Together, Because **SG** Cares

NCSS
National Council
of Social Service

30
ANNIVERSARY

Volunteer
Role
REDESIGN

Guide for Social Service Agencies

CONTENT

Foreword

"Effective and agile volunteer management is key to achieving success within the social service sector. With strong volunteer management, we would be able to unlock volunteers' potential to augment manpower, build the capabilities of our Social Service Agencies (SSAs) and most importantly, enhance the quality of life of our service users.

In an ever-changing landscape of evolving needs, restrictions, and engagement modes, volunteer management practitioners play a crucial role in ensuring a steady stream of meaningfully engaged volunteers. In an online poll conducted by NCSS among 203 SSA Executive Directors in July 2020, we noted that almost 80% of the respondents reported that their SSAs still required volunteers during the COVID-19 pandemic. Two-thirds of these SSAs saw a decrease in their number of volunteers, while 87% of them felt that there was a negative impact on their agency from the loss of volunteers. On the other hand, SSAs who were supported by volunteers continued their volunteering activities through virtual facilitation and tele-befriending, largely unheard of when physical volunteering was possible.

It is evident that these challenges have presented opportunities for our sector to pivot to new ways of engaging volunteers. This calls for the need for volunteer management practitioners to redesign existing volunteering roles to adapt to changing needs and develop new roles to foster new and sustainable volunteer partnerships, through Volunteer Role Redesigning.

As we live in a world of constant change, let us rethink and redesign volunteering roles to enhance the existing needs of the social service agencies and create new roles to meet evolving needs, be it services or capability building. With new and adapted roles, more volunteers can be attracted to the sector and volunteers will be encouraged to stay for the longer term.

We hope this Guide is timely in helping you embark on volunteer role redesign to define clearer roles to facilitate recruitment and retention of volunteers, not just in times of crises but also in peacetime. We wish you all the best in your volunteer management journey!"

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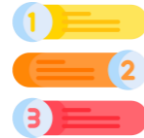National Council of Social Service

Summary of Volunteer Role Redesign Guide

The Volunteer Role Redesign Guide provides a structured approach for Social Service Agencies (SSAs) to **create new volunteer roles** or **adapt existing volunteer roles** to better fit agency needs and enhance volunteer engagement.

What can you find in this guide?

- ✓ Useful scenarios and tips on redesigning volunteer roles
- ✓ Step-by-step guide with template and tools to create / redesign volunteer roles
- ✓ Case examples of SSAs who embarked on volunteer role redesign

Who is this guide for?

- **Volunteer Management Practitioners:** Role redesign is typically led by Volunteer Managers and supported by Volunteer Executives and Programme staff*
- Anyone who is interested in **using volunteer role redesign to supplement the agency's volunteer partnership goals** (e.g. Partnerships Executive, Centre Manager, etc.)
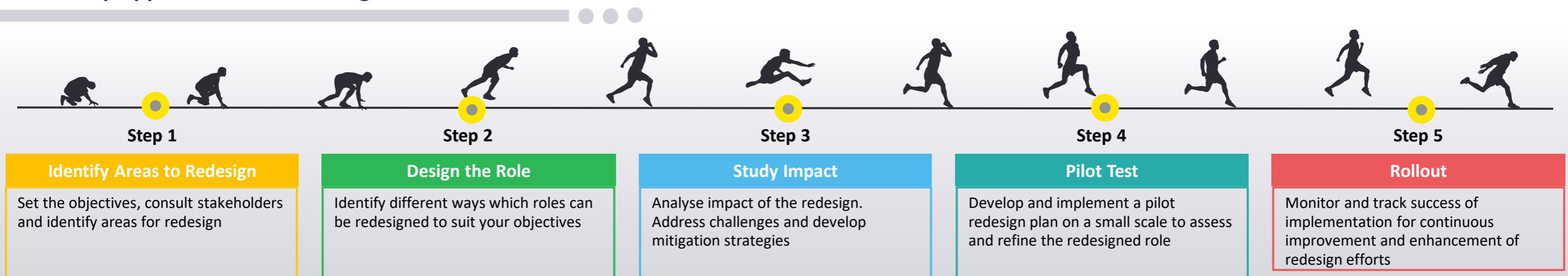
Programme staff may not have volunteer management in their portfolio, but often work with volunteer executives and volunteer managers to develop and implement strategies for recruiting and managing volunteers in programmes.

Why consider role redesign?

- Help your SSA to **enhance and support programme delivery and service users' experience** through volunteerism
- Enhance the **volunteer engagement and experience** in your SSA for a stronger volunteer culture and retention
- Augment manpower and **alleviate staff workload** through volunteers

The 5-step approach to role redesign:

Step 1	Step 2	Step 3	Step 4	Step 5
Identify Areas to Redesign	**Design the Role**	**Study Impact**	**Pilot Test**	**Rollout**
Set the objectives, consult stakeholders and identify areas for redesign	Identify different ways which roles can be redesigned to suit your objectives	Analyse impact of the redesign. Address challenges and develop mitigation strategies	Develop and implement a pilot redesign plan on a small scale to assess and refine the redesigned role	Monitor and track success of implementation for continuous improvement and enhancement of redesign efforts

Introduction to Volunteer Role Redesign

What is volunteer role redesign?

Volunteer role redesign includes:

1) **Creation of new volunteer roles –** development of new roles or redesigning existing full-time staff roles to enable volunteer partnership while alleviating staff workload.

2) **Adaptation of existing volunteer roles –** adjusting existing volunteer roles to better fit agency needs and enhance volunteer engagement.

When should my SSA consider volunteer role redesign?

Some common scenarios where volunteer role redesign can be helpful:

Enhance and Support Programme Delivery

- ✓ Develop new programmes with the support of new volunteer roles
- ✓ Increase frequency of existing programmes
- ✓ Adapt to programme changes due to situational demands (e.g. virtual volunteering due to need for social distancing)

Enhance Service User Experience

- ✓ Create opportunities for community to interact with service users meaningfully
- ✓ Enhance the variety, frequency and quality of programmes for service users by tapping on new volunteer skills

Enhance Volunteer Experience

- ✓ Develop meaningful roles with development opportunities
- ✓ Increase satisfaction, retention and sustained volunteerism
- ✓ Cater to needs of different volunteer groups, e.g. corporate volunteers, senior volunteers

Alleviate Staff Workload

- ✓ Supplement and alleviate workload of SSA staff by reassigning tasks from staff to volunteers
- ✓ Reduce staff burnout and increase staff satisfaction and motivation
- ✓ Increase skills and productivity of staff by allowing them to focus on value-added tasks

How do I know if volunteer role redesign is for me?

It is important to understand your SSA's **current state**, **challenges** and **objectives** you wish to achieve through role redesign.

There are instances where volunteer role redesign may not be the most suitable solution to address the agency's needs.

Some questions to ask yourself before beginning:

- ✓ Am I clear about why I am embarking on volunteer role redesign?
- ✓ Are there other solutions which are more effective to achieve my outcome? Some examples are:

Improve volunteer management to enhance volunteer satisfaction and engagement

Streamline work processes to improve productivity and alleviate staff workload

Digitalisation and adopt ready technologies to improve service user experience and raise productivity

Quick Tip

You can utilise the **Volunteer Management Toolkit 2.0** to identify other possible process improvement for your agency's consideration.

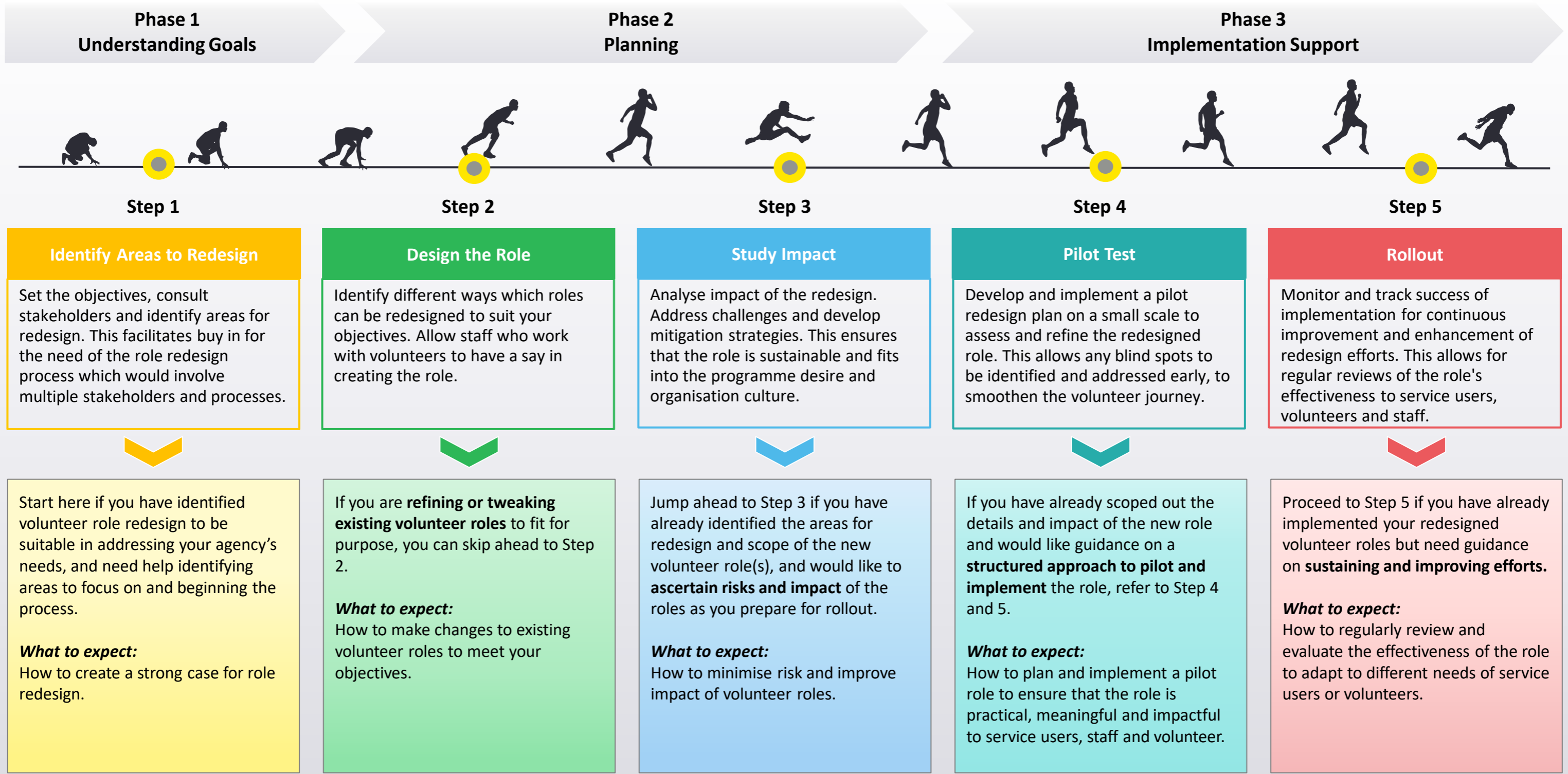You can also use the **Volunteer Management Maturity Matrix** to assess the current state of your agency's volunteer management practices and get suggestions on opportunities for improvement.

