

# Volunteer Management Network Learning Report

Theme of Volunteer Management Network 2:

**Empowering organisations to seize opportunities in uncertain times**

Conducted over 3 webinars, the second network drew in more than 200 participants from Social Service Agencies (SSAs), Corporates and Public sectors.

**1<sup>st</sup>  
Webinar**  
24 Sep

### Enhancing the resilience and safety of volunteer involvement

Charlene Heng (Samaritans of Singapore), Anwar Hasim (Action for AIDS Singapore), Sisi Sukiato and Ruchita Chheda (Humanitarian Organisation for Migration Economics), and Chin Sau Ho (Singapore Pools Pte Ltd) presented about their organisations and participated in a panel discussion

**2<sup>nd</sup>  
Webinar**  
2 Oct

### Managing and collaborating with stakeholders for enhanced and sustainable volunteering experience

Rhiannon Cooke (CMC Partnership Asia) and Peter Yang (Empact) presented on two topics: Stakeholder Engagement and Change Management

**3<sup>rd</sup>  
Webinar**  
9 Oct

### Empowering volunteers through volunteer role redesign

Natalie Khoo (EY), Michelle Lim (EY), Jim Yeow (EY) presented on Volunteer Role Design Framework. This is followed by breakout sessions hosted by Tan See Leng (Heartware Network), Jesslyn Wu (RSVP Singapore), Treasa Ho (RSVP Singapore), and Li Woon Churdboonchart (The Volunteer Switchboard)

## Summary

In Webinar 1, speakers from SSAs and corporate spoke about how they leverage on previous experiences and existing resources to develop their Volunteer Continuity Plan (VCP), and why having a VCP remains valuable post COVID-19.

The Webinar 2 presenters deliver in-depth sharing on how to conduct stakeholder analysis, engage their stakeholders appropriately, and implement change management so that volunteer management work can be carried out effectively and in a sustainable manner.

In the final webinar, our SSA partners shared lessons on how to carry volunteer role redesign meaningfully. Participants were introduced to how they can design volunteer roles for senior volunteers, develop volunteer leaders, and mobilise service users to become volunteers and supporters for social missions.

## Four useful ways to enhance Volunteer Management



Volunteer  
Continuity Plan

Stakeholder  
Management



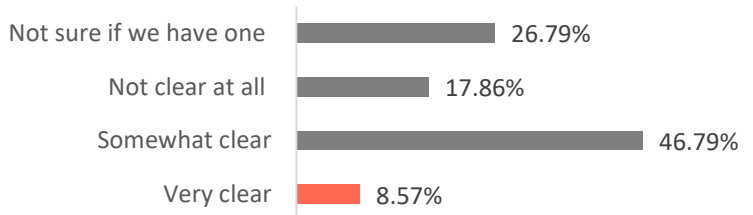
Change  
Management

Volunteer Role  
Redesign



## Volunteer Continuity Plan (VCP)

VCP is a form of risk management to help agencies minimise disruption of services and achieve a quick recovery through the effective management of volunteers. Our panellists discussed on their experience handling crisis and in formulating their VCPs



In our pre-event survey, **only 8.57% of participants are VERY CLEAR** that their agency has a clear plan on how to recruit, engage and retain volunteers in crisis (referred to as VCP)

Our speakers from Samaritans of Singapore, AFA Singapore, HOME and Singapore Pools shared on two broad areas in Webinar #1.

