

NCSS Volunteer Engagement Tool 2020 Consolidated Sector Report for SSAs

Foreword – Ms Tan Li San, CE, NCSS

The COVID-19 pandemic has undoubtedly affected volunteerism. The public health crisis, the ensuing implementation of safe management measures and restructuring of existing operations, initially caused a drop in volunteer activities. Yet, many social service agencies (SSAs) and their volunteers have demonstrated creativity and resilience, re-organising volunteer activities to comply with safety measures, and pivoting towards an online mode of engagement.

In the last year, besides contributing valuable time in traditional volunteer roles, many have stepped forward to meet new and urgent needs in our sector. One example is ThunderQuote, a local IT company who through its partnership with NCSS, put in about 12 man-months of pro bono effort to help SSAs develop their digital capabilities. Besides developing comprehensive IT resource guides that enabled SSAs to continue with their services during Circuit Breaker, ThunderQuote continues to organise and run free webinars for SSAs on key digitalisation topics today.

Moving forward, increased service needs and continued resource constraints in the sector mean that volunteers are needed more than ever. SSAs that can effectively harness volunteers' skills, time and energy will find that they can significantly augment SSAs' capabilities and service delivery. To achieve this, SSAs would do well to develop an effective volunteer management strategy to optimise volunteers' potential and to build sustainable community partnerships.

To support SSAs, NCSS has developed the Volunteer Engagement Tool to provide insights on how SSAs can improve volunteer satisfaction and engagement. I would like to express my appreciation to the SSAs that implemented it, and to their volunteers who participated. We are encouraged that many SSAs found the last report useful and hope that this 2020 Sector Report will provide you with deeper insights to build a volunteer-ready SSA!



"Never doubt that a small group of thoughtful committed citizens can change the world; indeed, it's the only thing that ever has."

- Margaret Mead

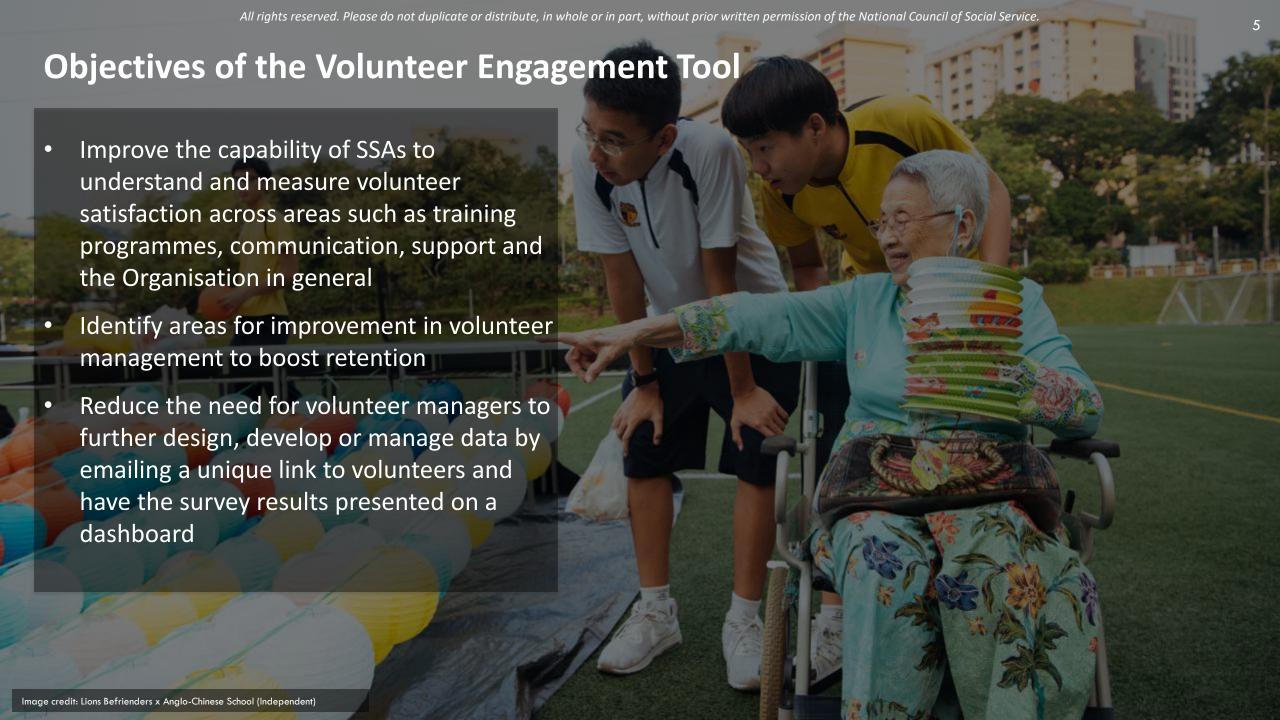
Introduction

The Volunteer Engagement Tool was developed by NCSS in 2019 to provide SSAs with an efficient way to gauge volunteer satisfaction and enable targeted improvements to boost volunteer retention.

