



Our Journey with You

**NCSS Volunteer Resource
Optimisation Team**
FY2020 Impact Report

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

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



FOREWORD

by Ms Anita Fam, NCSS President

Volunteers are an important resource for our social service sector. When mobilised and harnessed strategically, they augment our social service agencies' (SSA) manpower and catalyse their organisational transformation to meet increased and more complex social needs.

For this reason, the National Council of Social Service (NCSS) set up its Volunteer Resource Optimisation (VRO) team in 2014. Since then, the VRO team has developed and implemented a wide variety of resources and programmes to strengthen SSAs in their volunteer management (VM) journey. These include initiatives to build VM capacity, enhance VM capabilities, highlight the need for volunteer managers, and advocate for regular volunteerism at a national level. In the past year, when volunteer activities were severely affected by the onset of the COVID-19 pandemic, the VRO team responded quickly to curate resources such as the Volunteer Continuity Planning Guide to address SSAs' key concerns in deploying and engaging volunteers. I would like to express my deepest appreciation to all our SSAs and our growing community of volunteer managers for all that they have achieved together these past years.

Moving forward, volunteer managers will play an even more critical role in driving resources to propel our organisations forward in their plans. VRO will continue to guide and equip SSAs and volunteer managers to effectively and sustainably harness their skills, time and energy. May we continue to break new ground in VM and together build a stronger and more resilient social service ecosystem enabled by volunteers!



OUR VRO JOURNEY

- Launched VMCD Phase 2 to improve volunteer management capacity
- Redesigned volunteer roles for Day Activity Centres for Adults with Disability
- Developed a guide on partnership models to help SSAs improve volunteer matching process
- Launched Friends of the Caring Community (FOCC), an online portal for volunteer management practitioners
- Developed volunteer training e-learning modules with SSI

2017

2014 Team VRO was formed!

2015

- Piloted Volunteer Management Capacity Development (VMCD) to implement a volunteer management framework and to redesign roles for volunteers to augment manpower in the sector
- Published Volunteer Management Toolkit to put in place good volunteer management practices and identify ways to strengthen volunteer partnerships
- Launched Volunteer Management Network sessions

2016

- Launched 2-year pilot Volunteer Manager Funding Scheme
- Launched VMCD Phase 1, with a focus on corporate volunteerism, centre-based youth programmes, Senior Activity Centres and Special Education/Early Intervention Programme for Infants and Children

2018

- Formal launch of SG Cares Movement
- Inaugural run of the Volunteer Management Circuit Training
- Launched VMCD Phase 3 with a focus on stakeholder engagement and corporate partnerships
- Redesigned volunteer roles for Nursing Homes, Home Care & Home Help and Caregiver programmes

2019

- Launched VMCD Phase 4 with a focus on updating the VM Toolkit and developing a corporate volunteerism guide
- Published SG Cares Photostories Book - Caring for the Community Starts With You and Me
- Inaugurated the 2DIN Residential Learning Programme for volunteer managers
- Launched Volunteer Engagement Tool
- Launched Insights to Effective Volunteer Management - A Pilot Study at the Volunteer Management Network. The launch was done by Speaker Tan Chuan-Jin

2020

- Published VM Toolkit 2.0 with the Corporate Volunteerism Guide
- Launched Volunteer Management System - Selection & Implementation Roadmap
- Launched Volunteer Continuity Planning Guide
- Launched pilot phase of Volunteer Management Champions
- Launched Enhanced Volunteer Manager Funding Scheme
- Launched Volunteer Management Masterclass
- Launched first-ever campaign for International Volunteer Managers Day
- Launched "Beacon", first-ever video on profiling volunteer managers
- Launched VMCD Phase 5 with a focus on Volunteer Continuity Planning and redesigning volunteer roles in the new normal

2020 YEAR IN REVIEW

Enhancing Volunteer Management Capabilities

Volunteer Management Masterclass

Conducted by Ms Tobi Johnson, an international expert in volunteer management, participants learnt about critical elements necessary to build a "future-proofed" volunteer strategy and set a course for purposeful growth achievable in the current environment.

In the Mastermind sessions, 60 participants discussed how to achieve progress within their organisations. They learnt from one another and gained insights into actions they can take to address potential barriers to achieve success.