If you would like to find out more about leveraging on technology, innovation and productivity improvement, you may also refer to the **Industry Digital Plan for Social Services** and the **Social Innovation Starter Kit.**

The 5-Step Process to Volunteer Role Redesign

This guide introduces SSAs to a 5-step volunteer role redesign process. At each step, the guide outlines key concepts and activities that can be applied in your own role redesign process.

Throughout the guide, you will find links to templates and samples for your use. The navigation bar at the top of this guide also allows you to jump quickly to any steps, or to return to the introduction page.

Phase 1 Understanding Goals	Phase 2 Planning	Phase 3 Implementation Support

Step 1	Step 2	Step 3	Step 4	Step 5
Identify Areas to Redesign	**Design the Role**	**Study Impact**	**Pilot Test**	**Rollout**
Set the objectives, consult stakeholders and identify areas for redesign. This facilitates buy in for the need of the role redesign process which would involve multiple stakeholders and processes.	Identify different ways which roles can be redesigned to suit your objectives. Allow staff who work with volunteers to have a say in creating the role.	Analyse impact of the redesign. Address challenges and develop mitigation strategies. This ensures that the role is sustainable and fits into the programme desire and organisation culture.	Develop and implement a pilot redesign plan on a small scale to assess and refine the redesigned role. This allows any blind spots to be identified and addressed early, to smoothen the volunteer journey.	Monitor and track success of implementation for continuous improvement and enhancement of redesign efforts. This allows for regular reviews of the role's effectiveness to service users, volunteers and staff.
Start here if you have identified volunteer role redesign to be suitable in addressing your agency's needs, and need help identifying areas to focus on and beginning the process. **What to expect:** How to create a strong case for role redesign.	If you are **refining or tweaking existing volunteer roles** to fit for purpose, you can skip ahead to Step 2. **What to expect:** How to make changes to existing volunteer roles to meet your objectives.	Jump ahead to Step 3 if you have already identified the areas for redesign and scope of the new volunteer role(s), and would like to **ascertain risks and impact** of the roles as you prepare for rollout. **What to expect:** How to minimise risk and improve impact of volunteer roles.	If you have already scoped out the details and impact of the new role and would like guidance on a **structured approach to pilot and implement** the role, refer to Step 4 and 5. **What to expect:** How to plan and implement a pilot role to ensure that the role is practical, meaningful and impactful to service users, staff and volunteer.	Proceed to Step 5 if you have already implemented your redesigned volunteer roles but need guidance on **sustaining and improving efforts.** **What to expect:** How to regularly review and evaluate the effectiveness of the role to adapt to different needs of service users or volunteers.

Change Management and Communication

Step 1: Identify Areas to Redesign

This step helps SSAs identify the case for redesign, performed through stakeholder engagements and identification of opportunities and gaps.

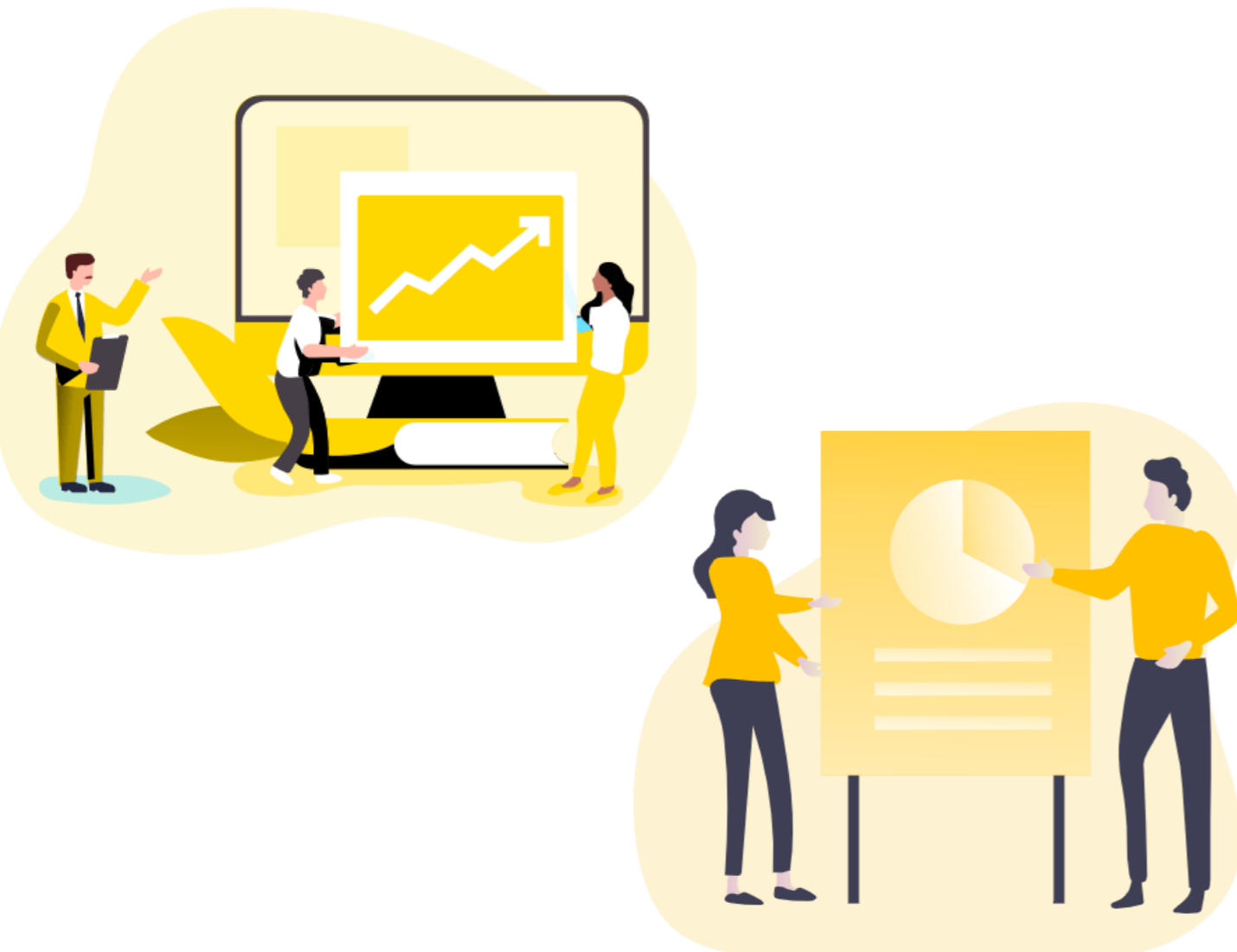|	
Key Objectives	Gather stakeholders' inputs to set out the strategic goals and scope out areas for role redesign
Key Outcomes	Ensure alignment and buy-in from stakeholders on the strategy, purpose and approach of redesign
Templates Provided	Stakeholder Engagement Interview Guide – Page 41 - 43 Opportunity and Gap Analysis Template - Page 44

Key Activity 1.1 — **Gather Stakeholders' Inputs**

Gathering stakeholders' inputs is a crucial first step in the volunteer role redesign process. It allows for a better understanding of the current challenges, opportunities present and long-term volunteer management objective.

Key stakeholder groups to consult include:

Senior Management
- Provides the overall strategic goals for volunteerism
- Sets clear direction for the redesign effort
- Helps you to gain management's buy-in at an early stage

Programme Staff
- Provides inputs on current challenges and potential opportunities on the ground
- Address any concerns / resistance to the redesign process at an early stage

Service Users
- Provide inputs on areas where service delivery can be enhanced (where applicable)
- Additional benefit of empowering service users through involvement
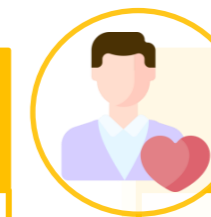
Volunteers
- Provide feedback on current volunteer role and potential opportunities for role development
- Helps you to design roles that volunteers are interested to take up and find meaningful

Refer to the **'Stakeholder Engagement Interview Guide'** on page 41 - 43 to plan your engagement strategy. You will also find suggested interview questions for each stakeholder group.

Key Activity 1.2   **Make a Case for Redesign**

Once you have received stakeholder inputs on the need and purpose for redesign, shortlist your potential areas for redesign.

Document the redesign objectives, desired outcome and current challenges to further solidify your case for redesign.

In shortlisting the areas to redesign, consider…

Purpose for Redesign

- What are the most pressing gaps or pain points in your agency?
- Which areas in your agency would benefit most through involvement of volunteers (e.g. programmes experiencing high demand, specific skill requirements to enhance service delivery)?
- How impactful is the area for redesign to the agency (e.g. similar programmes in different centres, programmes which are very short staffed, or involve many administrative tasks)?

Impact on Service Delivery

- What are some potential benefits and risks to service users for volunteer involvement in this area?
- How can volunteer involvement augment manpower and alleviate staff workload?
- What is the potential impact of volunteer involvement on service delivery (e.g. more programmes can be run, increased range of programmes available to service users)?