The online survey tool provides SSAs with:

- a standardised measurement of volunteer satisfaction across the sector
- the ability to track results over time
- opportunities to improve volunteer management and retention

This report, prepared together with Duxton Consulting Group, is the aggregated results of 623 responses obtained from 23 SSAs who used the Survey Tool to engage their volunteers, between January and December 2020.



Upgrades to the Volunteer Engagement Tool in 2020



Addition of Pulse Survey

A selection of 7 questions from the full survey that are key to measuring volunteer satisfaction.

SSAs can use the Pulse Survey more frequently for a quick gauge of volunteer satisfaction.



Enhanced Results Dashboard

Improved look and functionality of the results dashboard.

SSAs can perform more 'advanced' statistical analysis such as comparison across time periods and filtering of results directly from their dashboard.



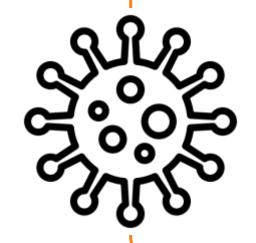
Impact of COVID-19 on the Volunteer Engagement Tool in 2020

Limited volunteering activities and volunteer engagement

Circuit Breaker and Safe Management Measures have restricted the possibility of physical volunteer activities. Consequently, many SSAs had to adapt and pivot their activities and engagements.

Such efforts may have limited the amount of volunteering efforts and activities and engaged less volunteers.

With the changes to volunteering formats, many SSAs have decided not to launch the Volunteer Engagement Tool in 2020. SSAs have chosen to shift their focus to familiarising volunteers with the new methods of volunteering instead.





Executive summary

Negative impact of COVID-19 on survey



SSAs felt the negative impact of COVID-19 on the availability of their volunteers, especially older people.



As a result, 17 SSAs did not repeat the VET survey in 2020 and 20 SSAs did not activate their accounts in this difficult year. 2020 survey results are encouraging

Volunteers:



Have an even greater appreciation of their Organisation compared to 2019 (†4% on average) and continue to feel high levels of satisfaction, fulfilment and belonging to their SSA.



Are happier with all aspects of their role compared to 2019, especially availability of staff help, programme participation, and the frequency of volunteer training.



Are even more likely to recommend the Organisation to their friends and family $(\uparrow 1\%)$ compared to 2019.

Recommendations



Volunteers who remained involved with their Organisation during the COVID-19 pandemic felt very appreciated and engaged. As pandemic safety measures are gradually lifted, SSAs must work to maintain this closeness with their volunteers.



SSAs serving vulnerable groups will need to attract volunteers back to the Organisation by ensuring high safety standards for both the volunteers and service users. This will require particular focus on demonstrating appreciation and listening to feedback.



Key highlights



1.

Volunteers have a greater appreciation of their SSA and are motivated by the value it delivers to society and individuals.

They strongly believe in the value of the work being done by their SSA, and appreciation of the part they play.

2.

Volunteers are still very satisfied with the Organisation and their role, but some are less willing to continue volunteering

Volunteers may be more cautious about personal interactions with vulnerable groups in a COVID-19 environment.



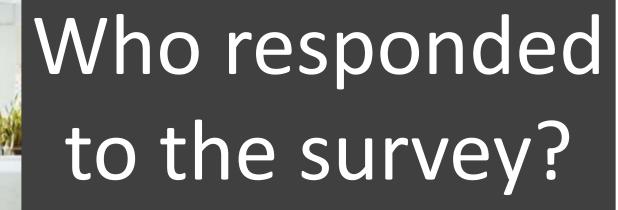
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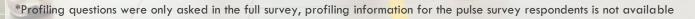


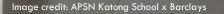
Word of mouth and online channels continue to be the main sources of awareness

Offline media (e.g., TV, newspapers, radio, traditional mail) are not major sources of awareness and have decreased in importance.



