, consider the following resources from NCSS:

- IT Solution Comparison for Donor Management Systems

FINANCES

NCSS SSA IT SOLUTION COMPARISON FOR DONOR MANAGEMENT SYSTEMS

Digital transformation is gradually taking over the non-profit sector, but many SSAs are finding themselves overwhelmed by the sheer amount of options they have to digitalise their systems and platforms.

To help you make your decision, here is a comparison of donor management systems.

Donor Management Systems	salesforce	Microsoft Dynamics 365
Donor Relationship Management Process	✓	✓
Donation Management Process	✓	✓
Programme / Event Management Process	✓	✓
Donor-Client Matching Management Process	✓	✓
Mgmt & Operational Reporting Process	✓	✓
Overall System Security & Setup	✓	✓
Data Migration	✓	✓
End-user Training	✓	✓
Estimated Price	$42,000 - $46,000 (10 users* with 3yr subscription)	$59,000 (10 users* with 3yr subscription)

*Note: 10 users is the average user size requested by SSAs, since not all users in an SSA need access.

Besides salesforce and Microsoft Dynamics 365 **(as shown in the comparison above)**, you can consider Octopus8 to develop your donor management systems.
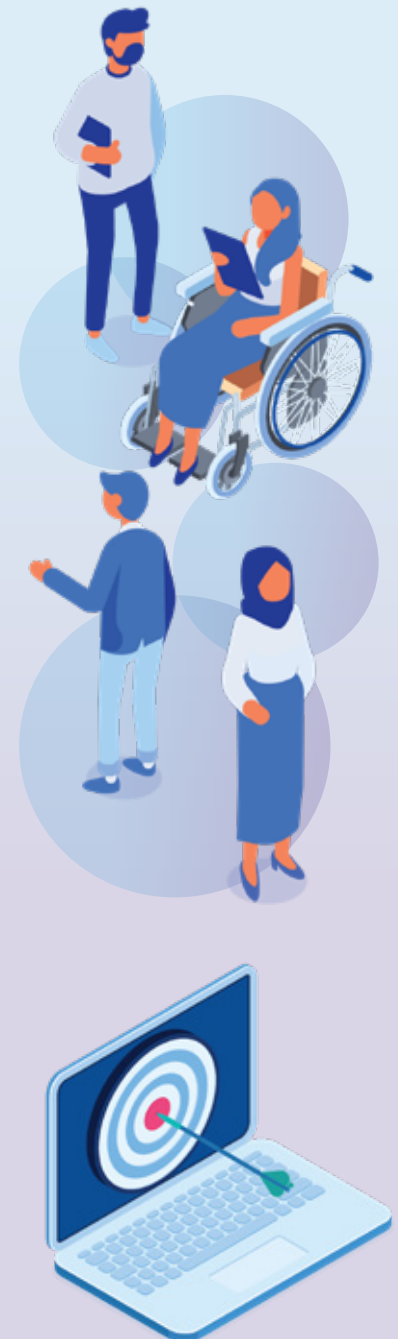
FINANCES

3 ROBUST FINANCIAL PLANNING AND MANAGEMENT

Robust financial planning and management help **attain goals and objectives** in an organisation. Here are some interventions that can help your organisation achieve them:

- Developing the right skills and capabilities, such as financial acumen and sensing, budgeting, management accounting and others, with robust controls, systems and processes in place.

- Regularly checking on your organisation's financial status and running projections to help identify and deal with financial problems early on.

- Building up sufficient levels of reserves to cushion your organisation through slow periods or cash flow issues.

- Strategise beyond funding cycles and plan your pipeline in advance (medium and long-term) as new services or programmes take time to develop.

- Design clear criteria to prioritise and measure the efficacy of resources used (e.g. impact measurement)

Your organisation may also consider shortlisting suitable candidates to attend **Management and Organisation Development courses** from the Social Service Institute (SSI), which include the following:

- Budgeting For Charities

- Internal Controls (I): An Introduction to its Guidelines & Applications

- Internal Controls (II): Implementing Internal Controls for Revenue to Receivable Process, including Fund-raising

- Internal Controls (III): Implementing Internal Controls for Procurement to Payment Process

- Internal Controls (IV): General Accounting, Fixed Assets, Inventory and Human Resource Management

STRENGTHENING ORGANISATION HEALTH

DIGITALISATION

DIGITALISATION

Here are some key considerations to strengthen your organisation's performance in this domain:

NAVIGATING THE DIGITAL ROADMAP

Take Your SSA Digital Roadmap Assessment (DRA)
As a first step, SSAs can take the DRA to tailor their own Digital Roadmap to guide their digitalisation journey and improve organisational effectiveness across 4 focus areas:

1 | **Corporate/Support Functions**

Implement integrated technology solutions to enable more efficient corporate/support functions.

2 | **Service Delivery**

Enhance service delivery by adopting technology that enables user-centric and integrated services, and cater to service users' expectations and needs.

4 | **Skills & People**

Develop digital skills and people (employees and volunteers) in the social service sector, as well as leadership, to drive digitalisation efforts.

3 | **Data Strategy**

Become an insights-driven organisation using data strategy to make informed decisions on future service delivery and operations planning.

Based on the findings of the DRA and the progress your organisation has made in the 4 areas (Foundation, Intermediate, Advanced), you can take guidance from the SSA Digital Roadmap in the subsequent pages.

DIGITALISATION

SSA DIGITAL ROADMAP

FOCUS AREAS

Corporate/ Support Functions	Service Delivery	Data Strategy	Skills & People

1 — FOUNDATION

Corporate/ Support Functions	Service Delivery	Data Strategy	Skills & People
• Review processes and implement foundational and integration-ready solutions. • Adhere to cybersecurity and data protection baseline requirements. • Conduct cybersecurity risk, IT risk and data protection compliance assessments. • Develop an IT incident response and recovery plan.	• Streamline processes and implement foundational service delivery technology. • Capture relevant data on service users and service delivery within each agency programme.	• Digitise data and centralise data repository. • Establish agency-wide data management policies and procedures.	• Appoint digital lead and form IT / digitalisation workgroup and board sub-committee. • Acquire workforce digital skills according to roles.

2 — INTERMEDIATE

Corporate/ Support Functions	Service Delivery	Data Strategy	Skills & People
• Integrate new and existing systems. • Conduct regular cybersecurity, data protection and IT audits.	• Enhance processes and implement advanced service delivery technology. • Enable a holistic view of service users within the organisation. • Derive insights through analysis of service user data to enhance the service user journey.	• Utilise data discovery / visualisation tools to derive insights. • Develop a data management plan.	• Develop a digital strategy plan.

3 — ADVANCED

Corporate/ Support Functions	Service Delivery	Data Strategy	Skills & People
• Adopt business process monitoring solutions to uncover process improvementsopportunities.	• Apply human-centred design methodology to improve service for service users • Collaborate with other SSAs and ecosystem partners to deliver integrated services	• Utilise advanced analytics to enhance service delivery and service planning. • Support service integration and referrals by sharing data with other SSAs and ecosystem partners.	• Build digital-first culture throughout the organisation.

DIGITALISATION

FUNDING FOR IT SOLUTIONS

Up to 3 years subsidy provided	• 80% for first year • 50% for the next 2 years

START DIGITAL

What scheme is this?

Example

- **Funding for IT Solutions**
- **Up to 80% subsidy capped at $30,000 per agency**
- **Personal Devices (Laptops & Tablets) Up to $8,000 subsidy per agency**

More Solutions!

	IT Solutions	
	Accounting and Human Resource Management	Volunteer / Donor Management
Pre-scoped IT Solutions	✓	
Green Lane Solutions		✓
Pre-approved vendors	✓	
Any vendor		✓
1 quotation	✓	✓

GO DIGITAL

What scheme is this?

- **Funding for customised large-scale IT Solutions**
- **Up to 80% subsidy capped at $30,000 per agency**
- **Require 3 quotations**

Apply Now!

Find out more at

go.gov.sg/tng

Need help?
Tech-and-GO@ncss.gov.sg

DIGITALISATION

FUNDING FOR ADVISORY & CONSULTANCY

Guided IT Adoption	• 80% - 100% Funded

Technical Advisory

What scheme is this?

- Analyse current IT solution
- Identify pain points & tech needs
- Recommend IT solutions and/or consultancy modules

Fully Funded

Digital Implementation Counsultancy

What scheme is this?

- Provide support in IT project implementation

80% subsidy capped at $40,000 per SSA

Digital Strategy Planning

What scheme is this?

- Provide support in analysing, identifying and prioritising resources and digital solutions for delivery of future-ready services

80% subsidy capped at $40,000 per SSA

HOW TO APPLY & DISBURSEMENT OF FUNDS

How to Apply

| Start Digital	Advisory & Consultancy	Step 1	Step 2
Scenario 1 ✔ Know my IT Solution and Vendor	✔ Obtain 1 Quote		✔ Submit application via Singpass (Corporate)
Scenario 2 ✔ Know my IT Solution ✘ Unsure of Vendor	Apply for Advisory Consultant to help you: ✔ Identify IT needs ✔ Recommend Vendors		
	Check for eligible vendors & packages		
Scenario 3 ✘ Unsure of IT Solution and Vendor	Apply for Advisory Consultant to help you: ✔ Identify IT needs ✔ Recommend Vendors		

Go Digital	Our Tech-and-GO account managers will schedule an appointment to advise your needs. If your IT requirements do not fall under start Digital, your application will be referred to Go Digital.