Impact on Volunteers

- Are there any volunteers currently already involved in the area?
- Will volunteers find the work in this area meaningful and practical?
- Do staff in this area have experience in engaging and managing volunteers?

💡 Use the '**Opportunity and Gap Analysis Template'** on page 44 to help identify and document areas for redesign. This template outlines your **Case for Redesign**.

CASE EXAMPLE

Singapore Anglican Community Services (SACS) | Making a Case for Redesign

Purpose for redesign
SACS was keen to enhance service user experience through the involvement of volunteers. They also wanted to consider how volunteers could be efficiently deployed to alleviate staff workload.

Current state and challenges
To identify areas for volunteer role redesign, the team at SACS consulted senior management and programme staff to obtain their insights on ways in which volunteers could contribute meaningfully at the Anglican Care Centres (ACC):

Senior Management	Programme Staff
The Executive Director of SACS Psychiatric Services highlighted how volunteer partnership was a key strategy to explore how volunteers may support the building of a recovery-oriented practice culture for service users, aligned to SACS vision and mission.	Staff at two centres shared key challenges faced in their daily tasks and proposed how volunteers could support their work. They were also keen to explore how volunteers can help service users recognise and take responsibility for their own recovery and wellbeing.

Proposed programme and volunteer roles
Through the interviews, two programmes identified were the Something Old Something New (SOSN) thrift stores and the Happy Gifts Arts and Crafts programme. These programmes were heavy on staff manpower but also had areas that were suitable for more volunteer involvement, especially in terms of interacting and encouraging service users in their recovery journey.

For example, volunteers could be trained to mentor service users while assisting in operational tasks in the thrift stores. They could also teach craft skills in the arts and crafts programme. These were tasks originally performed by staff, who can then be freed to focus on other critical work. Having volunteers also help service users hone interpersonal skills and remain socially engaged and connected with the community.

Potential impact on processes
To alleviate staff's need for constant training and onboarding new volunteers recruited for the new volunteer roles, SACS will be updating their volunteer responsibilities in the existing standard operating procedures, and also preparing a guide on the coaching aspect to ensure that volunteers are more equipped, while also including clear description for store management and operations. All these would support them in engaging different groups of volunteers more effectively and sustainably.

🔍 **Quick Tip**

SACS's case for redesign is further strengthened because it is part of the empowerment approach the agency is taking. Other than redesigning volunteer roles, check out other Empowerment practices in the Empowerment Guide here.

Step 2: Design the Role

This step focuses on how to design new volunteer roles and modify existing ones.

Based on the list of opportunities identified in Step 1, redesign interventions are identified and applied to volunteer roles as guided by the redesign objectives.

Key Objectives	Design new volunteer roles or modify existing volunteer roles
Key Outcomes	• Employ redesign strategies to create new or modify existing volunteer roles to fit for purpose • Develop clear role description of new/redesigned volunteer roles
Templates Provided	Role Analysis Template – Page 45 Position Description Template – Page 46 - 47

Key Activity 2.1 — Understand the Roles for Redesign

After identifying the areas for redesign in Step 1, understand and document the roles involved in the shortlisted area. Key things to take note of:

• What are the existing staff / volunteer roles?

• What are the tasks and responsibilities involved?

The following activities can be conducted to have a deeper understanding of the tasks and key responsibilities of the roles to be redesigned:

Job Shadowing	Interviews with Staff / Volunteers	Review of Documents
Job shadowing involves observing an incumbent as they work to get a better understanding of their roles.	Staff and volunteers can explain the key activities of the role in detail through interviews. Seek their insights on how their roles can be redesigned or improved.	Review existing documents and data such as role descriptions, SOP of work processes, volunteer and staff feedback.

Use the **'Role Analysis Template'** on page 45 to document the tasks and responsibilities involved in the current volunteer role, and identify which tasks to be retained, modified, added, or removed.

Quick Tip

Outside of your agency context, you can also actively broaden your understanding of different volunteer roles in the sector. Some useful activities could be conducting desktop research or networking with other Volunteer Managers in the sector.

Key Activity 2.2

Develop Recommendations on Redesigned Roles

Once the roles have been identified, brainstorm ideas on how to modify or create new roles to meet the desired objectives. The following are some interventions that you can consider.

ROLE REDESIGN INTERVENTIONS

ROLE UNCOUPLING
Breaking down of tasks to two or more roles
E.g. Scenario 4

ROLE SIMPLIFICATION
Eliminating components of the role to make it more focused
E.g. Scenario 5

ROLE ENRICHMENT
Addition of tasks / responsibilities to the role
E.g. Scenario 2, 3

ROLE CREATION
Creating new tasks to develop new roles
E.g. Scenario 2, 4, 6

ROLE ADAPTATION
The process in which the role is executed is modified, without changes to the existing tasks. Some examples of role adaptation are:
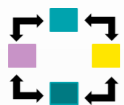
Rotation
Moving volunteers into different roles over the course of time
E.g. Scenario 1
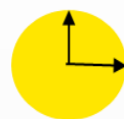
Flexible Volunteering Hours
Creating flexibility in volunteer schedules

Virtual Volunteering
Adapting in-person roles to virtual roles, or a hybrid of both
E.g. Scenario 6

Consider the **objectives** of your role redesign. The objectives of your role redesign will guide the type of interventions you can consider. Here are some examples of common scenarios faced by SSAs:

### Scenario 1 – Redesigning to enhance corporate partnerships

Objective: Adapt service-based roles to facilitate and encourage corporates to volunteer on a more sustained basis.

Role redesign intervention: Role Adaptation - Adapt service-based volunteer roles to make it easier for corporates to commit to a sustainable volunteer partnership. For example, corporates can volunteer in pairs or small groups on a rotational basis.

Making it work: Create a common visual identity for the corporate volunteers (e.g. through badge, T-shirt etc) to enable service users to easily identify them. Tap on corporate volunteer leaders to manage the coordination and handover within volunteering teams.

Quick Tip

Refer to the "**Volunteer Management Toolkit 2.0**" – Creating a Sustainable Corporate Partnership, to find out more about building corporate partnerships with organisations.
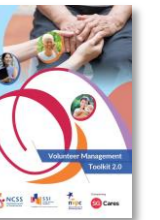
Scenario 2 – Redesigning to attract new skills / capabilities

Objective: Bring in volunteers to supplement skills / capabilities which may be lacking in the agency.

Role redesign intervention: 1. **Role Creation** – Identify skill gaps within the agency and design roles for skilled volunteers in terms of service-related work or organisational development work. 2. **Role Enrichment** – Identify ways in which existing roles can be enriched to tap on volunteers' skills.

Making it work: Recruitment for skilled roles may need to be more targeted, depending on the nature of the skills required. Consider approaching Institutes of Higher Learning (IHLs), professional associations and corporates in addition to your usual recruitment channels.

See case example on the following page of how HCSA used role enrichment to redesign the befriender volunteer role, to tap on volunteers skills' in service.

CASE EXAMPLE

HCSA Community Services | Enrichment of Befriender Role to Specialised Ally Befriender Role by Tapping on Volunteers' Skills and Experience

HCSA enriched their existing Ally Befriender role to make it more meaningful and impactful for the volunteers. The enhanced Specialised Ally Befriender role aims to leverage on the skills of volunteers that could be useful to the service users who are single mothers.

This Specialised Ally Befriender is able to share useful skills through the regular befriending sessions and can also be matched to service users who have specific needs. Specialised skills could include business and entrepreneurship skills, digitalisation skills, or career counselling and support.

Service users benefit **through increased range of skills, knowledge and practical support** shared with them. **Engagement between service users and volunteers is increased** in the befriending relationship through imparting of skills.

Enrich volunteers' engagement and experience by allowing them to share practical skills of interest. This could **attract new groups of volunteers** who are willing to share their skills, as well as corporate volunteers.

Positive feedback was received when the role was piloted with service users and volunteers. Service users felt that they have benefited from the befriending by learning new skills through engagement, and volunteers felt that their role was meaningful and enjoyed being able to create impact through sharing of their specialised skills.

Scenario 3 – Redesigning to increase volunteer engagement

Objective: Enrich volunteer experience and allow them to contribute more meaningfully to the agency.

Role redesign intervention: Role Enrichment - identify tasks that can be added to volunteer roles to make the roles more meaningful and impactful.

Making it work: Consult volunteers on ways in which they would like to contribute more meaningfully. When marketing and onboarding volunteers for the enriched roles, highlight the desired impact / higher purpose of the roles in addition to the tasks.

Scenario 4 – Redesigning to supplement staff workload

Objective: Design volunteer roles to supplement full-time staff and enable them to focus on core professional work.

Role redesign intervention: Role Uncoupling and **Role Creation** – break down the full-time role into components, and identify tasks which volunteers can take on.

Making it work: Consult the full-time staff in the design of the volunteer roles. Identify tasks which do not require specialised skills or qualifications. Ensure that the impact on processes and full-time roles, as well as risks and mitigating strategies are understood fully.

Scenario 5 – Redesigning to encourage service-users to volunteer

Objective: Encourage service users to contribute as volunteers.

Role redesign intervention: Role Adaptation and **Role Simplification** – Identify ways in which service-based volunteering roles can be adapted to encourage current or past service users to volunteer. Service users can volunteer at a different programme, or within the same programme. Roles may be simplified (e.g. removing some onerous or physically demanding tasks) to make it suitable for service users to take on.

Making it work: Consult your service users on the type of tasks which they are comfortable contributing. Ensure that the risks are analysed and mitigations put in place. Set clearly the expectations, do's / don'ts of a volunteer before they take on the roles to ensure safety.

Scenario 6 – Redesigning to leverage on technology

Objective: Design virtual / hybrid roles.

Role redesign intervention: Role Adaptation and **Role Creation** – Identify ways in which existing roles or new roles can be created for a virtual setting, leveraging on technologies such as videoconferencing, recording, virtual platforms. Consider hybrid models – leveraging on a mix of virtual and in-person activities.

Making it work: Equip volunteers with tips and guidelines on making virtual sessions effective. Consider recording virtual sessions which can be re-used at a later juncture. Provide support to service users who may be less tech-savvy and tap on volunteers to guide them on the use of technology.