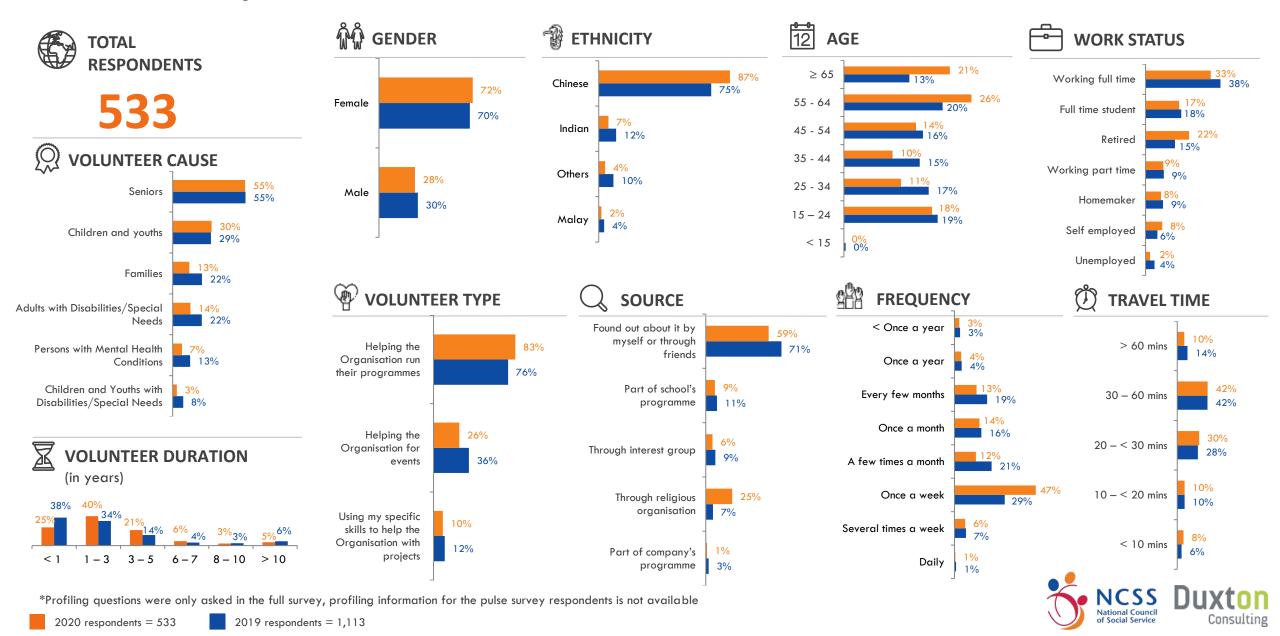








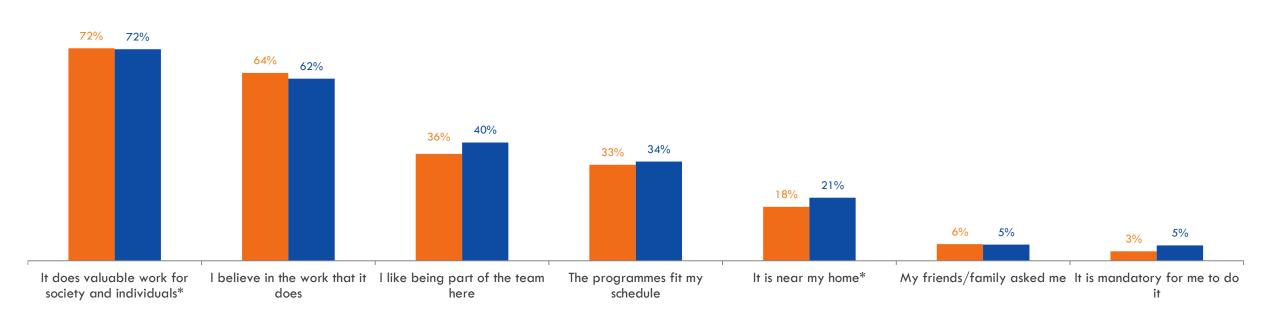
Profile of respondents*



Reasons and motivations for volunteering

Appreciation of the valuable work done by the Organisation continues to be the main driver for volunteerism.

Very few volunteers do volunteer work out of obligation.



^{*}Option altered slightly in 2020 for conciseness

QA5. Why did you choose to volunteer with this Organisation? Please select all that apply. [multiple response]



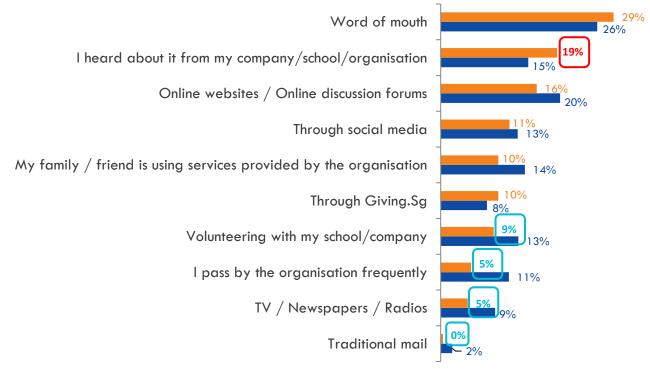




Channels leading to the awareness of SSAs*

Word of mouth and online channels still are the main sources of awareness among volunteers. In 2020, significantly more participants heard about the SSA through their company, school or (religious) organisations.

Offline media, e.g., TV, newspapers, radio, traditional mail, are not major sources of awareness and have *significantly* decreased in importance.

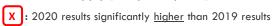


*Question not asked in Pulse Survey

QA6. How did you hear or learn about this Organisation? Please select all that apply [multiple response]