Apply Now!
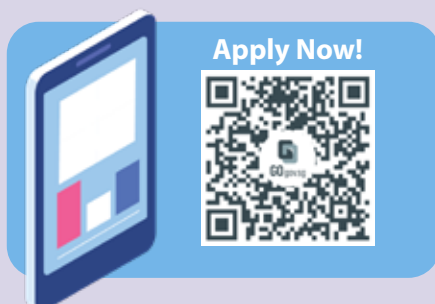
Find out more at

go.gov.sg/tng

Need help?
Tech-and-GO@ncss.gov.sg

STRENGTHENING ORGANISATION HEALTH

COMMUNICATIONS & PARTNERSHIPS

COMMUNICATIONS & PARTNERSHIPS

Here are some key considerations to strengthen your organisation's performance in this domain:

1 UNDERSTANDING AND UTILISING SOCIAL MEDIA PLATFORMS

Strengthening your organisation's social media presence helps promote its image and brand recognition to the growing tech-savvy audience. Consider the following:

- Do a deliberate and thorough review of the effectiveness of your current social media presence i.e. what do you hope to achieve with FB/Instagram/Twitter, and identify untapped platforms.

- Ensure the branding strategy is carried out on both traditional and social media channels.

- Consider using paid advertisement campaigns on social media platforms, and explore how to leverage on demographic targeting of the wide audience base.

2 BUILDING A PUBLIC IMAGE CONSISTENT WITH OBJECTIVES

A consistent public image is key to ensuring accountability and building reputation. In order for your organisation to **accurately portray its image to its stakeholders,** including its members, donors and the public. Consider the following interventions from the Code of Governance for Charities and Institutions of a Public Character (IPCs) issued by the Charity Council in 2017:

- Document communications policies on the release of information about the organisation, its programmes and events to its stakeholders across all media platforms.

- Nominate relevant Board members to serve as spokespeople.

- Introduce a system to approve the use and application of the organisation's name and logos by third parties.

Assess how prepared your organisation is to participate in the space of social media by reviewing the quiz below by Harvard Business Review to understand your preferred choice amongst the **four social media strategies.**
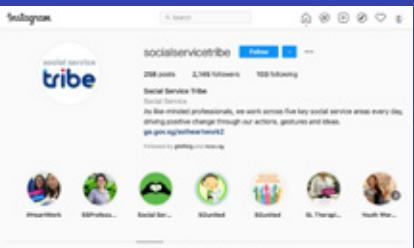
PREDICTIVE PRACTITIONER	DON'T AGREE			STRONGLY AGREE
Each of our social media projects is owned by a specific functional group or department.	0	1	2	3
There is little or no cross-functional coordination among projects.	0	1	2	3
Each project has a clear business objective.	0	1	2	3
We can measure each project's impact with existing metrics.	0	1	2	3
			TOTAL	

CREATIVE EXPERIMENTER				
Our overall objective is to learn from our social media projects.	0	1	2	3
In particular, we aim to enable engagement and to listen and learn from resulting conversations.	0	1	2	3
We position our projects as experiments within discrete functions or departments.	0	1	2	3
We are not overly concerned with predefining outcomes.	0	1	2	3
			TOTAL	

SOCIAL MEDIA CHAMPION				
We have a centralized group and specific leaders dedicated to coordinating and managing social media projects across departments and functions.	0	1	2	3
This centralized group develops policies and guidelines for social media use.	0	1	2	3
We enlist executive champions and other evangelists, including external influencers, to promote and participate in our projects.	0	1	2	3
We share best practices and lessons learned from various projects throughout the organization.	0	1	2	3
			TOTAL	

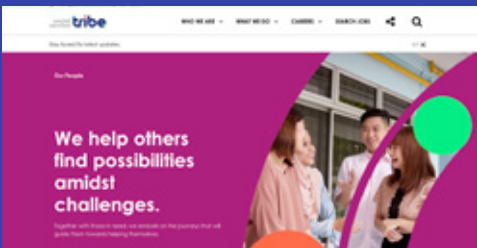| SOCIAL MEDIA TRANSFORMER				
Our portfolio of social media projects involves both internal employees and external stakeholders, such as customers and business partners.	0	1	2	3
Our social media technologies are tightly integrated with how we learn and work.	0	1	2	3
Our projects typically encompass multiple functions and departments.	0	1	2	3
We have centralized groups tasked with thinking about how social media can inform our business strategy and culture in light of surprises and emerging trends.	0	1	2	3
			TOTAL	

COMMUNICATIONS & PARTNERSHIPS

Organisations should also tap on sector-level initiatives, such as Social Service Tribe to profile their staff on its social media platforms. Social Service Tribe is a strategic platform made up of like-minded individuals who share a vision of empowering everyone to live with dignity. Tribe can be used for social service to collectively outreach for talent attraction.
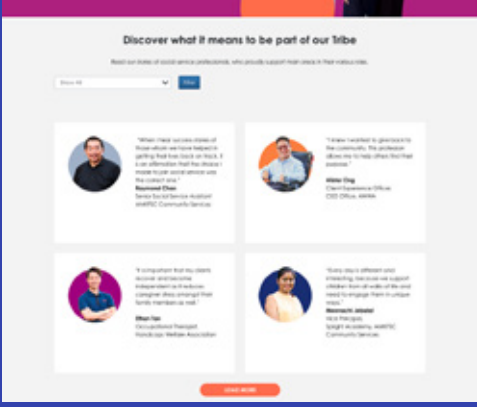

:fb: Social Service Tribe　　:ig: @socialservicetribe　　:cursor: ncss.gov.sg/social-service-tribe

COMMUNICATIONS & PARTNERSHIPS

3 **ESTABLISHING EFFECTIVE PARTNERSHIPS AND ALLIANCES**

You need to develop a robust ecosystem to source for and maintain partnerships and alliances with external stakeholders in a data-driven manner to be sustainable. This can be achieved through the following:

- Engage with tertiary institutions, policymakers and regulatory bodies to identify current and new impact areas.

- Embark on more collaborative opportunities with partners in the Social Service Sector/third-party vendors to share knowledge and/or develop initiatives to promote desired objectives.

- Connect with the community and individuals that your organisation serves to better understand their needs and identify opportunities for collaboration.

"Underpinning successful corporate partnerships is the need to have programmes that encompass different demographics within the organisation.

An SSA that proactively invests in making an effort to establish these platforms to engage in partnerships would be SUN-DAC. The organisation actively makes use of these programmes to identify candidates from outside the organisation as potential partners.

It closely works with its volunteers and community partners across schools, grassroot groups, corporate organisations and individual members of the community to create greater impact for clients and caregivers, and to build a more inclusive community overall."

SUN-DAC

COMMUNICATIONS & PARTNERSHIPS

LEARNINGS FROM THE COMMUNITY CHEST OF SINGAPORE

05 How to influence your fundraisers into adopting proven/successful models?

04 Have you enlisted the help and influence of your Patron, Board/Committees?

03 Can the campaign have a spin off to get additional upside in funds raised?

02 Who are the partners or other assets to mobilise and to leverage?

01 Beyond digital platforms to use, map out your entire digital activation plan.

Source: Community Chest

In making decisions on channels to leverage, the five questions above are a useful gauge of what is required to shore up the support required.

Who do you want to target for the fundraising and how to reach them? Who are the crowd pullers to ensure a good turnout (physically or virtually)? What existing channels can you leverage and can these be sustainable after the event? A good appreciation of these levers will guide you towards successful outcomes.

STRENGTHENING ORGANISATION HEALTH

USER-CENTRIC SERVICES

USER-CENTRIC SERVICES

Here are some key considerations to strengthen your organisation's performance in this domain:

1 PLACING SERVICE USERS AT THE CORE OF YOUR ORGANISATION'S MODEL

Adopting a user-centric approach ensures **alignment with your organisation's mission** and a focus to deliver user excellence. This can be achieved through the following:

- Clearly segmenting users through market analysis to determine and address specific requirements to differentiate service offerings and enhance user satisfaction.

- Incorporating user requirements and expectations into strategies and implementation.

- Making sure user-facing employees are trained to ensure a positive user experience and resolve any issues effectively.

- Benchmarking user information collected to assess standards against other similar programmes within the sector.

2 DESIGNING AND DELIVERING SERVICES WITH USERS' PERSPECTIVES AND INVOLVEMENT

Collection of user feedback and programme evaluation provides your organisation with **rich first-hand information** that can form the **basis of strategic planning** which will result in better outcomes, accountability and sustainability of solutions. This can be achieved through the following:

- Employing various data collection sources for different service user groups and stakeholders, such as focus groups, interviews and surveys.

- Setting up a dedicated in-house team that focuses on impact evaluation.

- Developing a standardised approach and guidelines for impact evaluation to be adopted by services and programmes.

- Identifying indicators and targets within each of the services and programmes.

Social Innovation Starter Kit

You can consider this resource if you want an innovative approach to tackling complex social challenges. The starter kit includes guiding principles and mindsets of the human-centred design process along with dozens of specific methods and tools, as well as examples and case studies tailored for the social service sector.