See case example below of how PPIS used role adaption to redesign roles that were a hybrid of virtual and in-person volunteering.

CASE EXAMPLE

Persatuan Pemudi Islam Singapura (PPIS) | Adaptation of Befriender and Activity Coordinator Roles for a Hybrid of Virtual and In-person Volunteering

To better maintain engagement with volunteers as well as to augment staff workload at the Bedok Student Care Centre, PPIS adapted the **Befriender and Activity Coordinator** volunteer roles to be carried out in a hybrid format (i.e. having both virtual and in-person volunteering activities).

Volunteers in these roles can virtually conduct or pre-record activities to engage service users with (e.g. reading, arts and craft) and volunteers on-site can support the virtual delivery of the pre-recorded activities.

Through adaptation of this role, PPIS is able to:

- **Improve volunteer engagement** by providing **flexibility for relationship-building opportunities** between volunteers and service users. Volunteers are able to maintain engagement with the agency and service users virtually, even if they are unable to volunteer on-site.

- **Alleviate workload** of staff in engaging service users at the centres through partnering with volunteers.

- **Plan for expansion of service capabilities** by scaling up the hybrid activities across PPIS programmes / centres. Through a virtual platform, Volunteers can easily share their expertise (e.g. conduct arts and crafts activity, reading lessons etc.) to multiple programmes / centres.

Feedback received from volunteers have been largely positive, as they enjoyed being able to maintain engagement with service users virtually, which also allowed them more flexibility in schedule. While some processes had to be adjusted, volunteers were able to adapt quickly with guidance from staff. Staff also noted that the hybrid format allowed activities to be more scalable across different centres to benefit more service users.

Key Activity 2.3 — Outline the Recommended Redesigned Roles

Once the roles have been analysed and design interventions applied, document the redesigned roles to formalise them. This will:

- Provide greater clarity for both staff and volunteers on the responsibilities and accountabilities of the role

- Assist in the next steps, namely recruitment, onboarding and training

Key elements you should include in your volunteer role description

How will the role benefit service users, staff and volunteers?

Revised role title:

Programme:

Impact on Service Users / Agency:

Tasks and Responsibilities:

Frequency and Time Commitment:

Skills and Competencies required:

To be discussed further in Step 3

Training required:

Volunteer's profile / experience:

E.g. minimum years of volunteering experience, experience working with people with disabilities etc.

Refer to the **'Position Description Template'** on page 46 - 47 to document this step.

Step 3: Study Impact

Once the roles are redesigned, the next step is to understand the impact of the redesign to assess risks and mitigation strategies.

This is also where we will develop an action plan for implementation, incorporating stakeholder buy-in and change management.

Key Objectives	Plan for the implementation of the role redesign, taking into consideration the impact of the redesign
Key Outcomes	• Obtain stakeholders' alignment of the role redesign • Identify ways to mitigate potential challenges that would impede the implementation of the volunteer role • Plan for implementation and change management
Templates Provided	Impact Analysis Template – Page 48 Training Needs Analysis Template – Page 49 – 50 Assessing Risk and Mitigations Template – Page 51 Implementation Plan Template – Page 52 - 53 Stakeholder Analysis & Engagement Template – Page 54 - 55

Key Activity 3.1 — **Impact Analysis**

After the new / adapted roles are designed, the next step is to study the impact of these redesigned roles.

Considerations when studying the impact of redesigned roles:

Impact on Role	**Impact on Resources**
• How will the current role change? • Are other roles in the same programme / team affected? • What do stakeholders need to stop, start and continue doing?	• What resources are required (e.g. budget, manpower, technology, knowledge / skill etc)? • What training is required for the redesigned volunteer role?
Impact on Processes	**Impact on Stakeholders**
• How will the current work processes and SOPs change? • Will changes to processes affect other services or programmes? • Are there downstream impact on HR and volunteer management processes – e.g. recruitment, performance management, KPIs?	• How will the new role affect stakeholders, such as volunteers, staff, service users, and the community?

Use the **'Impact Analysis Template'** on page 48 to document this step.

How to identify training required for the redesigned volunteer role:

Topic for training	**Skills to build**	**SOPs**
What are the topic or areas for volunteer training? (e.g. active listening skills, wheelchair handling)	What are the skills required to work with the service user / role / programme?	Consider including instructions and SOPs – how is the work going to be done, and by whom?

Beyond Do's and Don'ts	**Mode of training**	**Quick Tip**
Beyond the typical Do's and Don'ts, how can I train volunteers to have a deeper understanding of service users?	Can the skills be learned on-the-job? Is a briefing sufficient, or is there a need for a full-fledged training programme?	For suggestions on suitable volunteer training programmes, you can refer to **NCSS' Volunteer Training Courses Directory**

Refer to the **'Training Needs Analysis Template'** on page 49 - 50 to document these details.

Key Activity 3.2

Engage Stakeholders on Redesigned Roles

Using your impact analysis, conduct discussions with staff and volunteers to:
- Share the redesigned role to seek alignment and support
- Obtain feedback and understand anticipated challenges

Topics to discuss with **staff** include:
- Feasibility and / or improvements to redesigned role
- Anticipated challenges in redesigned role implementation
- Support needed to make the redesigned roles work

Topics to discuss with **volunteers** include:
- Feedback on whether this is a role that volunteers are keen on
- Garner support needed by volunteers to execute the role
- Anticipated challenges in taking on the redesigned volunteer role

Key Activity 3.3

Mitigation Support

After engaging stakeholders within your agency, outline the potential challenges that may surface and develop mitigation actions to pre-empt the challenges.

What are some types of risks I might encounter in role redesign?

People (staff, volunteers, service users)
- Is there a risk of injury to volunteers or service users?
- How to ensure that volunteers have the right knowledge and skills to execute the role?

Equipment
- Is there a risk of damage to equipment and infrastructure?
- What if there is device or connectivity malfunction during virtual volunteering?

Confidentiality
- Do volunteers have access to confidential information?
- What happens if there is a PDPA or online security breach?

Mission-criticality
- Is the new role critical to operations / service delivery?
- How to ensure that volunteers can be aware of and meet important deadlines?

Reputation
- Is there a risk of reputation damage to the agency?
- How to ensure alignment between volunteers and the agency to avoid misrepresentation?

Compliance
- Are there legal or regulatory restrictions for volunteers, staff or service users?
- Are there health and safety limitations?

Financial
- Is the new role dependent on funding support?

What are some mitigation strategies I can put in place?

Below are some strategies that you can implement to address the potential risks

MITIGATION STRATEGIES
Policies Develop policies such as volunteer code of conduct, health and insurance, personal data handling and confidentiality etc. to inform volunteers of agency's expectations and guide proper processes
Screening Conduct screening to ensure suitability of volunteers, especially if necessary skills are needed for compliance with service standards
Orientation Provide information during induction on volunteers' expected responsibilities
Training Provide training to equip volunteers with necessary skills and knowledge
Performance management Provide regular supervision and feedback on volunteers' work
Emergency procedures Develop safety and incident protocol that are familiar with all staff and volunteers, and ready for deployment in case of emergencies or incidents

Use the '**Assessing Risk and Mitigations Template**' on page 51 to identify risks and mitigation strategies specific for your role redesign.

Key Activity 3.4 — Commence Implementation Planning

After your considerations of the role impact, you are ready to consolidate your findings into a structured implementation plan. The implementation plan outlines your next steps and action plans to eventually lead to the roll out of redesigned role.

PLANNING
- Role impact analysis
- Stakeholder analysis and engagement
- Create implementation plan

PILOT TEST
- Determine scale and scope of pilot test
- Recruit, train and test volunteer role
- Collect feedback and review pilot test

ROLLOUT
- Refine and finalise implementation plan
- Track success of implementation
- Ensure sustainable change

What are some resource considerations in implementation planning?

Manpower
- ► Consider the time commitment needed to support the rollout of the initiative
- ► The size and composition of the project team depends on the scale and scope of the role redesign

Technology
- ► Consider any technology tools or enablers needed to support the execution of the redesigned role

Knowledge
- ► Ensure a thorough understanding of the roles being redesigned and their impact on the agency to optimise impact and reliably forecast challenges
- ► Involve stakeholders across levels who can provide such expertise and inputs

Quick Tip

SSAs can tap on grants provided by the Government and NCSS to defray costs related to innovation technology adoption.

Check out the **Industry Digital Plan for Social Services (IDPSS)** here.

Elements in a robust implementation plan should include...

Key activities to roll out the redesign efforts, including process changes, role changes, mitigation strategies

Timeframe of implementation and key checkpoints

Stakeholders involved and roles and responsibilities for the implementation process

Communication and change management activities

Use the **'Implementation Plan Template'** on page 52 – 53 to document your action plan.

Change management in implementation planning

Effective change management is critical to the implementation of role redesign interventions. When planning for change management activities in your role redesign implementation plan, it is important to consider the following:

WHO are my stakeholders? WHAT are their concerns? | WHAT do they need?

Senior Management

- *Is this aligned to the agency's volunteer vision and strategic plan?*
- *What are the key benefits to the agency? (e.g. is there an increase in no. of service users we can serve?)*
- *How does this bring us closer to our volunteer partnership objectives?*

- Highlight ways role redesign can help to achieve the agency's volunteer vision and plan
- Highlight key milestones in the role redesign implementation plan
- Emphasise the objectives of role redesign, expected outcome and key success factors

Staff

- *Is my role redundant now that there is a new volunteer role?*
- *Am I expected to take on more volunteer management responsibilities?*
- *How does this affect my programme / day to day operations?*

- Communicate clearly the changes to expect in staff roles and responsibilities
- Provide two-way communication channel for staff to give feedback and seek support
- Provide detailed implementation timeline and prepare them for any upcoming changes

Volunteers

- *What are my role and responsibilities?*
- *How has my roles and responsibilities changed?*
- *How does these changes impact the service users that I am serving?*
- *Who can I seek help from if I am unsure about my responsibilities?*

- Communicate clearly the roles and responsibilities of volunteers and how it contributes to the mission
- Share the expected benefits to service users
- Provide two-way communication channel for volunteers to give feedback and seek support
- Provide detailed implementation timeline around onboarding and training activities

Service Users

- *Are there any changes to service delivery? (e.g. virtual befriending session instead of in-person)*
- *Are the volunteers trained and equipped to manage my needs?*

- Be specific about changes to expect in service delivery
- Reassure and bolster confidence in service users on volunteers' skill and competence
- Provide two-way communication channel for service users to provide feedback

HOW and WHEN to engage?