2019 respondents = 1,113



x: 2020 results significantly lower than 2019 results





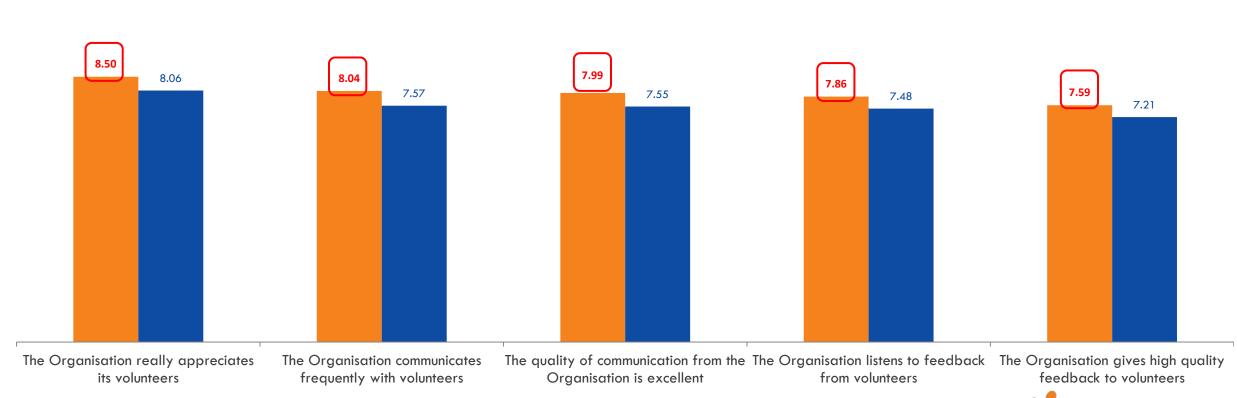
Experience with SSAs



Evaluation of the Organisation

Volunteers have a significantly greater appreciation of their Organisation compared to 2019.

The quality and frequency of communication are rated significantly higher, possibly due to increased correspondences with volunteers about the impact of the COVID-19 pandemic on volunteer activities.



QB1. Currently, how much do you agree with the following statements about your agency [rating scale 0-10].

2020 respondents = 623 2019 respondents = 1,113

X: 2020 results significantly higher than 2019 results

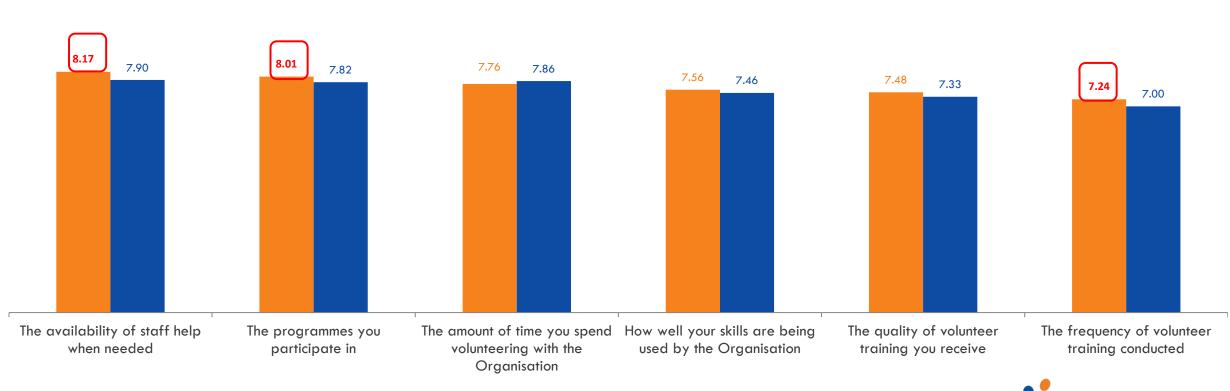
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Evaluation of the volunteer role

Volunteers are happier with all aspects of their role compared to 2019, especially with the availability of staff help, the programmes and the frequency of volunteer training.

Satisfaction with the amount of time spent volunteering with the Organisation has dipped slightly in 2020. This is probably due to the lack of physical volunteering activities during the COVID-19 pandemic.



QB2. Currently, how do you feel about your work in the Organisation? [rating scale 0-10].

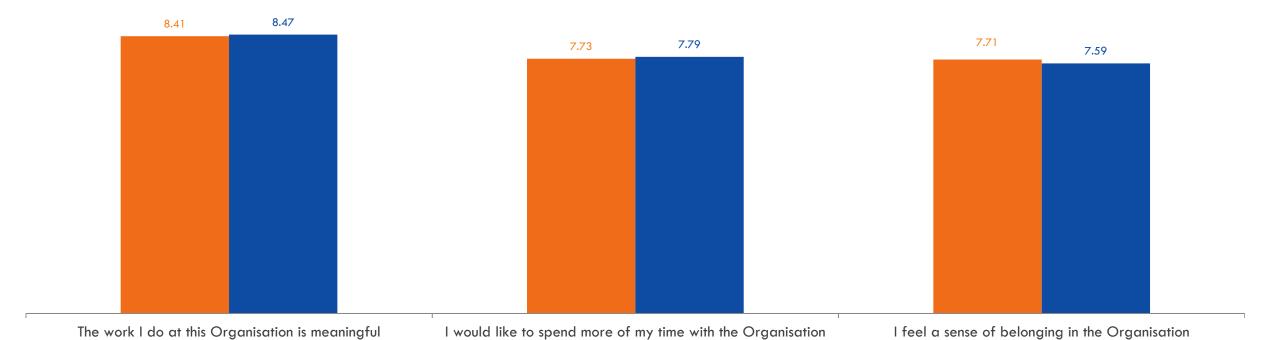


X: 2020 results significantly <u>higher</u> than 2019 results



Volunteer perspective of the Organisation

Volunteers continue to feel the similar levels of fulfilment and belonging to their Organisation.



QB3. How much do you agree with the following statements? [rating scale 0-10].