300+

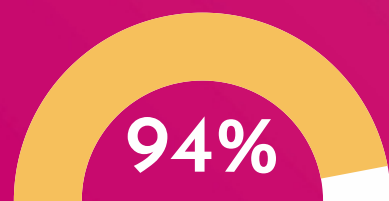
participants, comprising NPO leaders, Volunteer Management Practitioners (VMPs), corporates

60

VMPs received additional training

160

collaboration opportunities identified



of participants found the concepts shared relevant to their area of work

**Based on evaluation form collected (n=126)*



The course was structured such that I would be able to see a volunteer's life cycle and how to elevate their journey at every step. It allowed me to put a volunteer's journey in context, which gave me a great perspective to approach my work.

I also found it very useful to meet other people who have similar jobs, which allowed me to better understand the challenges on the ground and how different organisations work with volunteers.

Ms Shamima Rafi, Volunteer Manager
Association of Women for Action and Research (AWARE)

Volunteer Management Practices: Connect, Engage, Develop

A training programme co-developed with SSI and SG Cares to increase the efficiency of VMPs in volunteer management. It includes a blend of online modules and experiential workshops including reflection activities, peer discussion and coaching.

Volunteer Management Champions

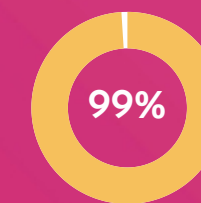
A 3-year initiative to develop a group of volunteer managers to catalyse and promote volunteerism and good volunteer management practices within the sector. Projects include Resource Track: In-Conversation Series and Mentoring Track: Peer Mentoring Programme.

15 Volunteer Management Champions appointed in Dec 2020

VM Champions fronted the In-Conversation series to engage and lead discussions on volunteer management. They also mentored new volunteer managers under the Enhanced Volunteer Manager Funding Scheme.

Volunteer Management Network

Quarterly events that serve as a platform for VMPs in the sector to learn, share and collaborate. In view of COVID-19, they were converted to online webinars.



9 webinars with an average of over 300 participants each session from SSAs, corporates and public service agencies.

of participants felt the webinars were useful in empowering them and their stakeholders to manage, respond and seize opportunities in times of uncertainty, and reimagine volunteerism for sustainable partnerships.

A sharing from Volunteer Management Network

Volunteer Switchboard: Converting service users to volunteers

Reflecting on the volunteering activities organised at her previous workplace, Li Woon, Founder of Volunteer Switchboard, realised that despite good intentions, conventional food ration distribution could cause undesirable social impact and behaviour like food wastage and service users' reliance on external help.

“When we redesign roles, we are able to tap on a pool of resources that we never imagined we could.”

Ms Li Woon, Founder of Volunteer Switchboard

This inspired the Home Sweet Home project - Volunteer Switchboard's goodie bag distribution - with a twist. Community residents were invited to help in the distribution and received goodie bags as a token of appreciation. This strengthened social cohesion among residents while empowering them to give back to their community.

While this project was not without its share of challenges and community conflicts, Li Woon and her team practised compassionate listening. They learnt to adapt their communication style to build rapport with the community. More importantly, the team met residents who not only believed in the programme's success but are also active advocates for the programme. Their actions have inspired others to follow in their footsteps.



Enlarging Volunteer Management Capacity

Volunteer Management Toolkit 2.0

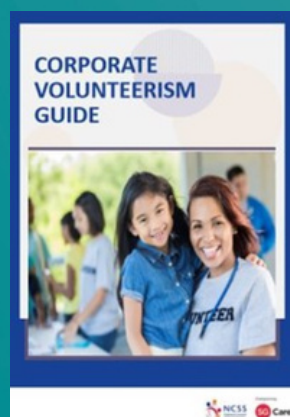
Updated in 2020, the Toolkit provides SSAs with practical tools and guidelines on volunteer management. Updates include data protection, corporate partnerships



VM Toolkit 2.0 is available on NCSS website and has received over 2,000 clicks since June 2020. The 3 accompanying templates - Volunteer Management Maturity Matrix, Stakeholder Engagement Checklist, Volunteer Recruitment Plan - which guided SSAs through their volunteer management journey were also well received.

Corporate Volunteerism Guide

A guide to help corporates develop and implement service-based volunteering programmes.