Methods

Identify the best methods to engage stakeholders. Different methods may be suitable for different purposes (E.g. EDM for disseminating broad information, small group consultation to receiving feedback, clinic sessions for addressing concerns).

Timeline

Communication should be timely and aligned with milestones in the overall project timeline. Schedule sufficient touchpoints pre, during and post role implementation.

Tailored

Develop targeted and tailored communications to provide specific information on the project and its impact to stakeholders, depending on their concerns and how they will experience the change.

KEY FOCUS

Pre Role Implementation	During Role Implementation	Post Role Implementation
• Consult with stakeholders for inputs on the project • Raise awareness and gather support for project • Highlight objectives, implementation timeline and expected activities	• Conduct training and briefings • Check-in on impacted stakeholders for inputs • Update impacted stakeholders on progress of implementation	• Update all impacted stakeholders on success of implementation and finalised deliverables • Share success measures tracked • Share key learning outcomes of project • Celebrate success and involve stakeholders in any improvement efforts

CHANNELS

• Agency meetings • Interviews • Small group consultation • Electronic Direct Mail (EDM) • Leverage Volunteer Leaders and programme staff	• Agency meetings • Small group consultation • Clinic sessions • FAQ • Electronic Direct Mail (EDM) • Leverage Volunteer Leaders and programme staff	• Agency meetings • Pulse check survey • Workshop sessions • Electronic Direct Mail (EDM) • Project Report • Feedback form

Critical factors for successful change management

Engage stakeholders as early as possible

Align needs / expectations and customise change plans

Continued emphasis on relaying benefits of role redesign

Hands-on training / self-help resources for volunteers and staff

Feedback platform for volunteers and staff

Clear guidance on new workflows

Real-time updates on upcoming changes and progress (e.g. through email, social media platforms, WhatsApp)

Refer to the **'Stakeholder Analysis & Engagement Template'** on page 54 - 55 to document your change management and communication activities.

Quick Tip

In undertaking change management, it is important to communicate to stakeholders not just the operational changes but also how the role was redesigned to be impactful – for the organisation, service users, and volunteers.

Highlight the purpose and impact of the redesign to get staff / volunteers on board and inspire volunteers to take ownership of their new roles!

CASE EXAMPLE

PPIS | Conducting of Impact Study on Activity Coordinator Role

PPIS created the Activity Coordinator role to coordinate and plan events / activities across PPIS' care centres. This role adaptation aimed to transit the ad-hoc volunteer roles to a regular volunteering role, as well as incorporate hybrid (mix of virtual and in-person) activities to increase flexibility and leverage on technology.

The agency identified the impact on other staff and volunteer roles and processes, and put in place the following mitigation and change communication plans:

Impact on staff roles and volunteer roles were considered, and the following change communication activities conducted:

- Engaging centre staff to realign staff role vs volunteer role and expected changes to prepare staff for volunteer partnership
- Sharing the benefits of volunteer partnership to gain staff buy-in
- Providing training to staff and volunteers on new areas - e.g. use of virtual conferencing technology, to increase staff and volunteers' confidence in the role

Impact on processes were analysed and SOPs / documents updated:

- Revised volunteer job position, to be used for recruitment and onboarding processes
- Volunteer policies and SOPs updated to guide the use of virtual conferencing technology and agency-loaned or volunteers' personal mobile devices

Through the impact study, PPIS was able to identify potential impact to plan mitigation strategies, as well as timely engagement and communication. This helped PPIS to gain support and positive sentiments from staff and volunteers as they were prepared for the redesigned role rollout.

Step 4: Pilot Test

This step focuses on piloting the redesign prior to implementation. A pilot serves as a small-scale test to understand what works and what does not.

Post-pilot, outcomes can be reviewed to identify improvements required before larger-scale implementation.

Key Objectives	Test the redesign in a controlled environment to make improvements for implementation across the agency
Key Outcomes	• Ensure that all impacted stakeholders are fully aligned with the purpose of volunteer role redesign, and are equipped and ready for the change • Improve redesigned roles based on feedback received from pilot test
Templates Provided	Post Volunteer Role Redesign Analysis – Page 56 - 59

Key Activity 4.1 — **Pilot the Redesigned Roles**

Piloting the redesigned role enables you to test out the roles on a small scale. This provides opportunities to review and improve the role prior to full implementation.

PILOT TEST

1) Identify the centre or programme to run the pilot
2) Identify the scale and scope of the pilot and determine the number of volunteers needed
3) Develop timeline and plan for pilot implementation
4) Communicate to affected stakeholders
5) Recruit new or current volunteers to take on the role
6) Train staff and volunteers for the new role
7) Test out the new roles
8) Obtain feedback from staff and volunteers on the new roles

Key considerations in choosing pilot centre / programme

Impact and objectives

Will the centre / programme benefit from the new role?

Does the new role support the centre / programme objectives?

Experience with volunteer partnership

Does the centre have past experience with volunteer partnership?

Do they have the right resources to support the volunteers?

Potential for scalability

Does the programme / centre have potential for scalability (e.g. role can be expanded to more volunteers in future in the centre)?

Staff buy-in for pilots / centres

Does this programme / centre have strong staff buy-in for the pilot?

A good choice of pilot centre / programme would be one that will benefit from having the redesigned role, has experience in volunteer partnership and be able to support and engage the redesigned volunteer role, and has potential for scalability.

Key Activity 4.2 — Review Pilot

Piloting the redesigned role can help you to collect insights for a proof of concept. It can help to generate buy-in from the stakeholders on the role redesign and minimise volunteers' resistance to change or lack of confidence later on in the implementation. A robust pilot should include the following steps:

- Formulate a **coherent idea or vision** to be communicated to the volunteers when implementing pilot test.
- **Collect feedback** from volunteers and staff and consider them carefully.
- **Amend your implementation plan** to better suit your staff and volunteers' needs based on information collected.

Review the pilot to identify success factors and improvements

Collect feedback from the following perspectives to identify successful areas as well as areas for improvement. Consider whether data will be collected via quantitative (e.g. surveys and productivity measures) or qualitative (e.g. interviews) means.

Volunteer Perspective
- Volunteer satisfaction and engagement
- Suitability and meaningfulness of the role for volunteers
- Areas of enhancement to the role / support provided

Staff Perspective
- Suitability and usefulness of the role for staff
- Challenges and areas of enhancement to support volunteer management

Agency Perspective
- Impact of the role on service delivery
- Effectiveness of the role in meeting strategic objectives of redesign effort

Refer to the '**Post Volunteer Role Redesign Analysis**' on page 56 - 59 for examples on collecting feedback.

CASE EXAMPLE

Sathya Sai Social Service (4S) | Pilot Test of Care Support Role

In their efforts to redesign volunteer roles that are senior-friendly, Sathya Sai Social Service (4S) redesigned an existing role to make it easier but still meaningful for volunteers who are aged 60 and above. They aim to empower their senior service users, and also other seniors by providing them meaningful ways to contribute.

One example of a redesigned role is the **Care Support** volunteer role, where senior volunteers assisted care staff in supporting service users within the centre. 4S carved out bite-sized responsibilities based on the volunteers' comfort level (e.g. handing out meals, engaging with service users during mealtimes, buying of groceries and other necessities for service users etc.) to ensure that they are comfortable with the role before progressing to more advanced responsibilities (e.g. feeding, assisting with toileting etc.). A point-based reward system to appreciate senior volunteers was also implemented to incentivise volunteering.

This role was piloted at the Tembusu Eldercare Centre (TEC). The following questions were asked to understand the effectiveness of the pilot.

- **Did the pilot alleviate staff workload / increase capacity of care staff?**
- **Was the role meaningful for the senior volunteers?**
- **Did the service users benefit?**

The pilot received positive feedback.

Volunteer: The volunteers felt engaged and well supported, and found the role of serving and engaging fellow seniors to be meaningful.

Staff: Indicated that their workload was alleviated as volunteers were able to take on tasks such as serving meals to free up their time to focus on other responsibilities (e.g. bathing, changing etc.)

Based on the feedback collected, 4S decided to scale up and expand the role to more senior volunteers and to explore the feasibility of implementing the role at its residential care homes. The role may also be adapted to make it meaningful for other profiles of volunteers (e.g. younger volunteers may prefer to have more value-added duties and be able to take on more physical tasks).

Quick Tip

Curating volunteer roles where seniors can be involved in contributing back to the community is empowerment in practice. Check out the Empowerment guide here for additional resources on adopting empowerment practices.
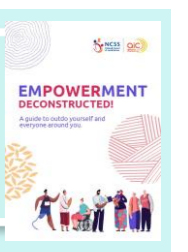
Step 5: Rollout

After piloting and refining the redesigned roles, the final step outlines how SSAs can roll out the larger-scale implementation of redesigned role.

One important follow through of redesign implementation is tracking of implementation success against pre-defined metrices and making continuous improvements.

Key Objectives	Scale up the role redesign implementation
Key Outcomes	• Measure project success in a structured manner • A redesigned volunteer role with updated SOPs, workflows and programmes
Templates Provided	Sample Tracking Metrics – Page 60 – 61

Key Activity 5.1

Finalise Implementation Plan

ROLLOUT

Following the pilot test, enhance and finalise your implementation plan to prepare for redesign role rollout.