USER-CENTRIC SERVICES

3 EMBRACING USER EMPOWERMENT IN PRACTICE BY INVOLVING THEM IN THE PROCESS

Enabling user empowerment involves changes in practice at both individual and organisational levels. This can be achieved through the following:

- Increasing users' accessibility to information, knowledge and skills which will help them to articulate their needs and participate.

- Designing and delivering services with users and not for them for better outcomes, accountability and sustainability of solutions.

- Embedding empowerment in organisational structure by rearranging workflows, creating opportunities for critical reflection, dialogue and discovery.
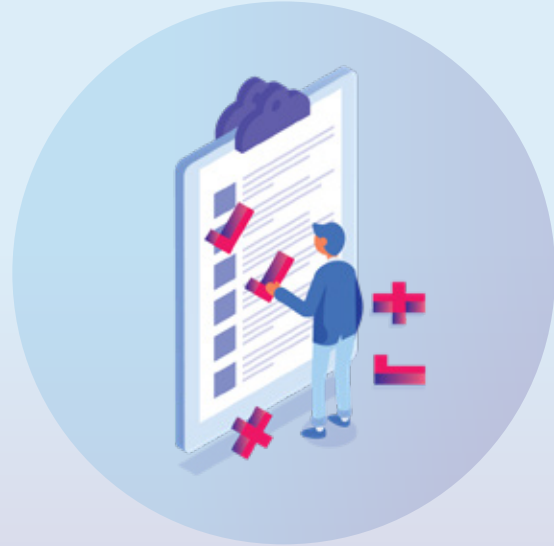
Empowerment Deconstructed!

You can consider this resource if you want to understand how SSAs play an essential role in empowering service users. The guidebook includes deconstruction of the meaning of "Empowerment", insights on the state of empowerment in the social service sector, a self-assessment for SSAs to ascertain their extent of empowerment of service users, tools to design an environment that empowers service users, and steps to evaluate the effectiveness of such design.

USER-CENTRIC SERVICES

NCSS SERVICE STANDARDS FRAMEWORK FOR SOCIAL SERVICE AGENCIES

Service Standards	Quality Assurance	Build Capabilities
Outcome Management	Service Assurance	Service Planning
Service Standards Requirements	Service Improvement Plans	Technical Assistance
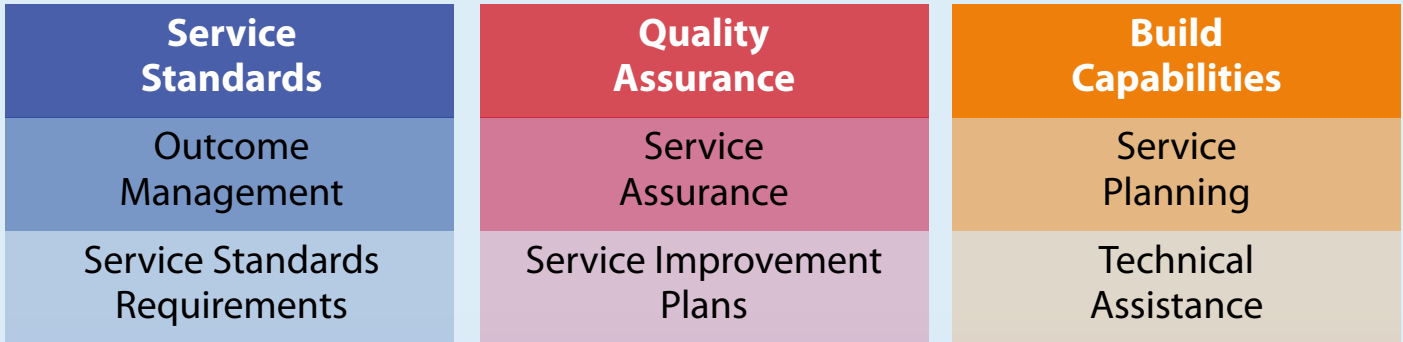
IMPACT ON BENEFICIARIES

Quality Services	Public Confidence	Continuous Improvement

NCSS leads the social service sector in Singapore through the development and enhancement of service standards. Service standards ensure that:

- The interests of clients are safeguarded.

- Quality services are delivered to clients.

- Service providers are professional, transparent, and accountable.

- Service providers can continuously improve and enhance their services.

The **Service Standards Framework** assesses improvements and impact on clients as a result of a programme.

The Social Service Institute also offers courses to develop staff in these areas:

- Impact Strategy Evaluation and Management

- Enhancing Programme Effectiveness through Client Outcomes & Service Standards

For the full list of courses offered by SSI, please visit **www.ssi.gov.sg** to find out more.

USER-CENTRIC SERVICES

4 STRUCTURED DATA/KNOWLEDGE MANAGEMENT TO FACILITATE ANALYSIS AND STRATEGIC PLANNING

Efficient data management can be achieved through well-organised data in a unified repository, increased capability across functions for cross-collaboration and innovative thinking, and Knowledge Management as a core staff competency.

KNOWLEDGE MANAGEMENT MATURITY MODEL

Here is a model to guide your organisation in its pursuit of Knowledge Management, a multidisciplinary approach to achieving organisational objectives by making the best use of knowledge.

Level 1
- A single, designated database (e.g. a shared drive, Intranet, SharePoint) does not exist. Nobody is responsible for the maintenance and update of knowledge databases.
- Employees work independently of each other and teams are uninformed with regards to background knowledge and demographics.

Level 2
- Knowledge is stored in several different databases that are not accessible to all employees.
- Teams are mixed occasionally with regards to knowledge or demographic background, but not in a systematic way that would promote knowledge sharing.

Level 3
- Data is stored electronically and physically and electronic data systems are compatible. A designated employee is responsible for the maintenance and update of data.
- Employees work in mixed teams to facilitate knowledge sharing. However, no formal processes (e.g. tandem programmes) exist to establish and systemise knowledge sharing.
- Employee profiles are available to all and lines of communication to experts in their field exist in the organisation.
- Interest groups are created to bring employees together informally.

Level 4
- Organisation has a central database containing electronic as well as physical files and documents.
- Organisational processes allow and promote sharing of knowledge. Incentive systems are put in place to encourage employees to share data and knowledge.
- Teams usually consist of employees with various educational and demographic backgrounds, in order to leverage knowledge sharing and synergies.
- Tandem and mentoring programmes (e.g. between new hires and experienced employees) are set up, in order to share and preserve knowledge.

Level 5
- Data is stored physically and electronically in an organised and systematic manner with new technologies (e.g. cloud) for storage and sharing implemented.
- Data access is only restricted where necessary (e.g. due to confidentiality). In addition to company internal knowledge, employees have access to external databases and scientific search engines. Processes and incentive systems explicitly promote knowledge sharing and a culture exists where employees provide colleagues with information, data and documents.
- Organisation has Communities of Practices (COPs) set up as a natural extension of interest groups. These reach out to external organisations to grow the industry.

Source: KPMG

USER-CENTRIC SERVICES

5 THEORY OF CHANGE MODEL

What is a Theory of Change?

Theory of Change (ToC) is a methodology for planning, participation and evaluation that is used in several sectors to reach a commonly-understood long-term goal (e.g. promote social change).

The core elements of a Theory of Change are explained below:

01 A pathway of change that illustrates the relationship between a variety of outcomes that are each thought of as preconditions of the long-term goal.

03 Interventions that are used to bring about each of the preconditions on the pathway, and at each step of the pathway.

02 Indicators that are defined to be specific enough to measure success.

04 Assumptions that explain why the whole theory makes sense!

Source: Aspen Institute, Community Builder's Approach to the Theory of Change, A Practical Guide to Theory Development

Benefits of having a Theory of Change Model

1 A ToC enhances the development of a strategy plan or evaluation by challenging the underlying logic of connections between preconditions and interventions while everything is still on the drawing board.

2 The ToC is a useful "expectation management" tool, illustrating clearly the complexity of the change process required for the desired long-term results. It builds consensus and enforces the need to define clearly the long-term goal and every precondition along the way.

3 Participating in the ToC building process brings all stakeholder on the same page and desired goals, early and intermediate outcomes, outcome measurement and the actions needed to bring the change about.

The Theory of Change should be viewed as a living document instead of something that is produced and then filed on a shelf. The best way to use a theory is to periodically update it by convening a group to review the pathway of change and assumptions in the theory and compare it to the real-world initiative that is implemented. Using a theory in this way can help an organisation structure its learning process, drawing out lessons that can improve its work, and it can also provide useful insights.

Source: Aspen Institute, Community Builder's Approach to the Theory of Change, A Practical Guide to Theory Development

USER-CENTRIC SERVICES

6 PROGRAMME EVALUATION

Programme evaluation is the systematic assessment of information or empirical data about the characteristics, activities, and outcomes of programmes to answer questions about its effectiveness and efficiency.

Programme evaluation is necessary when the effectiveness of the programme has yet to be demonstrated.

Programme evaluation is useful when interventions:

- are to be replicated in a different setting;
- are to be scaled up;
- are a new innovation; or
- will have evaluation results that influence key policy decisions.

Components of Programme Evaluation

As with all high quality research, an impact evaluation requires a plan to uncover both intended and unintended consequences. Your impact evaluation may be reporting on a first step or perhaps a new direction/segment for use. Be clear in your intention and direction of your evaluation. The following are components of an effective impact evaluation plan:

- **Logic Model for the Intervention:** This is known as the theoretical framework where credibility as well as the path to understanding how the "intervention as planned" should work.