## Management of Volunteers during Covid-19

- **Engage experienced volunteers:** keep an active but small pool of volunteers
- **[SSA] Strong communication with staff and volunteers:** knowledge transfer and updates are crucial in situations with constant changes
- **[Corporate] Close communication and engagement with SSA partners:** Ascertain and adjust to SSA's evolving needs, express support for volunteering initiatives through education/ leading by example
- **Redesign volunteer activities:** Matching volunteers' abilities, level of comfort to perform tasks and available resources, especially with an influx of new volunteers who are inspired to help during crises
- **Digitalised volunteer management:** use of digital tools to carry out recruitment, selection, training and onboard of new volunteers, and engage existing volunteers to keep their interest in the programmes and services post-crisis
- **Tap on past documentation and learnings:** Knowledge from crisis experiences (e.g. SARS) from your own organisation, staff and seasoned volunteers
- **Co-create VCP with relevant stakeholders:** Engage various stakeholder groups in the development of your VCP
- **Ensure proper communication and dissemination:** A plan will not be useful if it is not communicated and understood. Leverage on the staff and informal volunteer leaders to disseminate information in a VCP and reinforce the key messages in the plan.
- **Consider other useful resources:** For example, the Business Continuity Plan developed for the commercial sector can be tapped on to develop your VCP

## Development of Volunteer Continuity Plan

### Five Priorities in planning Volunteer Continuity

1. Impact Assessment & Scenario Planning
2. Risk Assessment & Safety Compliance
3. Communication & Engagement of Volunteers
4. Staff Engagement & Internal Resourcing
5. Assessment of Response & Recovery Preparation

For more information on the NCSS VCP guide, please go to [Go.gov.sg/vcpguide](http://Go.gov.sg/vcpguide)



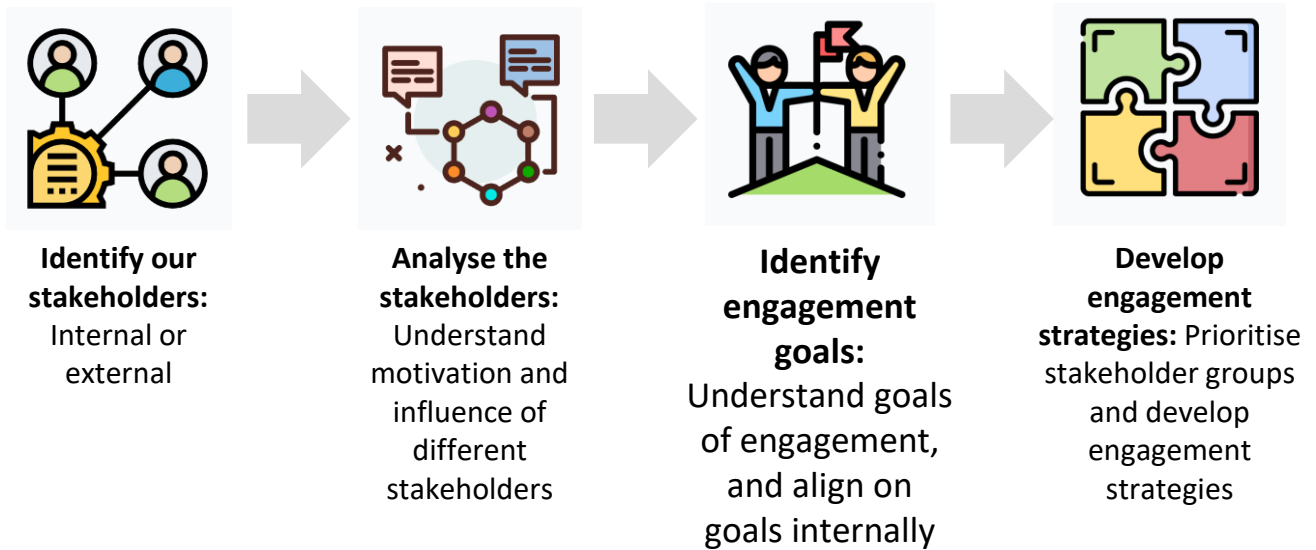
## Stakeholder Management

Effective stakeholder management can lead to more effective and sustainable volunteering programmes, and in turn empower SSAs to deliver better service quality to more service users without proportionately increasing headcounts or stress on staff. In the long run, this will increase SSAs' organisational capabilities and advocates towards organisation's cause.