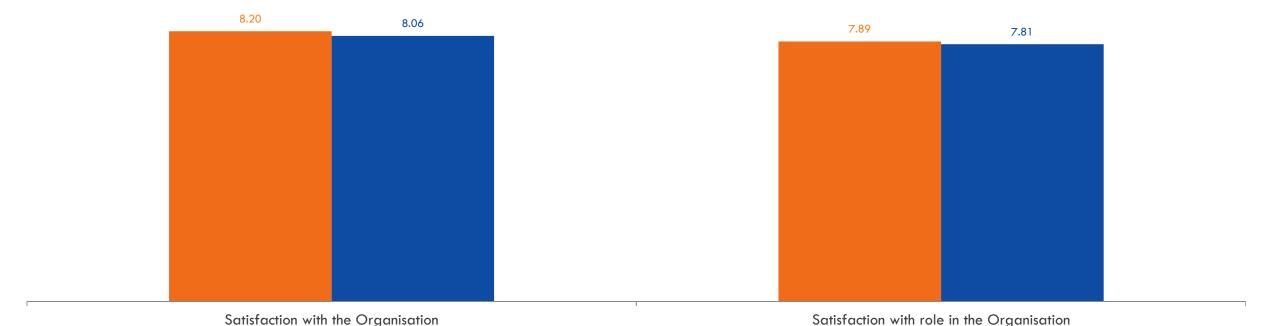
2020 respondents = 623

2019 respondents = 1,113



Overall volunteer satisfaction

Volunteers are very satisfied with their Organisation and their role as they have greater appreciation for most aspects of their Organisation.



QB4. In general, how satisfied are you with the following: [rating scale 0 - 10].

2020 respondents = 623

2019 respondents = 1,113





Likelihood of recommendation

Volunteers are somewhat more likely to recommend the Organisation to their friends and family compared to 2019 as they are very satisfied* with their Organisation.





*Please refer to page 20 for more details QB5. How likely are you to recommend this Organisation to your friends & family ? [rating scale 0 - 10].

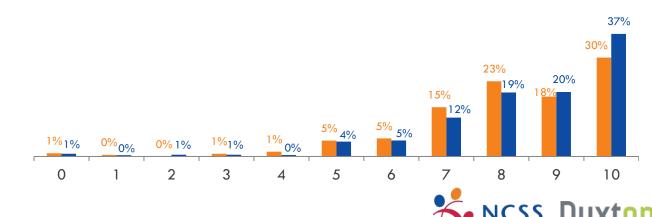
2020 respondents = 623

2019 respondents = 1,113

Willingness to continue volunteering

Volunteers are still very likely to continue volunteering as they are very satisfied with their Organisation and experience. However, 'top box' (i.e., those who scored 9 or 10) enthusiasm has waned since 2019, probably because volunteers are more cautious about personal interactions with vulnerable groups in a COVID-19 environment.





QB6. How likely are you to continue volunteering with this agency in the coming year? [rating scale 0-10].

2020 respondents = 623

2019 respondents = 1,113

X: 2020 results significantly <u>lower</u> than 2019 results



Key observations

The impact of the COVID-19 pandemic can be felt in the slight dip in satisfaction with the time spent volunteering, possibly due to the lack of volunteer activities.

The COVID-19 pandemic has perhaps also made volunteers more cautious about personal interactions with vulnerable groups resulting in a dip in willingness to continue volunteering.



Recap: Volunteer Management Framework



Be Volunteer Ready

1

Conduct Needs Assessment



Recruit & Select Volunteers

3

- Have a Volunteer Vision and Strategic Plan
- Set Volunteer Policies
- Have a Volunteer Friendly Culture

- Define Organisation's Needs
- Develop Volunteer profile and position description
- Identify risks and establish mitigation strategies

- Identify Sources of volunteers
- Profile organisation and volunteers to attract the right volunteers
- Screen applicants
- Maintain Volunteer Database



On-boarding and Training **1**



Support & Recognition



- Supporting volunteers
- Recognising volunteers



Review Volunteer Management

6

- Regular performance feedback
- Exit Management
- Review and Evaluate Volunteer Programme



• Training



Mapping the factors in the Volunteer Engagement Tool to the Volunteer Management Framework



Be Volunteer Ready

1

- Reasons for volunteering at the SSA [A5]
- Feeling a sense of belonging [B3]
- Feeling that the work done at the SSA is meaningful [A5]
- Satisfaction with role in the SSA [B4]



Conduct Needs Assessment

2

- Type of volunteer roles in the SSA [A1]
- Causes supported within the SSA [A4]



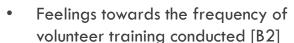
Recruit & Select Volunteers

3

- Volunteer frequency [A3]
- Reasons for volunteering at the SSA [A5]
- Channels of awareness [A6]



On-boarding and Training



 Feelings towards the quality of volunteer training received [B2]



Support & Recognition

- Evaluation of SSA [B4]
- Feeling towards how well skills are being used by the SSA [B2]
- Feeling towards the availability of staff help when needed [B2]