- **Research Questions for Evaluation Implementation:** Clear questions are essential to moving forward with design. For example, "What is the impact of ABC Centre on the reading achievement of Primary Six students compared to those in mainstream schools?

- **Measuring Process and Outcome Indicators:** The implementation of the intervention must be well documented. This includes highlighting the conditions under which the intervention was implemented as well as explaining any modifications.

- **Data Collection and Analysis Plan:** Your data collection plan should describe the measures (outcome and baseline) and a detailed analysis plan. With any impact evaluation, you are searching for evidence to support claims of what would have occurred (or not) had the intervention not been available, so a clear plan for that process is important.

- **Programme Evaluation Report:** Measuring and reporting process and outcome indicators should be described. Dissemination of information is a critical component of any research plan.
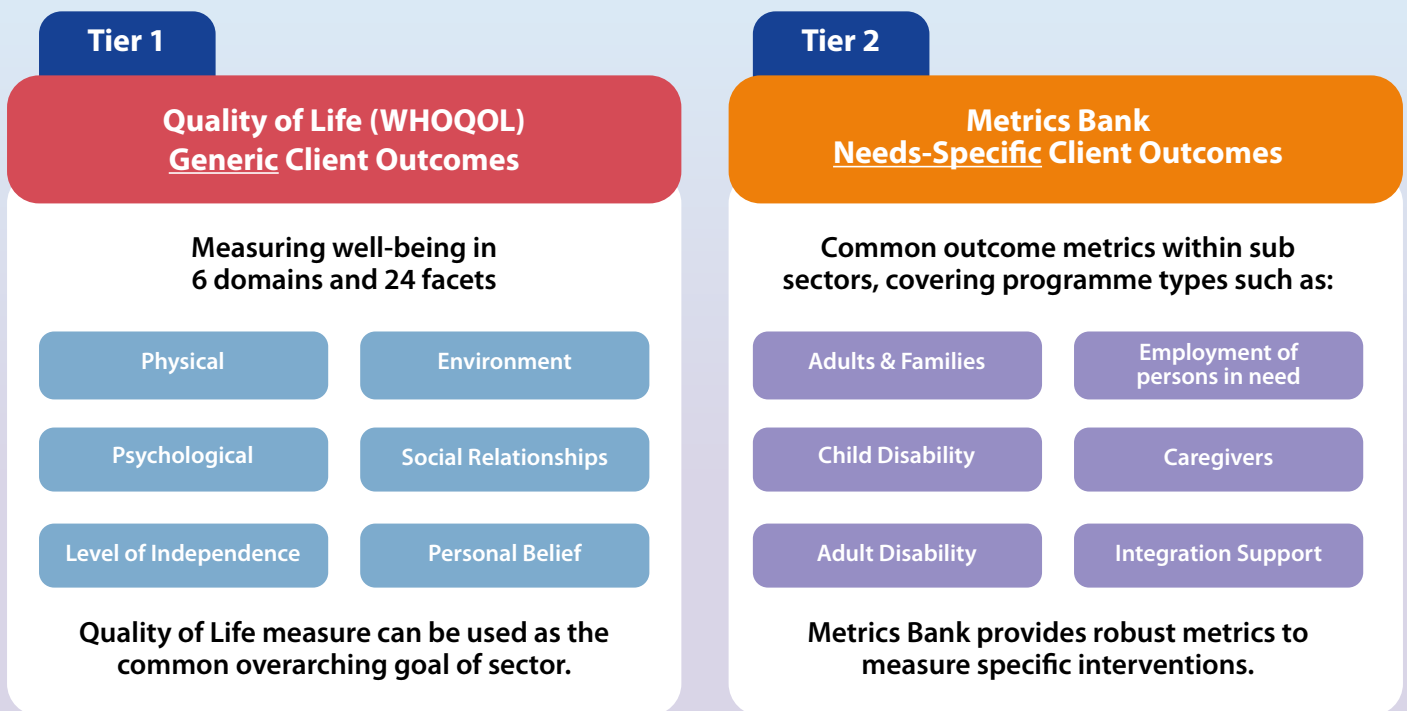
USER-CENTRIC SERVICES

SECTOR EVALUATION FRAMEWORK

The Sector Evaluation Framework (SEF) provides a common language to consider progress and impact across social service programmes. SSAs are strongly encouraged to apply the SEF so the sector can benefit from consistency in outcome measurement. This will also facilitate better sharing of information and best practices to improve services delivered to end users.

The SEF has two tiers. The first tier measures 'Quality of Life', enabling the sector to assess the needs of our clients holistically against population benchmarks. This also gives us an understanding of larger trends and emerging needs, allowing all of us to plan more strategically.

The second tier standardises outcomes by subsector and intervention type. This allows the sector to understand overall outcomes among specific categories of service users.

Tier 1

**Quality of Life (WHOQOL)
Generic Client Outcomes**

Measuring well-being in
6 domains and 24 facets

Physical	Environment
Psychological	Social Relationships
Level of Independence	Personal Belief

Quality of Life measure can be used as the common overarching goal of sector.

Tier 2

**Metrics Bank
Needs-Specific Client Outcomes**

Common outcome metrics within sub sectors, covering programme types such as:

Adults & Families	Employment of persons in need
Child Disability	Caregivers
Adult Disability	Integration Support

Metrics Bank provides robust metrics to measure specific interventions.

- Both are complementary in evaluating outcomes of service users and assessing impact.
- Both measures will be administered to service users concurrently at programme milestones/regular intervals.
- The objective is to improve programmes and service delivery.

For more details on the SEF, please write to **research@ncss.gov.sg**

03

BEST PRACTICES IN ORGANISATIONAL HEALTH

OVERVIEW

Domain	Social Service Agency (SSA)
Strategy & Leadership	**AMKFSC Community Services Ltd & MINDS** *(Page 74 & 76)*
Governance	**Care Corner Singapore** *(Page 79)*
People	**Yayasan MENDAKI & AWWA Ltd.** *(Page 82 & 84)*
Finances	**REACH Community Services Society** *(Page 87)*
Digitalisation	**HCSA Community Services** *(Page 89)*
Communications & Partnerships	**SPD** *(Page 91)*
User-Centric Services	**New Hope Community Services** *(Page 93)*

STRATEGY & LEADERSHIP

AMKFSC Community Services Ltd

Founded in 1978, AMKFSC Community Services Ltd. ("AMKFSC") is a leading community-based Social Service Agency, which provides a holistic range of services to support children, youths, families and seniors at multiple touchpoints across Singapore.

In addition to a heavy investment in leadership development and succession planning, AMKFSC expects its staff to show leadership in the values it stands for, and works hard at building an organisational culture around its values.

Organisation Culture

The culture at AMKFSC is aligned with the organisation's mission, vision and values. Its employees consistently demonstrate how their teams' work and individual contributions link to AMKFSC's mission, vision and values, which have been embedded into its employees' performance appraisal. AMKFSC 's values are:

This alignment of employee behaviours to AMKFSC's values has enabled innovation, learning and the achievement of organisational goals. For example, AMKFSC's "can-do" culture has led to the sprouting of many innovative initiatives, while the emphasis on maintaining warm relationships is reflected even in terms of how its employees approach their service users.

AMKFSC ensures that all engagements are meaningful and varied. Stakeholders are engaged on various organisation-wide (e.g. annual Townhall, Learning Escape Day), cluster-wide (e.g. quarterly cluster meetings), and more regular department-based platforms (e.g. centre directors and cluster heads visiting each centre for catch-ups and informal discussions).

Townhalls consistently include anonymous feedback and engagement components. One-to-one engagement also takes place on various platforms, through the annual performance appraisal process that each employee undertakes with his/her supervisor. Caseworkers have regular supervision meetings with supervisors to discuss performance and expectations, and with the CEO who meets management staff on a frequent basis to discuss career aspirations.

Source: AMKFSC Community Services Ltd

STRATEGY & LEADERSHIP

AMKFSC Community Services Ltd

Mission & Vision

AMKFSC's aims - to build strong families and communities, develop deep practice expertise and strengthen partnerships and stronger care integration - are clearly defined. They are also regularly communicated to staff during townhall meetings and other organisation-wide platforms. Staff are also given Staff Recognition Awards when they demonstrate these on a regular and consistent basis, adding more incentive.

AMKFSC's heavy recent investment in Serving Leadership consultancy was in response to its 2017 People Opinion Survey results, which highlighted the need for more structure and consistency in developing high-potential staff and the next generation of leaders. Through the Serving Leadership efforts, management was aligned on mission, vision and values, allowing them as a whole to communicate these to both internal and external stakeholders to guide the organisation.

Strategy Implementation

As part of its aim to become a high performing and exemplary SSA in Singapore, AMKFSC has developed concrete short-to-long term strategies to achieve its organisational goals. For instance, in a period of 6 months, not only did AMKFSC aim to complete a review of its strategic and communications plans, but also to effectively cascade them to its employees, for their better understanding and skills on how to align department and individual goals with organisational direction. Its strategic plan aims to be more integrated, particularly in terms of health and social care for its clients, in the long-run.