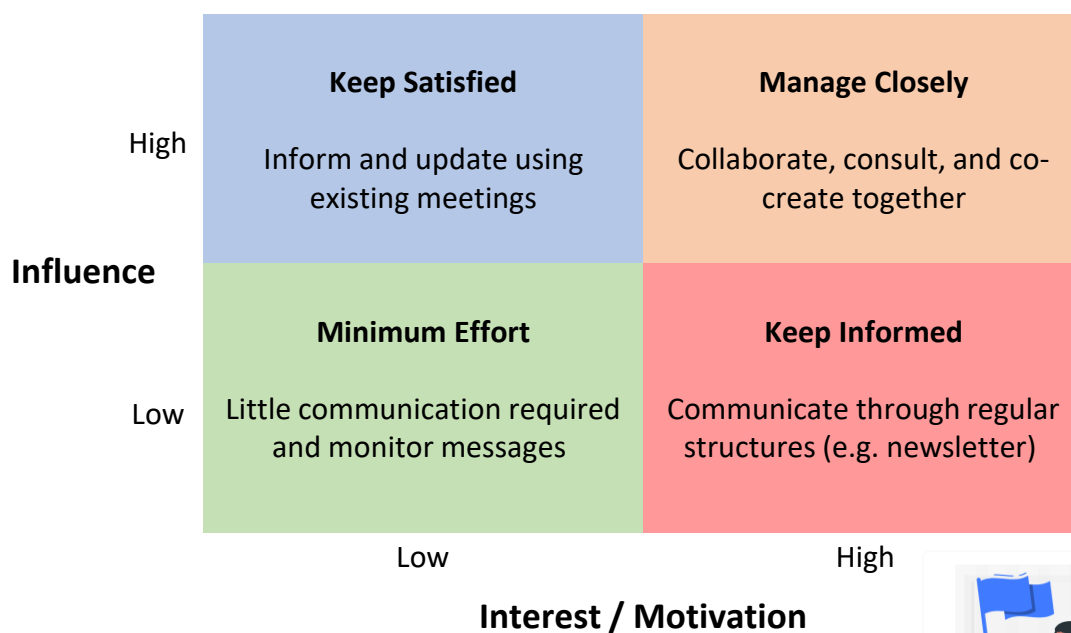
Spending time equipping internal stakeholders, setting up structures to gain buy-in may generate more sustainable and long-term results.

Peter Yang,  
Founder and CEO of Impact

### Stakeholder Management Framework



### Develop Stakeholder Engagement Strategy



Volunteer managers can use this model to identify and place their stakeholders in the four quadrants, based on their level of influence, and interest and motivation. Through this, VMs can design appropriate engagement strategies.



## Change Management

In her presentation, Rhiannon Cooke looked at how change management can help Volunteer Managers get the support they need to take their great idea forward into execution and how they can secure the outcomes they want for their service users.

**Question: How can you manage resistance to changes?  
If somebody is pushing back, don't push back. Listen, listen, and listen.**

Rhiannon Cooke,  
Change Management Specialist CMC  
Partnership Asia

### Prosci Five Tenet of Change Management



**We change for a reason** - Share reasons for change or how it is relevant to the organisation's vision and mission. What are the internal and/or external triggers and/or goals for change?



**Organisational change requires individual change** - Help people to understand in practical ways what is the risk of not changing and how it will affect them.



**Organisational outcomes are the collective results of individual change** - Inspire changes to individuals' mindsets and beliefs before practical changes. Support people's transitions into their new roles.



**Change management is an enabling framework to systematically approach managing the people side of change** - Building willingness and competency for change is everyone's responsibility.



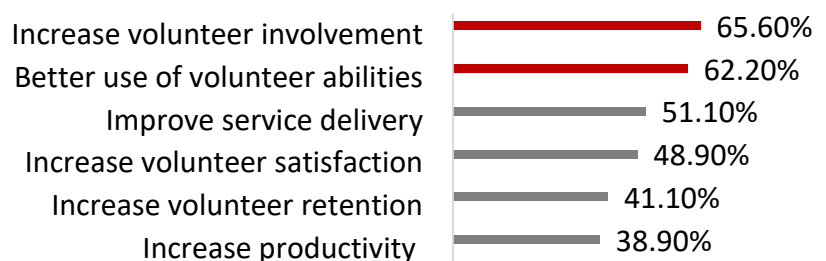
**We apply change management to realise the benefits and outcomes of change**

## Volunteer Role Redesign

### What is volunteer role redesign?

It is the process of looking at the various tasks around a volunteer job role in order to reshuffle the tasks to be better aligned with organisational goals and address challenges that SSAs might be facing in the delivery of its programmes and services.