Review Volunteer Management

6

- Length of volunteer tenure [A8]
- Evaluation of SSA [B4]
- Feeling towards amount of time spent with & programmes in SSA [B2]
- Likelihood of continuation [B6]
- Satisfaction with role in the SSA [B4]





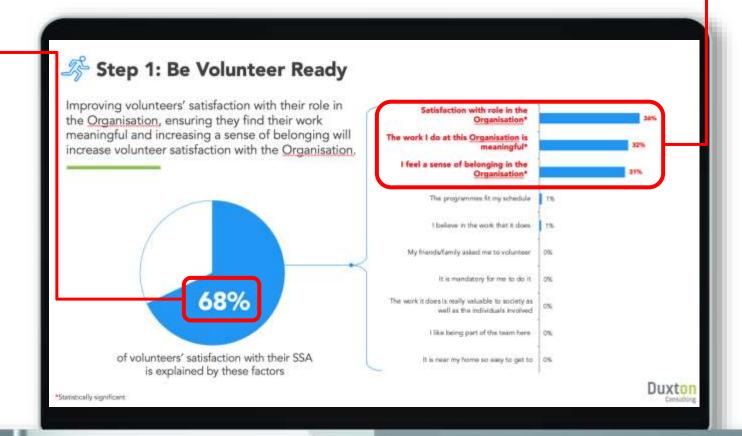
Introduction: methodology

Shapley Regression* statistical analysis was performed among all respondents (including volunteers from mental health services & adult and family services) to determine which specific factors within each VMF step would increase volunteer satisfaction with the organisation and with their role.

How to interpret the drivers of volunteers' satisfaction

1. Indicates the proportion of satisfaction that is driven by the factors listed in the chart on the right.

Any score around 50% or above indicates a strong positive impact on volunteer satisfaction.



2. Indicates how much each individual factor contributes to satisfaction. The higher the number, the greater impact this factor has on satisfaction.

A positive number indicates that increasing the factor will increase satisfaction.

Note: the red box and * indicates that the factor has a statistically significant** impact on satisfaction.



Section highlights



1.

Steps 1, 5, 6 and to a lesser extent, Step 4, are important in influencing volunteer satisfaction with their agency and role

Steps 2 & 3 are less important because they relate to internal agency processes which are less visible to volunteers.

2.

Improving volunteer appreciation, training and communication will increase satisfaction with the Organisation

In particular: improving the quality & frequency of training, Improving the availability of staff help, feedback mechanism & communication to volunteers.



3.



Improving use of volunteers' skills, training and feedback will increase satisfaction with their role

In particular: improving the availability of staff help and feedback mechanisms to encourage and enable volunteers to spend more time with the Organisation.



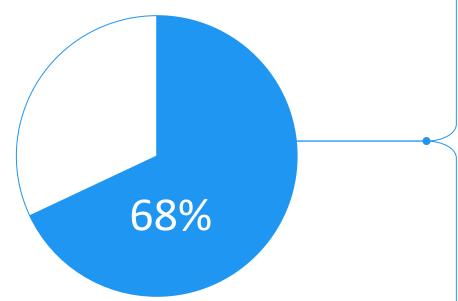
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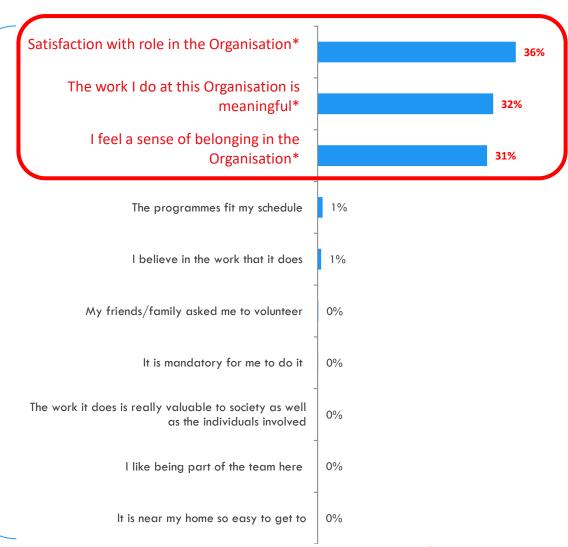


Step 1: Be Volunteer Ready

68% of volunteer satisfaction is driven by three factors: improving volunteers' satisfaction with their role in the Organisation, ensuring they find their work meaningful, and increasing a sense of belonging.



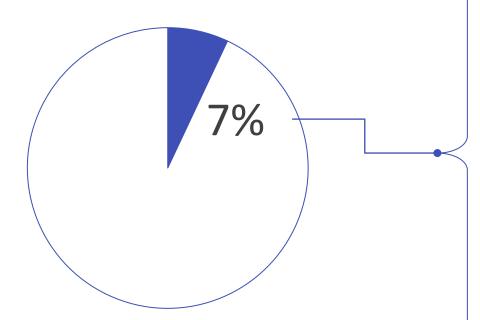
of volunteers' satisfaction with their SSA is explained by these factors