Strategy Development

Many of AMKFSC's strategic plans are developed based on emerging scenario planning, studying political, economic, social, technological, legal and environmental factors external to the organisation. For instance, the increase in need for Mental Health issues in Singapore guided AMKFSC to consider developing more specialist services, such as MindCare, to combat this trend. Another social issue that AMKFSC has discovered is the reinforced need for health-social care integration for its clients, due to the lack of face-to-face service delivery caused by the COVID-19 pandemic. AMKFSC aims to guide its service delivery strategy to be one that is digitalised, to enable continuity of its service interaction with its clients.

AMKFSC's clear strategic roadmap, as well as its drive to make informed plans through utilisation of analytical tools, are reasons why it is on its run to become an exemplary SSA in Singapore in the Strategy and Leadership domain.

Source: AMKFSC Community Services Ltd

STRATEGY & LEADERSHIP

MINDS

Founded in 1962 by a group of philanthropists to provide education to children with intellectual disabilities, MINDS is now one of the largest and oldest Social Service Agencies caring for persons with intellectual developmental disabilities (PWIDs) and their families.

MINDS needed to reimagine itself for the future, and shaped the organisation to execute the strategic direction.

Strategy Development

MINDS' OD journey began when its management and the Board were reimagining the next lap. The outcome is the MINDS60 five-year strategic plan: to transform current services, deliver new services, and revitalise MINDS as a movement to reach out and support all PWIDs and their caregivers.

The strategic directions in the MINDS60 roadmap were undergirded by the organisation's mission and vision, and reinforced in clear belief statements and value proposition statements for MINDS as educators, trainers, partners and a bridge-builder:

The Board and management gathered inputs from more than 120 stakeholders, which included Ministries and agencies such as SGEnable, Ministry of Education (MOE) and National Council of Social Services (NCSS). Through this, they arrived at key strategic insights, trends, headwinds and opportunities which shaped the strategic plans for the next three to five years.

Source: MINDS

STRATEGY & LEADERSHIP

MINDS

Strategy Implementation

Consolidating everything, MINDS arrived at three strategic frames to deliver the MINDS60 strategies. These are:

- **Transforming services**
- **Delivering new services**
- **Re-developing MINDS**

First Phase
In the first phase of implementation, MINDS ensured its foundation of professional services remained sound and ready to support the growth of new areas.

The reorganisation was conducted in two phases. The first phase was to create agility, greater operational resilience and greater value for the service users by reorganising the departments into (1) a residential and centre-based services arm, and (2) a community based services arm. Departments such as the Strategic Development Office and Social Enterprise and Donor Development were created. Resources could thus be deployed to deliver more targeted services with greater value for service users.

Second Phase
The second was the grouping of departments into four hubs: Service, Learning, Resources and Capability Development. In this phase, a MINDS60 Steering Committee (made of up several MINDS Board members) and four different Workgroups – Service Transformation, Delivering New Services, Employer of Choice and Commemorating MINDS60 – were set up. These were led by the Board Chair to steer, plan and propose specific deliverables for each of the work areas. Together, they developed the long-term strategies in MINDS60. These plans were cascaded into the various department annual workplans to ensure sustainability and delivery. It was clear, too, for each department as they could see how they would contribute towards the strategic plan.

MINDS held several engagement sessions for key stakeholders with an emphasis on the workplans. Department heads then digested the strategic roadmap and cascaded it to their staff. The CEO also holds direct engagement with staff twice a year to reinforce understanding of the roadmap.

Source: MINDS

STRATEGY & LEADERSHIP

MINDS

MINDS adopted key references from the Galbraith's Star Model and the McKinsey Strategy Model. The former highlights that different strategies often lead to different organisation structures. It is hence important to start with the strategic direction and design the organisation to implement it accordingly. It underlined a key point that an organisation is more than just a structure, as it needs to take into account how everything fits together and reinforces each other.

The reinforcement of the strategy referenced the McKinsey 7S Framework, with which MINDS examined how various parts of the organisation work together, thereby allowing an understanding of possible avenues of implementing strategies.

The framework can also be used to examine the likely effects of future changes, which was useful in understanding the impacts of reorganisation and adjustments.

2020

A survey conducted during the Workplan Seminar 2020 showed that about 67% of employees were very clear about the workplan.

2020

A similar survey showed a 27 percentage-point increase (from 67% to 94%) in the clarity of the workplan. This was a result of continuous engagement and communication with employees, even after the workplan session.

Most departments at MINDS have established processes to meet funder/donor requirements as well as to ensure service standards.

2021

Attained the Initial Operational Capability (IOC) for the Digital Enterprise Solutions and Digitalisation Infrastructure (Cloud), to improve the existing processes and IT systems, as part of the Digital Transformation roadmap.

Source: MINDS

GOVERNANCE

Care Corner

Care Corner Singapore Ltd was founded in 1981, and is aimed to convert from a multi-services provider into an integrated, community-centric services provider. The organisation's strategic goals are client centricity, community collaboration and sectoral leadership.

Governance at Care Corner

While meeting the needs of those it serves, Care Corner maintains transparency with partners and clients, incorporating compliance and good governance in key work processes, with rigorous reviews of performance and competency assessments.

2013 to 2015

Realignment and Consolidation

- Merged 12 of its legal entities into two, for better governance.

- Formed five client-focused service pillars to better meet the needs of the community.

- Revamped the Human Resource Sub-Committee (Board level) to guide investment in human capital policies and strategies.

2016 to 2018

Growth

Strengthened capability in corporate and risk governance, corporate partnerships, volunteer and community engagement, and service planning.

2019 onwards

Future-Ready

Established a dedicated Diagnostic Lead reporting to the CEO and key Board members to transform Care Corner into an agile, innovative and healthy Social Service Agency that is ready for the future.

Care Corner's election process for its Board of Directors is documented in its constitution, with a Nominations Sub-Committee reviewing candidates thoroughly, against pre-set criteria that includes performance in sub-committees and participation at events. All directors and the Treasurer step down after an annual term, with space for reappointment.

The Board's succession strategy for key positions includes reviewing the qualification, experience, passion, commitment, contribution and past participation levels. The Board carries out a self-assessment annually, discussing diversity and skill sets required.

Care Corner's benchmarking process for governance practices has won it the Charity Transparency Award from 2017 to 2019 and a commendation for risk management practices in 2017.

Source: Care Corner Singapore

GOVERNANCE

Care Corner

Board Compliance & Composition

The Board appoints sub-committees to conduct reviews and gap analyses on governance practices. An independent internal auditor helps management identify and rectify gaps. Compliance measures are incorporated into work processes in compliance with the Charity Code of Governance.

Sub-committees ensure that stipulated policies/procedures are adhered to. The Board approves the annual declaration of the Governance Evaluation Checklist, which is posted online and published as part of the Annual Report.

Risk Management

The risk management process is also aligned with the planning process, with identified risks and mitigating controls reported during Board meetings. Periodic reviews of selected risk areas are also conducted. The Board and management have also started a new plan - for the period 2022 to 2025 – to adapt to the post-pandemic normal.

Role of Board

As part of the transformation into an integrated service provider, Care Corner plans to invest in practice research to demonstrate to funders the effectiveness of its programmes, corporate communications and engagements in attracting partners.

Care Corner cultivates stakeholders whose interests are aligned with it for the long term. This has resulted in several multi-year partnerships with the government, private companies and foundations, for programme sustainability.

The Board plays a critical role in working with management to chart out the longer-term direction and reviewing performance. Inputs from the annual planning sessions are incorporated into programmes and services planned for the following year. Meanwhile, the management conducts two annual strategy review sessions, which are aligned with the performance management cycle.

Source: Care Corner Singapore

GOVERNANCE

Care Corner

The Board monitors performance to ensure that desired impact is achieved. It is kept regularly updated on the progress of implementation of the strategic plan through the CEO and management team's reports presented at regular platforms such as Board Meetings, Retreats, Budget Approval meeting and Annual General Meeting.

2013

Partnering Lien Foundation, Care Corner has been leading the Circle of Care model for enhanced pre-school support since 2013.

2017

- Special commendation for risk management practices (2017)
- Charity Transparency Award (2017 to 2019)

2019

Received close to $1 million in funding from Tote Board Non-Profit Sector Transformation Initiative: Organisation Development (TB-NTI:OD)

2020

In 2020, Circle of Care entered into a demonstration project with KidSTART to provide joint leadership in implementing effective practices at two selected preschool sites.

2021

- A research paper entitled, Effectiveness of a Multimodal Intervention using Movement, Mental Exercise and Dietary Approaches on Children with Specific Learning Difficulties was published by Care Corner's Educational Therapy Service in the peer-reviewed academic journal, Asia Pacific Journal of Developmental Differences. This paper is an evaluation study of the organisation's innovative KidsBright programme, jointly conducted with NCSS.

- In 2021, Care Corner was certified "Great Place to Work".

Source: Care Corner Singapore

PEOPLE

Yayasan MENDAKI

Yayasan MENDAKI was formed in 1982 to uplift the socio-economic situation of the Malay/Muslim community through education. The need for MENDAKI arose as there were gaps in the education attainment of the Malays with the other communities. This led the Malay/Muslim community leaders and Members of Parliament to pool community resources together and established MENDAKI.

MENDAKI wanted to raise a community to success. It started by raising the capabilities of its own workforce. The organisation recognises the importance of having an engaged workforce that understands and embraces its vision, mission and core values. This workforce has to be client-centric, with a strong desire aligned to the purpose of MENDAKI. As such, MENDAKI is committed to continually strengthen its people practices, and benchmark them within the social service sector.