This Guide provides insights from companies like NASDAQ-listed Cognizant, Ernst & Young, Spic & Span, Standard Chartered Bank and SP Group on their successful volunteering programmes. The Guide is available on VRO Resource Hub on the NCSS website and has received more than 1,800 clicks since it was launched in June 2020.

Volunteer Continuity Planning Guide

As part of Business Continuity Planning, this guide supports social service agencies (SSAs) in minimising disruption of services and achieve a quicker recovery through effective management of volunteers during crisis.



The NCSS Volunteer Continuity Planning Guide has reaffirmed the current recovery guide that SOS has, and it also helped build on existing plans in preparation for future crisis. SOS believes that this guide is useful in helping to strengthen volunteer continuity during crisis circumstances.

Mr Jeffrey Tay, Manager, Volunteer Management, Samaritans of Singapore (SOS)

Volunteer Engagement Tool (VET)

An online tool that standardises measurement of volunteers' satisfaction to support SSAs in their volunteer management processes and volunteer retention.

23 SSAs launched VET. It garnered over 600 responses from their volunteers, despite disruptions from the COVID-19 pandemic in 2020.



Enhanced Volunteer Manager Funding Scheme

A 2-year manpower funding scheme for SSAs to hire dedicated volunteer managers, to help them transform and adapt their services in the new normal by strengthening their volunteer management capacity.

Welcome session for new volunteer managers onboarding the scheme in Mar 2021



Volunteer Management System (VMS) – Selection & Implementation Roadmap

A step-by-step guide for SSAs to implement a Volunteer Management System (VMS), sharing common trends, gaps and considerations, as well as resources that can be tapped on towards the adoption of a VMS.



A sharing from Volunteer Management Network
Singapore Red Cross: Digitalised VMS enhances our volunteer management

During the onset of the COVID-19 pandemic, Singapore Red Cross (SRC) faced difficulties with volunteer deployment, which affected the continuity of their services. Mr July de Leon, Assistant Head of Volunteer Management at SRC, shared that it was crucial to pivot to virtual volunteering to keep volunteers updated and engaged through digital means. The need to digitalise became more apparent and having a good Volunteer Management System (VMS) was beneficial for them. SRC has a VMS with features like simplified registration, a profile dashboard that summarises volunteer experience and personal details, a convenient listing of volunteer opportunities and training, and streamlined matching of these opportunities to personalised interests. It is a centralised platform that enhances volunteer management work and will continue to be a good companion on their volunteer engagement journey.



Benefits of Digitalised VMS

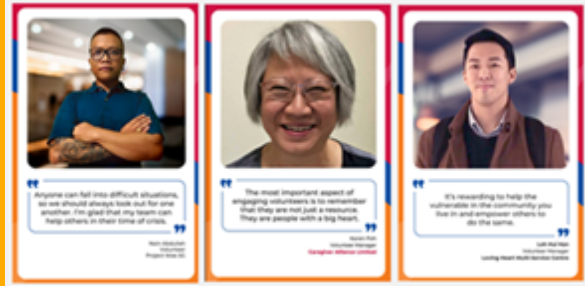
- Increases efficiency
- Provides accountability and engagement
- Enhances the process of matching volunteers to their needs

For more tools and resources on volunteer management, please visit the online NCSS Volunteer Resource Hub.



Celebrating our Volunteer Managers

International Volunteer Managers Day 2020



Babes Pregnancy Crisis Support Ltd
5 Nov 2020

Today is International Volunteer Managers Day! Covid-19 was an unprecedented challenge on many levels in leading volunteers. Babes is thankful to our Volunteer Executive, Ms Pearlyn Tan for her tireless support and understanding in helping us overcome the challenges of the new normal.
Thank you Pearlyn! ❤️
#IVMD2020

In view of International Volunteer Managers Day, NCSS led an initiative where NCSS member organisations gifted their volunteer managers a token of appreciation for their contribution. Leveraging the occasion, initiatives were organised on a bigger scale to rally SSA leaders to recognise and appreciate their volunteer managers.



#Heartwork

A social media campaign that features exemplary volunteers and volunteer managers who have gone beyond their roles to support the communities in need.