YOU HAVE ARRIVED

Revisit the implementation plan and review timelines for the final rollout

- Revise the implementation plan created in Step 3 as necessary, confirming the centres / programmes for role implementation and key timelines and milestones

- Enhance the implementation plan to include volunteer management considerations (e.g. volunteer recruitment, onboarding, training) and process / SOP changes

Engage stakeholders

- Share the rationale and potential benefits of the role redesign

- Invite programme staff involved in the pilot to share learnings from pilot, and how stakeholder feedback have been addressed in the implementation

- Programme staff involved in the pilot could also address some concerns or questions which other programme staff (e.g. from different centres) have

- Communicate next steps to volunteers, staff and leadership across selected centres / programmes and changes to expect (e.g. modifications to SOPs, changes in role(s), volunteer-staff pairings, etc)

- Provide an avenue for questions and feedback during implementation

Follow through with all implementation actions

- Carry out the implementation activities (e.g. training, recruitment)

- Monitor timelines and milestones to ensure that the implementation is progressing as planned, and conduct periodic check-ins to ensure that staff and volunteers are comfortable with changes

Key Activity 5.2 — Track Success of Implementation

Finally, it is important to track the progress of implementation and to monitor if the overall objectives are met. Schedule regular check-ins with stakeholders such as volunteers and staff to seek their feedback to ensure that their needs are met and adequate support is provided.

Considerations and guiding questions when obtaining feedback and continuously improving role redesign:

Did the implementation help to achieve the desired objective?

How are stakeholders responding to the change?

How do we ensure new roles are sustainable?

Are there areas of the redesign which need to be improved?

Refer to the **'Sample Tracking Metrics'** on page 60 – 61 for examples on evaluation metrics. Remember that the metrics identified should link closely to your strategic objective of the redesign.

Ensuring Sustainable Change

To enable a successful and sustainable implementation of volunteer role redesign, remember:

Role-model desired behaviours
Leadership and Volunteer Management team should demonstrate commitment to change

Build capabilities
Invest in and leverage support available for upskilling staff and volunteers

Manage resistance
Maintain open conversations to discuss and address any challenges raised by stakeholders.

Calibrate practices
Adjust practices to better reward, motivate and progress the redesigned roles for volunteers (development plans, performance metrics, recognition)

Ensure a common understanding
Cascade the purpose and benefits of redesign through consistent communication

Finally, volunteer role redesign as an iterative process which can be done on an ongoing basis whenever the needs arise. Regularly review your redesigned volunteer roles for continued relevance. You might find that your agency's volunteer needs may change depending on factors such as your agency's vision, programme design or changes in service user.

Quick Tip

After coming up with new or redesigned volunteer roles, remember to post your new volunteer opportunities on Giving.sg. Opportunities posted on Giving.sg will also be available on the SG Cares app.

Frequently Asked Questions

This section addresses some Frequently Asked Questions to guide users while while considering or redesigning their volunteer roles.

Question	Response / Solution
Must all the steps of the Volunteer Role Redesign be completed – what if there are some steps that are not relevant to me / my SSA?	If you are creating completely new volunteer roles, we recommend that you follow the steps listed in the guide so as to gain a comprehensive understanding of the full Volunteer Role Redesign process. If you are revising or making small tweaks to existing volunteer roles, you can jump straight into the parts of the process that is relevant for your redesign process. Refer to page 6 – 7 which provides an overview of the different sections.
Can this guide be used to create completely new volunteer roles?	Yes – the guide can be used to create completely new volunteer roles. You can refer to Step 2 – Design the Role (page 12), for more details around the redesign interventions you can implement to create new volunteer roles.
How do I ensure buy-in of staff and management?	Volunteer Role Redesign impacts different stakeholders in the organisation. Stakeholder buy-in and change management are essential for the changes to be sustainable. To obtain buy-in, do involve key stakeholders early on in the design process. You can refer to page 26 – 27 for more details on change management in implementation planning.
Will the volunteer management process (e.g. recruitment of volunteers, volunteer experience, volunteer effectiveness, etc) be affected by Role Redesign?	Yes – volunteer management processes are likely to be impacted by redesigned volunteer roles. For example, redesigned volunteer roles may require different volunteer recruitment channels, volunteer onboarding and training processes due to new skills required, as well as constant engagement of volunteers to check in on their comfort level with redesigned roles. You may refer to Step 3 – Study Impact (page 20), to identify impact of redesign roles to your volunteer management processes, and utilise other NCSS resources such as the Volunteer Management Toolkit 2.0 to strengthen your volunteer management process to support redesigned volunteer roles.
When is a good time for me to engage in Volunteer Role Redesign (e.g. during new programme planning)?	Some of the key milestones at which Volunteer Role Redesign can be employed include: • When development of new skills / services may be required from volunteers • During periodic reviews of volunteer partnership, where stronger volunteer partnership or specific objectives (e.g. corporate partnerships, enhanced volunteer engagement) are desired • During programme review, to identify how volunteers can help to support achievement of programme objectives • When issues / opportunities arise – such as manpower constraint in meeting organisation goals, volunteer turnover etc.

Question	Response / Solution
How do I know Volunteer Role Redesign is the right approach to tackle my agency's challenges / objectives?	In evaluating whether Volunteer Role Redesign is suitable for your agency's needs, consider the following questions: • What are my challenges / objectives? • Is Volunteer Role Redesign the most effective method of achieving my objectives / addressing my challenges? • Is Volunteer Role Redesign feasible? (e.g. are there any regulatory constraints? Is the cost of volunteer training required beneficial for my agency in the long run?) • Do I have the necessary resources and support to undergo Volunteer Role Redesign? You can refer to Step 1 – Identify Areas to Redesign (page 8), to understand the considerations involved in more detail.
Who is involved in the Volunteer Role Redesign?	Volunteer Role Redesign can be led by any of the following: • Agency Management: In smaller agencies, role redesign might be led by management • Programme Staff: Programme leads might lead Volunteer Role Redesign to create new volunteer roles or modify existing volunteer roles to better suit their programme needs • Human Resource / Organisation Development / Head of Department • Volunteer Manager / Volunteer Executive/ Volunteer Coordinators It can also be led by a project team comprising of members from the agency's various departments.
What are some additional resources that I can refer to when doing Volunteer Role Redesign?	Some useful resources you can refer to are listed here. You will also find them in the "Quick Tips" throughout the guide where relevant. • Volunteer Management Toolkit 2.0 • NCSS' Volunteer Training Courses Directory • Volunteer Management Maturity Matrix • Industry Digital Plan for Social Services • Social Innovation Starter Kit • Giving.sg • SG Cares App

SSAs can refer to the templates provided in this section to guide them in the steps of Role Redesign. The templates include guidance, worksheets with examples, as well as checklists to ensure that each step of the process is well executed.

You can also access the templates here to easily document your activities in an editable format.

Step	Template	Page
01. Identify Areas to Redesign	Stakeholder Engagement Interview Guide	41- 43
	Opportunity and Gap Analysis Template	44
02. Design the Role	Role Analysis Template	45
	Position Description Template	46 – 47
03. Study Impact	Impact Analysis Template	48
	Training Needs Analysis Template	49 – 50
	Assessing Risk & Mitigations Template	51
	Implementation Plan Template	52 – 53
	Stakeholder Analysis & Engagement Template	54 – 55
04. Pilot Test	Post Volunteer Role Redesign Analysis	56 - 59
05. Rollout	Sample Tracking Metrics	60 – 61

Step 1: Identify Areas to Redesign **Stakeholder Engagement Interview Guide**

Instructions: Identify the different stakeholders that are expected to be impacted by the role redesign effort and interview them to understand their concerns (see subsequent pages for sample interview templates).

Summarise the inputs gathered in the table below. Under 'Engagement Strategy', list the various ways you plan on communicating to these stakeholders to address their concerns during the implementation phase. Be sure to include the objectives and mode of communication, objective, and target stakeholders.

Stakeholder Engagement Interview Guide

#	Stakeholder(s)	Nature of Impact	Role	Concerns	Engagement Strategy
SAMPLE	Volunteers	Volunteers would be required to take on additional responsibilities	Therapy Aide, Therapy Assistant	Volunteers require training to take up tasks traditionally held by full-time therapists and teachers	• Check-in with volunteers to assist with transition • Emails to communicate the impact of the role redesign on volunteers and the new role requirements
SAMPLE	Full-time staff	Role redesign to alleviate staff workload requires volunteers to take on additional responsibilities	Therapy Aide, Therapy Assistant	Volunteers may not be equipped with necessary skills and add to the workload of full time staff in having to teach and supervise	• Engage full-time staff in identifying training needs and carrying out onboarding and training of volunteers after design recommendations
1					
2					
3					

Cont'd on next page

Step 1: Identify Areas to Redesign

Stakeholder Engagement Interview Guide *(cont'd)*

Instructions: The template below offers some discussion points to structure your interview with Senior Management.

Stakeholder Engagement Interview Guide - Template for Senior Management Interview

Interview with Senior Management on Role Redesign
a. What are your overall strategic goals for volunteer partnership in the agency? Are there any areas that you want to enhance in particular?
b. Do you foresee any challenges in achieving these goals? *For e.g. insufficient manpower, lack of relevant skills, need for more corporate funding or support, etc.*
c. What are some areas where you see the biggest opportunity for redesign? *Note: You may want to prepare a list of ideas to seek management's views on, for e.g. programme XX, corporate volunteers, skills-based volunteers, etc. Their answer to question (b) may also offer some ideas of areas that can be redesigned or enhanced*
d. What is the desired outcome of the role redesign?
e. Do you have any concerns or worries about the redesign?

Step 1: Identify Areas to Redesign

Stakeholder Engagement Interview Guide *(cont'd)*

Instructions: The template below offers a reference guide to structure your interview with Staff.

Stakeholder Engagement Interview Guide - Template for Staff Interview

Interview with Staff on Role Redesign
a. What are some key challenges and pain points of your current daily tasks and/or responsibilities?
b. What support do you need in your daily tasks and/or responsibilities?
c. In your opinion, what do you think are the current skills / capability / manpower gaps in your programme?
d. Can the above be supplemented by volunteers?

Step 1: Identify Areas to Redesign — Opportunity and Gap Analysis

Instructions:

Guided by your objectives, conduct an opportunity and gap analysis by identifying the current state and to be state, and action needed to close the gap.