Through the NCSS People Practice Consultancy (PPC), MENDAKI conducted a staff engagement survey in 2016 to gather feedback in areas where it could do better. MENDAKI identified four areas that were critical levers in enhancing its people practices:

1. **Career Development;**
2. **Performance Management;**
3. **Sourcing and Recruitment; and**
4. **Staff Benefits.**

MENDAKI worked with NCSS and PPC consultants to review its HR practices in these four areas from 2017 to 2019. The management team was also consulted through discussions and workshops. Staff inputs were gathered with regards to the requirements of their roles and skills needed.

These projects helped in the review and implementation of both strategic and practical initiatives across the People sub-domain. To complete the PPC, a second staff engagement survey was conducted in August 2020 to gauge impact of the solutions implemented.

Two initiatives had a powerful impact in motivating staff to reach their full potential:

1. **Opportunities for professional development through the Career Development Framework; and**

2. **Implementation of the Performance Management System (PMS).**

Source: Yayasan MENDAKI

PEOPLE

Yayasan MENDAKI

Learning & Development

Staff education and training are critical in carrying out the mission of MENDAKI, and achieving its action plans. In the review of its Career Development Framework in 2017, MENDAKI aligned the core competencies of staff with NCSS's National Social Work Competency Framework.

MENDAKI restructured the Learning & Development initiatives according to job level and job family, to provide clear direction in charting career pathways.

Based on the Core Competencies Framework, MENDAKI rolls out relevant training programmes while providing multiple benefits for staff development. For example, staff are encouraged to be involved in cross-functional committees. They are also given opportunities to attend international conferences and programmes.

In addition, there is a Training Award scheme to encourage staff to upgrade their academic qualifications in areas relevant to their work and the organisation's needs. Skills and knowledge obtained from these opportunities are shared with colleagues through sessions such as lunch-hour talks.

Performance Management & Recognition

The Performance Management System (PMS) aims to:

a. drive behaviour to align with the organisation's strategy, objectives and values;

b. enhance each individual's productivity;

c. develop staffs' capabilities to the fullest with effective feedback and coaching.

The PMS measures staff performance objectively against specific performance expectations such as core work and projects, learning and growth, internal processes and financials. Following this, high performance is recognised through awards such as the staff excellence award, best employee of the month award and most promising staff award. The PMS becomes the tool during the annual ranking exercise to determine performance bonus and staff promotion.

In 2019, MENDAKI was awarded the Singapore Quality Class (SQC) with People Niche certification. This recognises MENDAKI's efforts towards excellence, with a focus on its people.

The organisation has seen an improvement in its people engagement scores in multiple areas. This is also consistent with the positive shift and maturity in its People Practices. Staff and management also align on the following sentiments:

1. A strong sense of purpose in the organisation.
2. A good learning culture and development opportunities.
3. Good working relationships among colleagues.

MENDAKI aims to further strengthen the People domain by extending its leadership development to volunteers, building role models and ensuring a thriving learning culture in the organisation. MENDAKI hopes this will enable the development of effective leaders for the community and help it in achieving its vision of a community of success.

Source: Yayasan MENDAKI

PEOPLE

AWWA Ltd

Founded in 1970, AWWA Ltd is a Social Service Agency delivering a wide range of programmes. These include early intervention for pre-schoolers, education and integration support for children and adults with additional needs, social assistance for vulnerable families, and care services for seniors. AWWA is dedicated to empowering the disadvantaged to maximise their potential and lead independent and dignified lives.

Over the past 50 years, what started as a group of caring volunteers coming together to support low-income families has grown into one of the largest multi-social service agencies in Singapore.

In FY20/21, there were 801 volunteering activities at AWWA, accounting for 4,705 volunteer hours resulting in $38,945 man-hour savings for AWWA.

A Volunteer-Ready Organisation

AWWA's management place a high value on volunteerism as a culture. The organisation believes in building a sustainable partnership with volunteers and creating a meaningful experience through which volunteers learn more about themselves, grow through participatory reflections, gain a deeper understanding of the sector, and build meaningful connections with like-minded people.

Over the years, AWWA has institutionalized a volunteer management framework; Standard Operating Procedures (SOPs) were put in place to ensure the efficient and effective management of volunteers. In 2021, AWWA engaged a consultant to enhance the Volunteer Business Model Framework, where the roles and responsibilities of key stakeholders were established.

AWWA also leveraged on technology to streamline Volunteer Management (VM) efforts. The SSA partners Singapore University of Social Sciences (SUSS) to provide convenient online orientation to volunteers. AWWA also used Salesforce Customer Relationship Management (CRM) system to set up a Volunteer Management System (VMS) to ensure proper and secure storage of volunteer data.

To encourage employees to volunteer within AWWA or any other cause, the organisation offers 2 days of paid leave for this purpose. This gives employees a better understanding of the different services and programmes across AWWA, fostering closer interaction and deepening working relationship amongst departments. This not only brings mental, physical and emotional benefits of helping others, but as an organisation, helps to boosts employee engagement and morale.

Source: AWWA Ltd.

PEOPLE

AWWA Ltd

Volunteer Continuity Planning

AWWA is proactive in managing volunteer continuity. To minimise supply and service disruption, address potential manpower situations and prepare for effective recovery, AWWA manages the risk of volunteer engagement through regular open discussions with Volunteering Managers, Service Leads and Centre Staff. These discussions help increase the understanding of support and volunteering requirements and establish clear risk management procedures to facilitate resumption of activities, while ensuring that volunteers are assured and engaged.

During the crisis in 2021, the transparency in communication between key stakeholders brought momentum, energy and ideas that allowed volunteers to continue supporting services safely and meaningfully.
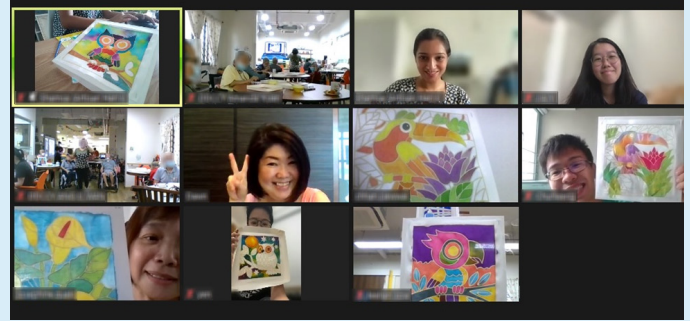
Onboarding and Training of Volunteers

At AWWA, volunteer onboarding is designed to be more than just an orientation about the organisation, towards also boosting retention.

An engaging onboarding experience provides volunteers with a sense of purpose and belonging within AWWA, inspiring commitment. On top of providing an understanding of AWWA's culture, programmes, services, volunteer policies and procedures, onboarding also communicates and manages expectations between service and volunteer. AWWA also supports first-time volunteers in acclimatizing to the organisation, and processing conflicting emotions (e.g., Fear, surprise, ambiguity etc.).

Proper onboarding is also an important part of risk management, as AWWA strives to protect the service users, who span across varying life stages and needs. An efficient and thorough onboarding process ensures that volunteers are engaged and happy, advocating for AWWA and the service users.

Source: AWWA Ltd.

PEOPLE

AWWA Ltd

Volunteer Management Process Review

To gain a better perspective of the state and effectiveness of VM practices, AWWA has in place multiple checkpoints for timely feedback. This evaluation is done through Qualtrics, a web-based survey tool that facilitates survey research and data collection to generate insights. Three such points along the volunteer journey are:

- **After the first volunteering session, a "Post Volunteering Survey" is conducted to understand the level of engagement and quality of experience;**

- **After each volunteering activity, a "Service/ Community Partnership Survey for Volunteer Engagement" is a two-way feedback process for Volunteer Manager and Service team to provide feedback on volunteers;**

- **Bi-annually, the AWWA Volunteer Satisfaction Survey is conducted to seek feedback on overall volunteer engagement and experience.**

The Net Promoters Score is a key indicator tracked by AWWA to measure how likely it is for volunteer to recommend AWWA to friends or colleagues.

Professional Development of Volunteering Managers

Volunteer Managers go through a comprehensive onboarding programme with the Service Leads, HQ Departments and within the Community Partnership team. In addition to online training on AWWA's internal learning portal, on-the-job training is provided to equip them on how to manage projects, engage stakeholders (nurturing relationships, recognition, and appreciation), work with services and carry out impact reporting.

Regular meetings are held with the service departments to understand the support required and provide mutual feedback. Volunteer Managers are included at Management Leadership meetings to have access to key updates and insights. They are involved in the annual strategic planning process, designing of donor and volunteer management programmes, and identification of gaps and resources required to support the annual objectives.

Source: AWWA Ltd.

FINANCES

REACH Community Services Society

REACH Community Services Society was founded in 1998 by Grace Assembly of God. It strives to inspire hope and empower change in vulnerable families, distressed couples, at-risk youths, and lonely seniors through its vision of Touching Hearts, Reaching Lives.

Since 2013, REACH has grown from a single Family Service Centre (FSC) with 25 staff to a multi-service SSA with six centres and 70 staff. Its annual operating expenditure grew from $2.5 million in 2013 to $5.5 million in 2020. It now has multiple income sources and varied operating models serving the youth, families and seniors. The scale and complexity of its financial operation has grown, too.