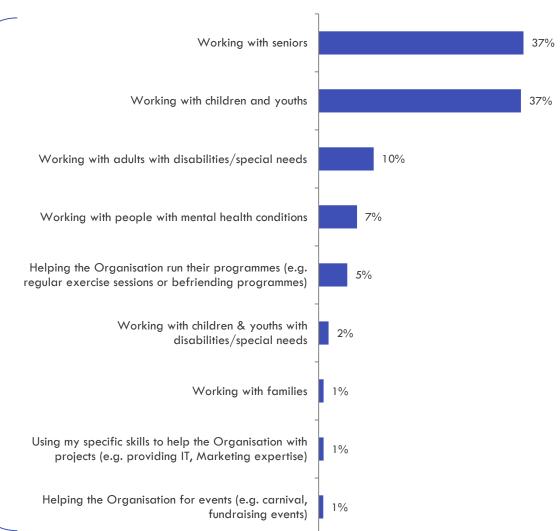


Step 2: Conduct needs assessment

Only 7% of volunteer satisfaction with their Organisation is explained by factors relating to needs assessment. Therefore, this stage is not a key driver of volunteer satisfaction per se.



of volunteers' satisfaction with their SSA is explained by these factors

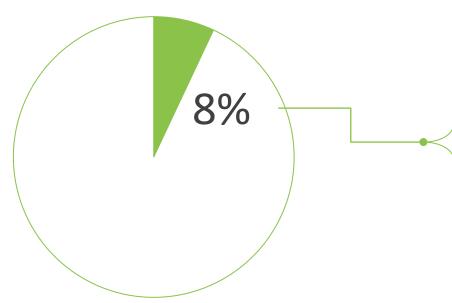




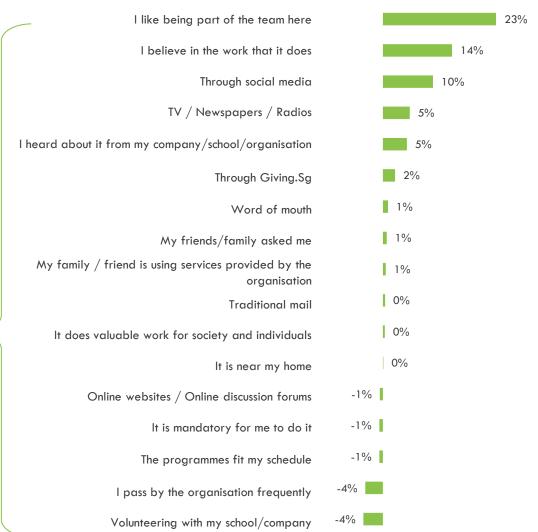


Step 3: Recruit & select volunteers

Only 8% of volunteer satisfaction with their Organisation is explained by factors relating to recruitment and selection. Therefore, this stage is not a key driver of volunteer satisfaction.



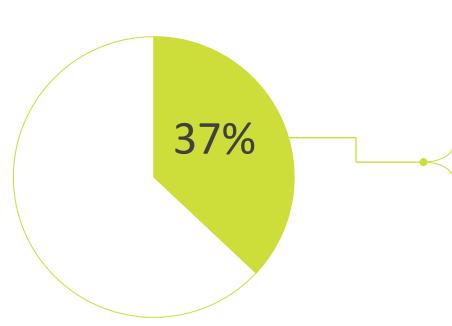
of volunteers' satisfaction with their SSA is explained by these factors





Step 4: On-boarding and training

Improving the quality and frequency of volunteer training will clearly increase volunteer satisfaction with the Organisation.



of volunteers' satisfaction with their SSA is

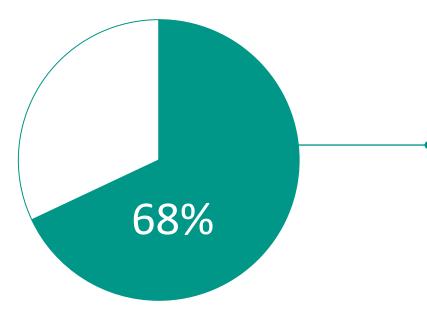
explained by these factors

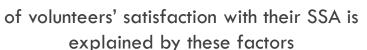


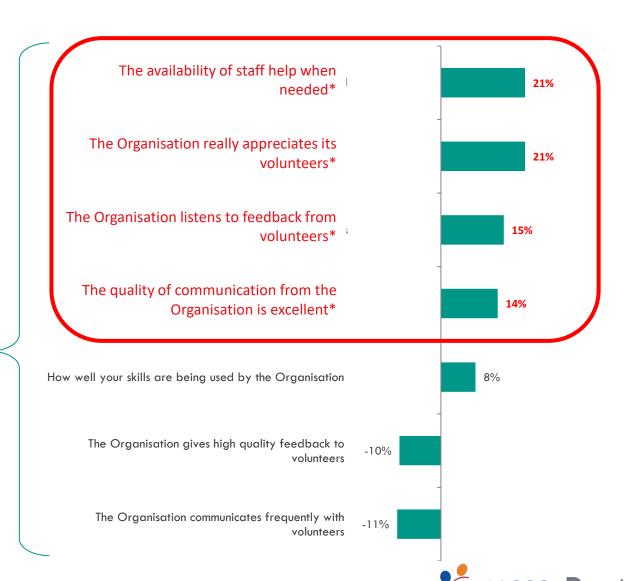


Step 5: Support & recognition

Improving the availability of staff help, volunteer appreciation, feedback mechanism and communication to volunteers are key drivers of volunteer satisfaction.