Upon completing this template, you will have your Case for Redesign -

- What is your purpose for embarking on volunteer role redesign?
- What are your existing challenges that led you to embark on volunteer role redesign?
- What are the areas for role redesign within your agency for volunteer partnership?
- What are the outcomes you aim to achieve with volunteer role redesign?

Opportunity and Gap Analysis						
#	Programme	Role	Objectives / Purpose	Current State / Challenges	To-be State / Outcome	Gap Identification
S A M P L E	*Senior Community Home*	*Physio-therapists*	*To enhance the service delivery to service users – provide more personal attention during therapy sessions*	*Limited number of physiotherapists make it difficult to provide all service users with the frequency of therapy and personal attention*	*Provide more frequent physiotherapy sessions, group sessions to have better facilitator: service user ratio*	*Develop volunteer roles to support physiotherapists in areas which do not require professional training, to enable physiotherapists to focus on core roles*
1						
2						
3						
4						

Step 2: Design the Role — Role Analysis Template

Instructions: The following template will guide you through curating the responsibilities of the role redesigned.

Role Analysis Summary

#	Role for redesign	Purpose for redesign	Key tasks: Outline the key tasks currently done by the role. Then, highlight the - Tasks to be retained by the role - Tasks to be added to the role / created - Tasks to be removed from the role	Other Impacted Roles
S A M P L E	Mentor	*To enhance volunteer experience*	- *Delivery of tutor and mentor programmes* (Keep) - *Curation of scope and syllabus for tutor and mentor programmes* (Added) - *Scheduling of tutor / tutee or mentor / mentee programme sessions* (removed)	Programme staff
1				
2				
3				

Step 2: Design the Role | Position Description Template

Instructions: Fill in each section in the template to define the selected position's requirements. Refer to the description under each section for guidance on how to fill the section.

Position Description Template

Title:	
Programme:	
Supervisor:	

1. Position Purpose

Summarise in one sentence why the position is needed, and how it contributes to the overall mission / objective of the agency

2. Key Roles and Responsibilities

Summarise in a few points the main tasks and responsibilities of the position.

(Insert Position title here) _____ is responsible for:

3. Specific qualifications / behavioural competencies needed (if any)

List any additional qualifications or skills that the position should possess, e.g. language requirements, certifications, experience, etc.

4. Time commitment of role

State the time commitment for the position, e.g. hours per week / month; specific duration of time, etc.

A sample Position Description template is provided on the next page.

Step 2: Design the Role | Position Description Template *(cont'd)*

Position Description Template | *SAMPLE*

Title:	*Therapy Assistant*
Programme:	*Mindshare Youth Centre*
Supervisor:	*John Doe*

1. Position Purpose

Summarise in one sentence why the position is needed, and how it contributes to the overall mission / objective of the agency

The therapy assistant role is to support the therapist in conducting and documenting group therapy sessions. Volunteers help to facilitate the smooth running of the sessions so that the students are able to have a meaningful time. They also record the students' progressions to understand how it contributes to their recovery.

2. Key Roles and Responsibilities

Summarise in a few points the main tasks and responsibilities of the position.

(Insert Position title here) _____Therapy Assistant_____ is responsible for:

- Set up the session and prepare materials
- Accompany students on breaks
- Record the session on video
- Record data on student progression
- File documentation for all completed tasks

3. Specific qualifications / behavioural competencies needed (if any)

List any additional qualifications or skills that the position should possess, e.g. language requirements, certifications, experience, etc.

- Comfortable to speak, read and write in English (additional Mother Tongue language is a plus)
- Able to show genuine concern and provide a listening ear without judgment
- Desire to support students in distress or empower them during recovery
- Desire to be equipped with basic mental health literacy and peer helping skills

4. Time commitment of role

State the time commitment for the position, e.g. hours per week / month; specific duration of time, etc.

- 3 hours per week for 3 months (1 term of group sessions)

Step 3: Study Impact	Impact Analysis Template

Instructions: In the template below, input the desired impact of the redesign effort on people and processes under the 'Anticipated Impact' section.

Next, establish metrics to measure the success of this impact. These metrics will be measured during and after implementation to provide insights on how the redesign activities can be adjusted to better meet desired outcomes.

Impact Analysis Template

#	Recommended Intervention	Anticipated Impact			Metrics to measure impact
		Impacted Roles	People Impact	Process Impact	
S A M P L E	Role simplification – Break down therapist responsibilities and delegate the routine tasks to volunteers	• Therapist, Therapy Aide, Therapy Assistant	• Full-time therapist staff are less stressed due to decreased workload • Volunteers have more meaningful opportunities involving direct interaction with service users; possible need for more training	• Full-time therapist staff have more streamlined responsibilities freeing them to focus on more value-adding core tasks • Routine tasks are delegated to volunteers	• Full time staff turnover • Full time staff satisfaction rating • Volunteer satisfaction rating • Service user satisfaction • Number / length of service deliveries
1					
2					
3					
4					

Step 3: Study Impact	Training Needs Analysis Template

Instructions: Fill in each section in the template below to identify the transferrable skills between the current and redesigned role, as well as the new skills that need to be developed or acquired for the new role.

Documenting these training needs can help plan for required trainings ahead of time, and equip the incumbents of the redesigned role to take on their new tasks.

Training Needs Analysis Template

CURRENT ROLE	REDESIGNED ROLE
ROLE TITLE:	**ROLE TITLE:**
ROLE DESCRIPTION:	**ROLE DESCRIPTION:**
Summarise the position's responsibilities	*Summarise the position's responsibilities*

SKILLS	SKILLS	
Existing skills that can be transferred:	**Existing skills** that can be transferred:	**New skills** to be developed / acquired for new role:

A sample Training Needs Analysis template is provided on the next page.

Step 3: Study Impact   Training Needs Analysis Template *(cont'd)*

Training Needs Analysis Template | *SAMPLE*

CURRENT ROLE	REDESIGNED ROLE

ROLE TITLE:

Administration Assistant

→

ROLE TITLE:

Therapy Assistant

ROLE DESCRIPTION:

The administration assistant role records and manages data on students' goal progressions.

ROLE DESCRIPTION:

The therapy assistant role performs the routine tasks of supporting group therapy sessions.

SKILLS

Existing skills
that can be transferred:

- *Ability to write and speak in English*
- *Microsoft word*

SKILLS

Existing skills that can be transferred:	**New skills** to be developed / acquired for new role:
• *Ability to write and speak in English* • *Microsoft word*	• *Group facilitation skills* • *Interpersonal interaction with vulnerable youths*

Step 3: Study Impact   Assessing Risk & Mitigations Template

Instructions: In the template below:

- List the redesigned roles / new role
- Identify the potential risks
- Assess the severity of the risk using the guidelines in Table 1
- Identify mitigation strategies

Table 1: Assessment of risk guidelines. For each risk identified, assess the potential impact and likelihood of risk occurring. This will help to determine the level of mitigations actions you would undertake.

Risk Impact	Potential frequency of risk occurring	Severity of risk should it occur
Low	*Rare or unusual risk, very unlikely to occur*	*Little damage should the risk be realised*
Medium	*Risk has occurred before, but is not realised often*	*Moderate impact to the agency should risk be realised, but may still be tolerable*
High	*Risk has high probability of occurring in the future*	*Catastrophic impact on the agency*

Assessing Risk & Mitigations Template

#	Redesigned role / New Role	Risk	Level of risk	Mitigation strategy
S A M P L E	*Therapy Assistant*	*May spread COVID-19 to vulnerable populations if safe distancing procedures are not adhered to*	*Medium*	*Training of volunteer therapy assistants should include education on safe distancing procedures and policies*
1				
2				
3				

Step 3: Study Impact — Implementation Plan Template

Instructions: Below is a sample Implementation Plan template, which can serve as a baseline reference point for your implementation planning.

When drafting your implementation plan, include a detailed timeline of your planned activities, as well as their expected outcomes. Be sure to include activity owners to drive accountability from the start, and supplement the plan with change management activities to mitigate any foreseeable challenges.

NOTE: The implementation plan can be revised through the course of the redesign effort based on ongoing feedback and changing needs. However, it is important to align the plan with all involved stakeholders upfront.

Implementation Plan Template

#I	Project Activities	Outcome of activities	Activity owner	Month 1				Month 2			
				1	2	3	4	1	2	3	4
1	**Planning for project implementation**										
1.1											
1.2											
1.3											
2	**Pilot**										
2.1											
2.2											
2.3											
3	**Rollout**										
3.1											
3.2											
3.3											
4	**Evaluation and Refinement**										
4.1											
4.2											
4.3											

Step 3: Study Impact — Implementation Plan Template *(cont'd)*

Implementation Plan Template | *SAMPLE*

#	Project Activities	Outcome of activities	Activity owner	Month 1				Month 2				Month 3			
				1	2	3	4	1	2	3	4	1	2	3	4
1	**Planning for project implementation**														
1.1	Identify key stakeholders involved	• Collated list of impacted stakeholders	John Doe	▉											
1.2	Discuss with key stakeholders on • Project objectives and desired outcomes • Timeline of key activities and solutions for implementation • Target centres/programmes • Roles and responsibilities	• Aligned stakeholders and buy-in • Refined project plan	John Doe		▉										
1.3	Identify potential risks and mitigation steps	• [To be populated]	• [To be populated]												
1.4	Outline plan for change management	• [To be populated]	• [To be populated]												
1.5	Finalise implementation plan	• [To be populated]	• [To be populated]												
2	**Pilot**														
2.1	Communicate to stakeholders	• [To be populated]	• [To be populated]												
2.2	Train staff and volunteers on the new role	• [To be populated]	• [To be populated]												
2.3	Pairing of full-time staff with volunteers	• [To be populated]	• [To be populated]												
2.4	Monitor progress of pilot against success metrics	• [To be populated]	• [To be populated]												
2.5	Create refined action plan based on pilot feedback	• [To be populated]	• [To be populated]												
3	**Rollout**														
3.1	Communicate to stakeholders	• [To be populated]	• [To be populated]												
3.2	Provide training and briefing sessions	• [To be populated]	• [To be populated]												
3.3	Schedule check-ins with impacted stakeholders	• [To be populated]	• [To be populated]												
3.4	Roll out continual adjustments / enhancements based on stakeholder feedback	• [To be populated]	• [To be populated]												

Step 3: Study Impact	Stakeholder Analysis & Engagement Template

Instructions: You would have completed an initial stakeholder engagement in your previous touchpoints – the template below may look familiar to you! Use the additional columns in this template to document how you will engage these stakeholders.