The REACH finance manual was written to formulate the organisation accounting policies, internal controls and key standard operating procedures. It also adheres to the Charity Council's governance evaluation checklist.

Financial Management

REACH tracks and monitors its financial results in all key areas. The organisation has maintained a high operating reserves ratio over the years and efficiently utilizes its expenses between programme and other costs. Comparisons and benchmarks are also taken into account in comparing its performance across the sector. Financials are tracked and timely reporting is undertaken to meet guidelines set by the authorities.

Accounting
The Charity Accounting Standards (CAS), which was introduced to help charities cope with financial reporting, was adopted by REACH on Jan 1, 2015. In late 2014, REACH invested in, and implemented, the Exchequer Accounting and REAL Fixed Asset systems to manage accounts and management reporting. The new accounting system was streamlined and structured for ease of consolidation and management reporting.

Budget
The annual budget exercise has grown more complex with a need to consolidate across the different services and collection of non-financial key performance indicators (KPIs). The review process has also expanded to include a review by the Finance Committee, inputs from the Strategic Planning Committee, as well as insights drawn directly from programmes and services.

Bank Reconciliation
Fundraising faces limitations such as a limited pool of donors, a lack of manpower resources and expertise, and significant effort to organise fundraising events every quarter. This leaves REACH with limited time to plan and explore ways of conducting fundraising in a sustainable manner.

Source: REACH Community Services Society

FINANCES

REACH Community Services Society

Funding Sustainability

COVID-19 had disrupted all planned physical fundraising events, pushing the organisation to pivot fundraising to online platforms. Leveraging the digitalisation that the pandemic brought, REACH launched its online fundraising campaign, calling for public donations via social media platforms to support their essential services.

REACH launched its inaugural Flag Day Show, moving the physical flag day online, encouraging viewers to donate while watching the live show. It re-invented the Charity Golf format, which allowed supporters to play at their own time, since mass gathering events were disallowed. It also launched its inaugural virtual Charity Run at the end of 2020.

Process Readiness

The Exchequer Mobile and integrated banking module systems integrated purchase requests and staff claims digitally to the accounting system so vendors or staff can be paid electronically. This eliminated manual data entry into the accounting system for invoice and staff claims, as well as the bank payment application. This end-to-end integration not only reduces manual work, but could also reduce errors, and allow data to be stored digitally rather than the current physical hardcopies which are manually laborious.

Integration between sub-ledgers was designed to ensure minimal data manual entry if the data flow could be transferred from a system to the accounting system with minimal data intervention. One example of this is the upload of payroll data from the HR system to the accounting system.

As a mid-sized SSA, REACH is tight on accounting support staffing. The finance manager is supported by two accounts executives (who also handle other auxiliary functions, like IT). To handle the increasing load of reporting compliance from new funding agreements, operationally efficient initiatives like cashless payment (PayNow) were explored and implemented.

The capability to store and access data remotely, and deploy cashless payment with digital authorisation enabled the Finance function to carry on during the COVID-19 pandemic. This was achieved mainly through Microsoft Teams, cloud storage and VPN access to the necessary applications. The readiness to adopt technology and review the work process to make it more efficient and streamlined is expected to reap productivity gains and boost staff morale.

Source: REACH Community Services Society

PROCESS & DIGITALISATION

HCSA Community Services

HCSA Community Services was formed in 1996. Its mission is to empower vulnerable individuals such as male ex-offenders, single parents with limited support and teenage girls who have suffered the complex trauma of abuse by giving them a future and a hope.

HCSA is driving its Organisation Development through Digital Transformation for the long haul, and has invested in expertise and leadership to drive this. The organisation had been keeping up with digital changes by adopting industry-standard business software and services. However, with a sub-optimal knowledge exacerbated by siloed project teams, these changes were often not followed through.

HCSA found that simply adopting the latest software and systems was not taking the organisation forward in its digitalisation journey. It had to upgrade staff's digital literacy, too.

There were key challenges faced in the following areas:

A. Skills & People

Lack of training coupled with the speed at which these changes were implemented resulted in staff not being able to keep up. This meant varying digital literacy and competency levels – ranging from basic ICT skills to information systems development – among different teams and individuals.

B. Data Governance

Due to the lack of a longer-term strategic plan to integrate People-Processes-Technology, HCSA struggled when managing volunteer, donor, and case and programme management data. As a result, the returns from investments were sub-optimal, and data collected was not effectively and meaningfully used.

C. Corporate/ Support Functions

Where communication and collaboration were concerned, HCSA was still a document- and email-centric organisation. The de-facto communication platform was WhatsApp. As a result, information management was poor, and teams found it challenging to manage different versions of files across separate communication and collaboration channels.

D. E2E Stakeholder Journeys

The organisation's incumbent ICT service providers operated solely within their technology domain and scope of work, and often defaulted on service-level agreements. These issues affected the productivity and agility of HCSA.

Source: HCSA Community Services

PROCESS & DIGITALISATION

HCSA Community Services

Some key milestones and achievements already attained in HCSA's ongoing Digital Transformation journey include:

A. Skills & People

HCSA has empowered key personnel as drivers of digitalisation who are involved not only in planning, but also directly facilitating teams and individuals in areas such as business process mapping, platform/technology delivery and support, partner engagement and Change Management. Even as delivery is carried out, the team routinely and continually seeks to understand adoption challenges and facilitate direct intervention as per need. Engaging all its staff and teams, 100% of staff are on track to be equipped with the basic knowledge and utilisation of Microsoft 365's suite of tools. The organisation aims to have staff learn and use at least one tool never previously used before from the suite. The driver is that all employees be conversant with key productivity, information management and collaboration tools leading to improved productivity, communication and collaboration. Sponsors were identified not only in leadership but also in rank-and-file staff, especially in overcoming indifference, inertia and resistance.

B. Data Governance

HCSA's core information and knowledge management technology platform is inherently sound, and rich in features to enable information and knowledge management, as well as fulfill business and operational needs. The organisation is mapping all programme, case, volunteer, and donor management processes, beginning with Human Resources and Finance. HCSA seeks to establish embedding "convenience and control" as core principles in all aspects of platform development, incorporating stronger access control, data privacy and governance, and mitigating risks of data loss and leaks.

C. Corporate/ Support Functions

Almost 40% of staff have been issued new computing devices, resulting in a significant decrease in case tickets pertaining to equipment issues and/or failures. The replacement of critical network equipment has led to the improvement of network security, stability, uptime, and efficiency.

D. E2E Stakeholder Journeys

HCSA seeks to document, refine and build its processes and platforms based on already-established program and administrative service models, and SOPs to design "straight through" business and information system workflow and processes. The organisation has consolidated four disparate service providers covering different aspects of its web site and email marketing service infrastructure into one. It has also employed an established Microsoft Gold Partner to execute its Modern Workplace vision and Cloud Transformation. The organisation is on its way to evaluating, planning, and consolidating its helpdesk and site technology infrastructure support with the same partner. Other core processes identified include Human Capital Management and Employee Self Services.

Source: HCSA Community Services

COMMUNICATIONS & PARTNERSHIPS

SPD

Established in 1964, SPD was formerly known as the Society for the Physically Disabled. It seeks to enable people with disabilities of all ages to be as self-reliant as possible, maximising their potential so as to integrate them into mainstream society. Originally catering to people with physical disabilities, it now serves people of all ages who have physical, sensory or developmental disabilities. Support is also extended to family members and caregivers. This is to ensure a better network of care for people with disabilities.

SPD needed to get the word out on the work they did, to gain access to resources to help a greater number of those with disabilities. Here is how SPD secured media coverage and gained the trust of their partners.

External Communication & Branding

As an organisation that relies on the support of the community, outreach and branding are paramount to SPD. In its earlier years, SPD's outreach efforts were limited to quarterly newsletters that were sent to volunteers, donors, and stakeholders from the health, education, social and government sectors. Occasional media coverage helped to further the organisation's reach, but without an advertising budget, such opportunities were sporadic.

Instead, the organisation leveraged fundraising events and other suitable initiatives to secure media coverage with the aim of building awareness.

SPD took the step of staging its first televised charity show in 2007 to garner more support and to raise awareness of its cause. The show was staged every two years subsequently, providing a platform to acknowledge its major donors. This, coupled with other efforts, resulted in SPD achieving the Singapore Prestige Brand Award in 2009 and 2010.

Serving people with disabilities since 1964

Over time, the organisation grew its digital assets. This started with the launch of its website in early 2000, followed by its presence on various social media platforms and most recently, a chatbot. These provide a source of information for its many stakeholders. In 2017, it launched an assistive technology portal that has evolved to the Inclusive Technology Portal. This is an online resource providing practical information on how technology can overcome limitations of disabilities so that individuals are empowered to function at their full potential.

With the advent of COVID-19, SPD has turned much of its outreach efforts to the digital space. Online donations for the organisation have increased by close to 80% in the space of a year.

Source: SPD

COMMUNICATIONS & PARTNERSHIPS

SPD

Partnership & Alliances

SPD would periodically reach out to government agencies, regulatory bodies and public service organisations to highlight service gaps to garner support.

While the reach and exposure were limited, SPD strove to maximise each touchpoint to build relationships with its stakeholders on every level to ensure a positive experience for all connected to the organisation.