Beacon (Journey of a volunteer manager)

Directed by local award-winning filmmaker Daniel Yam, "Beacon" is a tribute to volunteer managers as they transform the lives of service users and champion change in society through volunteer management.



Advocating Volunteerism at a National Level



SG Cares Giving Week 2020

NCSS is one of the organising partners for SG Cares Giving Week 2020 together with NVPC and MCCY.

Over **200** Giving Partners participated



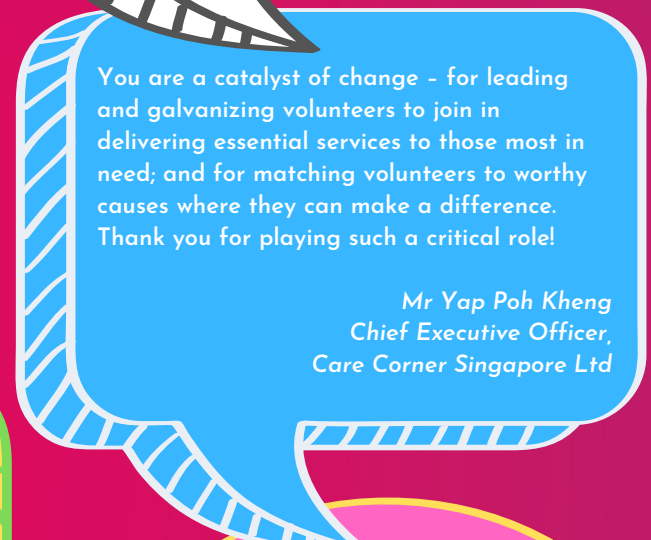
Amidst a year of unexpected challenges faced by our social service agencies, our volunteer managers, our volunteers and our service users, we saw so much resilience, opportunities and hope in this community, with everyone stepping forward in unity to help the vulnerable overcome difficulties brought about by COVID-19. We at Volunteer Resource Optimisation (VRO) team in NCSS has been privileged to be part of this journey with you and we would like to say a big Thank You for all your contributions.

NCSS VRO team



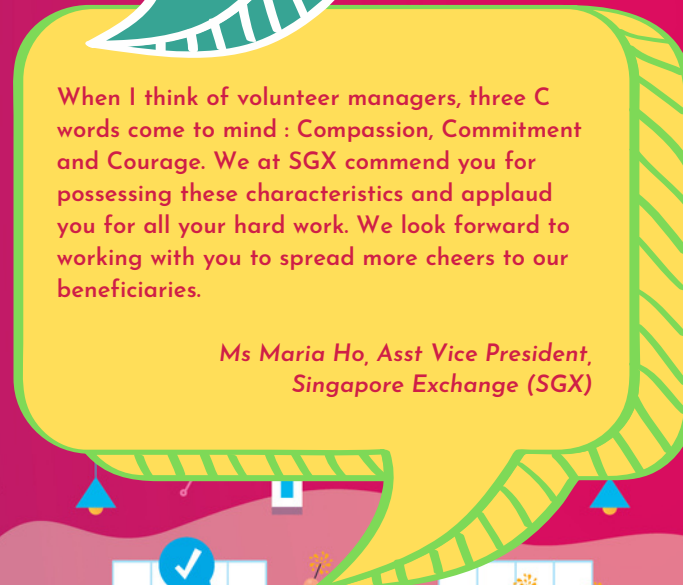
Volunteers are so very precious to us - they bring their life experiences and skills to help the community. The volunteer managers are like the essential conduit to open up this amazing pool of resources.

Mr Kelvin Phua
Chief Executive Officer,
Sata CommHealth



You are a catalyst of change - for leading and galvanizing volunteers to join in delivering essential services to those most in need; and for matching volunteers to worthy causes where they can make a difference. Thank you for playing such a critical role!

Mr Yap Poh Kheng
Chief Executive Officer,
Care Corner Singapore Ltd



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

Ms Maria Ho, Asst Vice President,
Singapore Exchange (SGX)



The work that you do as Volunteer Managers is inspirational; your volunteers are an extension to our agencies' hands and legs and they will help us reach more, and do more for our beneficiaries!

Mr Nicholas Lee
Chief Executive,
Trybe Limited



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

Mr Masagos Zulkifli,
Minister for Social and Family Development