Identify potential stakeholders who will be impacted / involved across the development and implementation phase under the 'Stakeholder group' column. Understand the nature of impact to them, identify potential concerns and agree on an engagement strategy for this stakeholder during the implementation in the subsequent columns.

Definition of impact

- **High Impact** – Significantly and directly involved with volunteers (effort and time)
- **Medium Impact** – Moderately involved with volunteers (effort and time); Collates or provides inputs on volunteer management
- **Low Impact** – Minimally involved with volunteers (effort and time); Kept informed on volunteer management

Next, establish the method and frequency with which stakeholders will be engaged (e.g. weekly briefings).

Stakeholder Analysis & Engagement Template

#	Stakeholder group / individual	Nature of impact	Potential concerns	Engagement strategy	Purpose of engagement	Method of engagement
S A M P L E	e.g. Staff who guides mentor volunteers in youth programmes	High	The introduction of a communication guide book will benefit staff interacting with volunteers (however, it may be perceived as additional work for staff) Low adoption of the guidebook	Seek staff inputs during development phase on what they would like to see in the guide book Identify select few staff to drive the adoption of the guide book	Obtain staff's buy-in by engaging them in the development and ensuring it is useful for their purposes	Bi-weekly staff meetings Pilot testing
1						
2						
3						

Step 3: Study Impact	Stakeholder Analysis & Engagement Template *(cont'd)*

Stakeholder Analysis & Engagement | *Examples of engagement methods*

Impact Groups	High Impact	Medium Impact	Low Impact
Definition of Group	• Significant effort and involvement required • Involved in the continuous execution of implementation	• Moderate effort and involvement required • Oversees the implementation	• Minimal effort and involvement required • Need to be kept informed on the progress of implementation
Stakeholders	• Volunteers involved in pilot • Volunteer Leaders involved in pilot • Ground Staff of programmes involved in pilot • Programme leads / Centre Managers involved in pilot	• Programme Leads • Centre Managers • Department Heads • Rest of the VM Team (not involved in volunteer role redesign)	• Board Members • Executive Directors • Service Users
Purpose of Engagement	• Feedback sessions to seek inputs • Update on the solutions incorporating the feedback • Regular updates on the progress of pilot	• Updates on the progress of the pilot • Update on the success of the pilot	• Update on the progress of the project via management meetings
Engagement Methods	• Feedback sessions - interviews • Monthly meetings • Email communications	• Quarterly staff meeting • Email communications	• Management Meetings

Step 4: Pilot Test	**Post Volunteer Role Redesign Analysis**

Instructions: Monitor the effectiveness of each redesign intervention using the Post Role Redesign Impact Analysis template. Obtain feedback from volunteers and staff on the pilot role. In the next pages, survey templates and sample questions are included for your use.

Post Volunteer Role Redesign Analysis - Template

#	Programme / Role	Objectives	Perspective	Key Success Metrics (KSM)	Feedback Received (see next page for templates)	Improvement Areas
S A M P L E	*Physiotherapy Support at Eldercare Centre*	*Alleviate workload of full time physiotherapists*	*Staff*	• *% of full-time physiotherapist staff who indicate that the volunteers helped to alleviate workload* • *% of staff / social workers who would want the role to continue beyond the pilot*	*All full-time physiotherapists (4) agreed that their workload was alleviated* *Suggestion to improve role by providing more comprehensive training*	*Further training of volunteers so that they are more equipped to manage service users and require less supervision from full-time staff, and can also be given more responsibilities to improve volunteer engagement and further alleviate staff workload*
		Volunteer Engagement	*Volunteers*	• *% of volunteers who felt that the role was beneficial for them* • *% of volunteers who would continue to volunteer in this role* • *% of volunteers who would recommend this volunteer role to their peers*	*50% of the volunteers felt that the role was beneficial* *100% will continue to volunteer in this role* *50% will recommend this role to peers* *Suggestion to improve role by assigning more higher-level responsibilities to allow volunteers to enhance skills through volunteering*	
2						
3						

Step 4: Pilot Test	**Post Volunteer Role Redesign Analysis** *(cont'd)*

Post Volunteer Role Redesign Analysis – Template for Programme Staff Survey

Survey of Programme Staff Post-Pilot

a. Was this volunteer role useful for your programme? (Yes/No)

b. If Yes, how was it useful? For example:
   • It helped alleviate my workload
   • It helped when the volunteer contributed additional skills/perspectives
   • It allowed us to improve service delivery to the service user
   • Others

c. What were the challenges faced when partnering with the new volunteer lead roles?

d. What are the areas that can be improved about partnering with the new volunteer lead role?

e. Would you recommend this role to continue in your programme? Please provide the reasons for your recommendation.

Step 4: Pilot Test	Post Volunteer Role Redesign Analysis *(cont'd)*

Step 4: Pilot Test	Post Volunteer Role Redesign Analysis *(cont'd)*

Post Volunteer Role Redesign Analysis – Template for Volunteers Survey

Survey of Volunteers Post-Pilot

a. How would you rate your level of satisfaction for this role?

    1 = Not satisfied, I would not be interested in continuing the role
    2 = Somewhat satisfied, I would be willing to continue the role with some modifications
    3 = Satisfied, I would be interested in continuing the role

b. Did you feel supported and sufficiently equipped to perform your role? (e.g. sufficient check ins with staff / social workers, sufficient training)? What additional area(s) of support would you find useful?

c. Did this role allow you to meaningfully contribute your skills and knowledge?

d. What did you like about the role?

e. What were the areas that can be improved about this role?

f. What were some of the challenges you faced in this role?

e. Would you recommend this role to other volunteers? Why or Why not?

Below is a sample table of the areas of perspective you should seek feedback from, and the potential outcomes, questions to ask and method of data collection

Post Volunteer Role Redesign Analysis | *SAMPLE*

Area	Outcomes	Questions to ask	Method of collection
Volunteer Perspective	Volunteer satisfaction and engagement	• Did the volunteers have a good experience?	Volunteer survey and/or interview
	Suitability and meaningfulness of the role for volunteers	• Is the role suitable for volunteers?	
	Areas of enhancement to the role / support provided	• Are any tweaks required for the role itself or the support provided to volunteers?	
Staff Perspective	Suitability and usefulness of the role for staff	• Did staff find the volunteer role helpful? • Does the role complement their scope of work?	Staff survey and/or interview
	Areas of enhancement to support volunteer management	• What were some challenges and improvement areas to help them manage volunteers in these roles better? • Did the volunteers need to be better equipped?	
Agency Perspective	Impact of the role on service delivery	• Does the role enhance services delivery, benefit the service user or agency?	Programme statistics or qualitative assessment by staff / Volunteer Manager
	Effectiveness of the role in meeting strategic objectives of redesign effort	• Does the role help the programme / centre meet the objectives of the redesign effort?	

Step 5: Roll Out	Sample Tracking Metrics

Instructions: Establish a list of success metrics to help measure how well the redesigned roles meet the desired outcomes of your role redesign.

Track the metrics during implementation to gauge how well the desired outcomes have been met, and if any adjustments are needed in the implementation plan. Consider the frequency of collection vis-à-vis the nature and usefulness of the data.

The following are a sample list of metrics to measure outcomes across various areas of interest. You may wish to focus on 1-2 areas which is most aligned to your redesign objective, and to include additional metrices relevant to your redesign.

Project Success Metrics Tracker | *SAMPLE*

Objectives	Success Metrics	Data to be collected	Data collection method	Data collection responsibilities
Improve Volunteer Engagement and Enhance Volunteer Experience	% of volunteers indicating the volunteer programme had been beneficial / engaging	Volunteer survey	Programme leads
	% of volunteers indicating they would like to continue volunteering at the agency	Volunteer survey	Programme leads
	Increase in volunteer Average Tenure length	Volunteer database	VM team
	Increase in number of regular volunteers who stay beyond certain no. of years	Volunteer database	VM team
Augment manpower	% of staff who feel the redesign initiative has been beneficial for them / complements their work	Staff survey	Programme leads
	% of staff who feel that their workload has improved / they have more capacity to focus on value-adding work	Staff survey	Programme leads
	% of staff who feel they are better equipped to interact with service users	Staff survey	Programme leads

Objectives	Success Metrics	Data to be collected	Data collection method	Data collection responsibilities
Enhance Corporate Partnerships	% of corporate volunteers indicating the volunteer programme had been beneficial / engaging	Volunteer survey	Programme leads
	% of corporate volunteers indicating they would like to continue volunteering at the agency	Volunteer survey	Programme leads
	% of corporates indicating the volunteer programme had been beneficial for the company	Volunteer Survey (with corporate partner)	VM / Partnerships team
	% of corporates indicating they would like to continue the partnership with the agency	Volunteer Survey (with corporate partner)	VM / Partnerships team
	Increase in no. of corporate partners	Volunteer database	VM / Partnerships team
Attract new skills/ capabilities	Increase in number / length of activities provided by agency	Programme records	Programme leads
	Increase in number of service users served	Programme records	Programme leads
	Increase in availability of services offered to agency / service users (e.g. technology implementation, dentist, hairdressing etc.)	Programme records	Programme leads
Encourage service users to volunteer	% of service users turned volunteers who feel that the initiative has been beneficial for them	Volunteer survey	VM team
	% of service users turned volunteers who indicate that they will continue volunteering	Volunteer survey	VM team
	Increase in no. of service users volunteering	Programme records	Programme leads
Leverage on technology for volunteer roles	No. of programmes leveraging on technology to improve service	Programme records	Programme leads / VM team
	% of volunteers who feel the use of technology has improved the volunteering experience	Volunteer Survey	Programme leads
	% of service users who feel the use of technology has improved the service delivery	Feedback form	Programme leads

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