Before 2007, SPD was able to raise about $2.5 million in annual funds, and operate at $7 million a year, supporting close to 2,000 beneficiaries. A quantum leap was needed if it was to help more people with disabilities.

SPD constantly reviews its service offerings to align with its mission and vision. The number of programmes and services consequently grew over time, which meant it needed more funding.

During the COVID-19 Circuit Breaker, a majority of SPD's services were also moved online. This enabled the staff at SPD to continue providing support and services to clients. A survey conducted thereafter among caregivers of children services showed that 96% agreed that they or their children benefited from the resources and e-consultation.

Resources were also created by and for staff to encourage learning, engagement as well as equipping service staff for intervention with clients and families in distress.

2015

SPD sought to benchmark itself against international standards through the Commission on Accreditation of Rehabilitation Facilities (CARF) accreditation in order to maintain high service quality.

2016

- The organisation received a three-year accreditation (and again in 2019) for its therapy programmes for adults and children.

- SPD won the Intermediate and Long Term Care Awards, and subsequently the Singapore Health Quality Service Awards from 2016 to 2018.

FY17/18 – FY20/21

SPD built the capability and capacity of close to 4,500 partners and professionals through training and consultancy services, attesting to the trust that it has built. In that same period, it advocated to over 10,000 in the community on disability issues and challenges faced by persons with disabilities.

Today

SPD has a stewardship programme in place for engagement with its donors. It has since FY17/18 doubled its coverage, posts and connections through the mass media, social media and online presence through its brand building and outreach efforts.

Over 500 new individual volunteers have been recruited since 2017, twice its target number. Its operating expenses of $30 million today is a six-fold increase from FY04/05. It is also raising significantly more funds at $5 million compared to $2.4 million then.

Its operations has expanded from one centre in 2007 to six centres islandwide. The number of employees has increased four-fold to 400 in 15 years.

Website traffic has increased exponentially in that time, from over 55,000 to close to 1.2 million visits a year today.

Source: SPD

USER-CENTRIC SERVICES

New Hope Community Services

NHCS gives hope to the homeless they serve by being useful to them right until they're useful to themselves and those around them.

NHCS is, by its own nature, user-centric: it adopts the Person Centred Care approach – seeing service users as equal partners in planning, developing and monitoring care to make sure it meets their needs.

This means putting people and their families at the centre of decisions and seeing them as experts, working alongside professionals to attain the best possible outcomes. Hence, a personalised and integrated approach to recovery is crucial for the best possible outcome.

There are three levels to NHCS' ecological model:

- **Level 1**
  Families and individuals are empowered out of homelessness through holistic and comprehensive social services such as shelter, case management, counselling, life skills training, employment, saving programme and long term housing support.

- **Level 2**
  NHCS constantly creates opportunities to involve family, friends, volunteers and befrienders in the journeys of its homeless families and individuals.

- **Level 3**
  To adhere to the 'Many Helping Hands' philosophy, and recognizing that a complex issue such as homelessness needs 3P (People, Private, Public) collaboration, NHCS develops an ecosystem of homelessness social support with many partners, including government agencies such as the Ministry of Social and Family Development (MSF) and Housing & Development Board (HDB); private funders such as the Singapore Business Federation Foundation, Bank of America Merrill Lynch and CISCO USA; and community partners such as Catholic Welfare Services, Homeless Hearts of Singapore, Salvation Army and religious organisations in the community.

Source: New Hope Community Services

USER-CENTRIC SERVICES

New Hope Community Services

NHCS takes a task-focused approach to achieve basic needs (food and water, sleep, shelter, safety, health, finances) of those it serves, by defining specific and achievable short- and long-term outcomes and plans to achieve them.

A relationship-oriented approach then addresses psychological needs (friendship, intimacy, family, respect, recognition, self-esteem). NHCS establishes emotional safety and trust before exploring obstacles / losses experienced in the subsequent need-stages with clients,and discusses possible options to overcome these.

NHCS constantly challenges itself to innovate in the evolving landscape of social needs. For example, NHCS worked with partners to develop savings matching schemes to incentivise and empower clients to save, such as through a dollar-for-dollar matching scheme.

User Service Design

NHCS also collaborates with community partners on Sustained Employment Awards – in recognition of clients who remain employed. This keeps service users motivated, even as they receive tangible rewards for their perseverance.

Giving The Homeless A Connection
In addition to not having a roof over their heads, isolation from the community results in the homeless not having enough connections to support them through challenges in life. Through the COVID-19 pandemic, NHCS had to innovate to ensure clients remained connected. NHCS engaged various community partners to adopt a housing unit, housing level, or a shelter, and provided a platform for befrienders to connect with and support residents regularly.

Empowering Clients
To ensure clients are empowered, engagement does not end when they leave the shelters; post-discharge intervention is available for an extended period of time. Qualitative research reveals that clients prefer to be engaged by NHCS staff, including social workers, operational staff, and career coaches, due to the strong bonds and safety experienced during their stay at NHCS shelters.

To further empower clients, NHCS has evolved its post-discharge engagement by introducing the "Now I am a Volunteer" programme where clients return to shelters to serve – for example, by hosting community events and being guest speakers at townhall meetings with residents.

From Homeless To Employed
The Employment Services team has also been a welcome addition to support clients in job placement and retention. Job coaches nurture partnerships with various employers to offer opportunities based on clients' capabilities and preferences. This combined approach of job coaches working alongside case managers means clients get specialised assistance and engagement during their time with NHCS.

Source: New Hope Community Services

ORGANISATIONAL HEALTH SPEAKS FOR ITSELF

"Over the past two years, the COVID-19 pandemic has put all Social Service Agencies (SSAs) to the test. In many ways, the pandemic has demonstrated that strategic organisational development is a necessity and not a luxury, even for SSAs. Care Corner aims to design relevant and innovative service models with the full leverage of technology, volunteers and partnerships, while continuing to ensure effective governance and accountable stewardship in everything we do."

Care Corner Singapore

"Tapping on external consultancy for an objective look at how AMKFSC has been doing has allowed our Board of Directors, Senior Management and staff to take an introspective look at how the organisation should adjust to meet its present and future challenges. AMKFSC would certainly encourage other organisations to take a similar step towards reinventing themselves from the inside out. We would be exceedingly delighted to share our experience with organisations that would like to take the leap of faith."

AMKFSC

"While navigating organisational transformation in the midst of a pandemic is a challenge, onboarding the whole organisation towards the objective is critical. When it is not business-as-usual, an organisation must be able to transform the manner and conduct of operations and programmes. Regular engagement in small groups - surrounding the why, what, how - to the organisation, clients and staff is crucial. Also, creativity and freedom of action among line managers in empowering their teams provides autonomy and responsibility. "

New Hope Community Services

ORGANISATIONAL HEALTH SPEAKS FOR ITSELF

"Breaking down and packaging strategy into bite-sized information when communicating, while seeking feedback from staff and stakeholders to sharpen strategies is crucial. It is important to cascade strategies and plans into department annual workplan goals, so that the whole organisation is onboard and on the same page, and information is diffused to the ground. The best plans are only as effective as the ability to execute them, and the ability to sharpen delivery as they are being rolled out."

MINDS

"Social Service Agencies are often challenged to provide immediate attention to the needs of beneficiaries, and it is thus natural to overlook the need to review, plan on a longer term basis and reconstruct the organisation's policies, processes and people capabilities. However, OD provides a valuable opportunity to enhance capacity and capabilities in a structured and guided manner. It is a key enabler in providing strong support for organisations to achieve their vision and mission. "

Yayasan MENDAKI

"As change is necessary, we have constantly sought to address evolving social needs by balancing continuous work improvement plans with innovation. While running a gamut of 37 programmes and corporate services can cause an increase in risk and the loss of tacit knowledge, OD has compelled us to review our progress in a tangible and sustainable manner so that business continuity is upheld, and we remain focused on the overarching goal of empowering those we serve. As such, we are well placed to grow our own capacity and capability in tandem with sectoral needs to continuously meet social service gaps."

AWWA Ltd

ORGANISATIONAL HEALTH SPEAKS FOR ITSELF

"When preparing teams for change, it is vital to communicate frequently and consistently with all stakeholders to improve acceptance and adoption of change. To help manage the pace of change and prevent change fatigue, it is key to prioritise selected projects where inaction would affect most core work. In doing so, change efforts will be focused and impactful, and would ultimately allow the organisation to build up a positive track record with change among its key stakeholders – its employees."

HCSA Community Services

"A successful OD journey requires a whole-of-organisation approach, and goes beyond planning and implementing technical solutions and improving service quality. It starts at the highest level with support from the Board, senior management as drivers of the change, and thereafter involving the rest of the Organisation. SSAs need not feel alone in the journey. NCSS plays an instrumental role in creating platforms to build a community of change practitioners, so that all agencies can learn from each other's experiences."

SPD

"Following the mantra of keeping things simple helps declutter cumbersome processes, keeping the focus on achieving key objectives while balancing trade-offs and risks. Organisations need to guard against majoring on the minor issues, which can be distracting and counterproductive. Staff training and communication need to be clear, and objectives focused, so that staff know the key objectives and explore the most efficient and effective ways to meet them, instead of merely taking instructions."

REACH Community Services Society

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Reach out to the NCSS Organisation Development unit at
Organisation_Development@ncss.gov.sg for any help or clarifications
regarding the guidebook or the Organisational Health Framework for Social Services (OHFSS).