According to the responses in our pre-event survey, SSAs which have implemented volunteer role design, increase volunteer involvement and better use of volunteer abilities are the top two benefits.





# Volunteer Management Network Learning Report

Five basic steps in implementing volunteer role redesign and relevant tips from our speakers in Webinar #3

## 01

### Identify areas of redesign

**EY:** Ensure that tone from top management is set right from the start

**RSVP:** Involve stakeholders

**VSBS:** Practice compassionate listening to the needs on the ground

**HWN:** Question what needs can be fulfilled by volunteers and how long is needed

## 02

### Develop recommendations

**EY:** Develop job role descriptions to ensure alignment across all stakeholders

**RSVP:** is to curate bite-sized volunteer roles for senior volunteers.

**VSBS:** Work with key stakeholders to further define the possibility of the role.

## 03

### Study impact

**EY:** Anticipate change and challenges, develop mitigation strategies

**RSVP:** Encourage senior engagement in virtual volunteering by creating Zoom tutorials in multiple languages, with technical support

**VSBS:** Learn from observations and experiences with partners

## 04

### Pilot test

**EY:** Test with staff who are comfortable with volunteers or with volunteers who are more comfortable with the agency for valuable feedback

**RSVP:** Provided platforms for senior volunteers to practice, receive feedback

## 05

### Rollout

**EY and HWN:** Monitor and review constantly to ensure that the roles will evolve to meet the agency's needs

**RSVP:** Re-adjust and streamline roles to create meaningful experiences.

**VSBS:** Incorporate feedback from pilot runs.

Legend: EY: Ernst & Young, RSVP: RSVP Singapore, VSBS: Volunteer Switchboard, HWN: Heartware Network

## Volunteer Leadership role redesign shared by Heartware Network

Heartware Network adopts a tiered leadership model for their volunteers to grow through their journeys with the agency and take on more responsibilities when they feel ready.

Volunteer Planning Committee

Sector Overall in Charge

Volunteer Leaders

General Volunteers

## Challenges and Solutions in Senior Volunteers role design by RSVP Singapore



Phobia towards Technology



Missing Human Interaction



Technical Issues

### Solutions:

- Buy in from stakeholders
- Invest time and efforts to familiarise with technology
- Manage Expectation

## Learnings from Resident-Volunteers role design by Volunteer SwitchBoard



Learn from the community



Go with the flow, expect the unexpected



It's all about relationship

## Resource Directory

### Upcoming Webinars

**Volunteer Match** | [Designing Virtual Opportunities, Managing Remote Volunteers \(Introductory Approach\)](#)

- 10 Nov 2020, 2:00 AM to 3:00 AM

**Prosci** | [A Smorgasbord of Insights from Prosci's Latest Best Practices Report](#)

- 20 Nov 2020, 9:00 AM to 10:00 AM (SGT)

### Articles

**Prosci** | Fueling the Ambition To Change How We Do Change

- [Watch Webinar](#)
- [Download slides](#)

**Prosci** | Best Practices in Change Management

- [View Article](#)

**VolPro** | Volunteer Management Tips: Mindset Matters

- [View Article](#)

**VolPro** | Re-opening Your Volunteer Opportunities: A List of Questions to Ask

- [View Article](#)

### Tools

**NCSS** | Volunteer Continuity Planning

- [Download](#)

**NCSS** | Redesigned Volunteer Roles (Refer to Pg 146 to 159)

- [Download](#)

**Collaborative Platforms**

- [Airtable](#)
- [Mural](#)

*Note: NCSS does not endorse the tools listed. SSAs are advised to exercise discretion and assess based on their own requirements if any.*