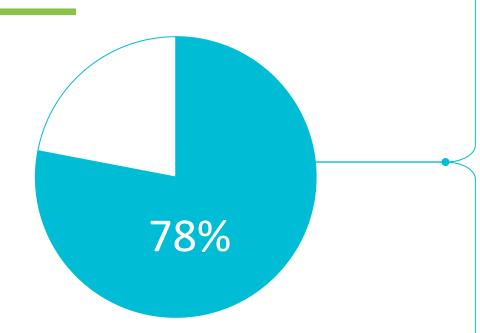






Step 6: Review volunteer management

Improving satisfaction with volunteer role, volunteer appreciation, volunteer programmes and feedback mechanisms and ensuring volunteers want to spend more time with the Organisation will significantly increase volunteer satisfaction.



of volunteers' satisfaction with their SSA is

explained by these factors

Satisfaction with role in the Organisation* 17% The Organisation really appreciates its 13% volunteers* I would like to spend more of my time with 13% the Organisation* The programmes you participate in* 11% The Organisation listens to feedback from volunteers* 10% The quality of communication from the Organisation is 9% excellent The amount of time you spend volunteering with the 7% Organisation Likelihood of continuing to volunteer with the 6% Organisation in the coming year The Organisation gives high quality feedback to -7% volunteers The Organisation communicates frequently with volunteers

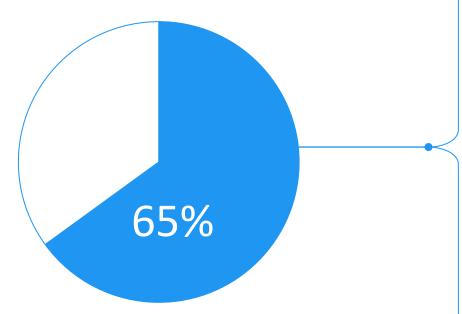


Image credit: Lions Befrienders x Anglo-Chinese School (Independent)

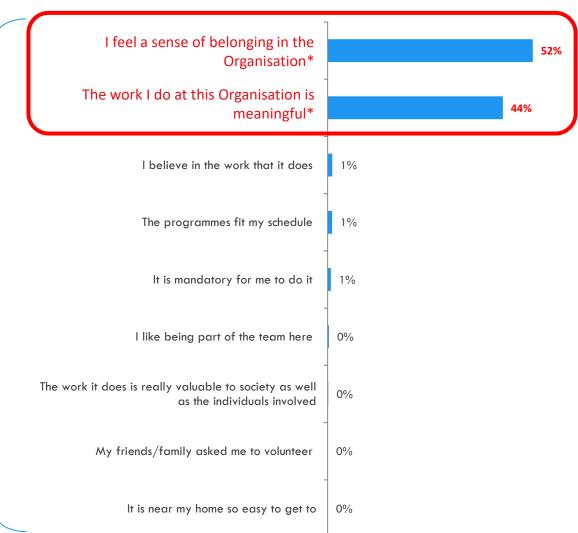


Step 1: Be Volunteer Ready

Ensuring that volunteers find their work meaningful and increasing a sense of belonging will increase volunteer satisfaction with their role within their SSA.



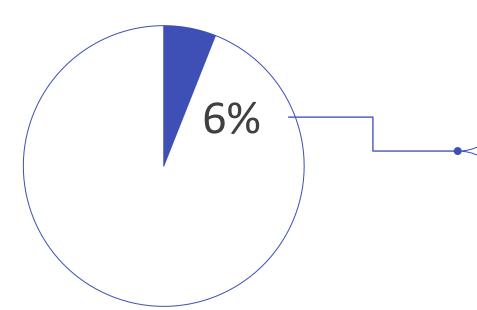
of volunteers' satisfaction with their role in the SSA is explained by these factors



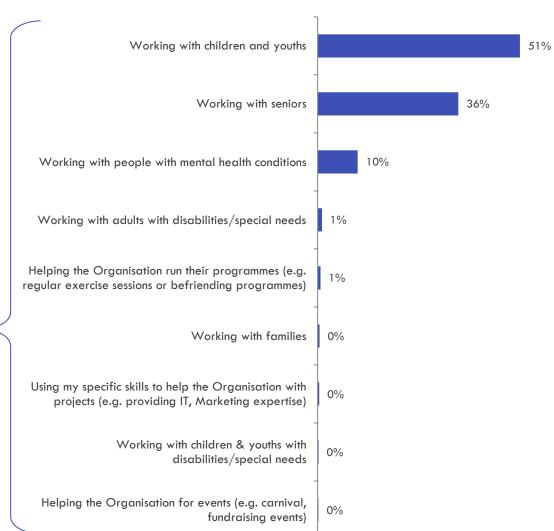


Step 2: Conduct needs assessment

Only 6% of volunteer satisfaction with their role in the SSA is explained by these factors.



of volunteers' satisfaction with their role in the SSA is explained by these factors

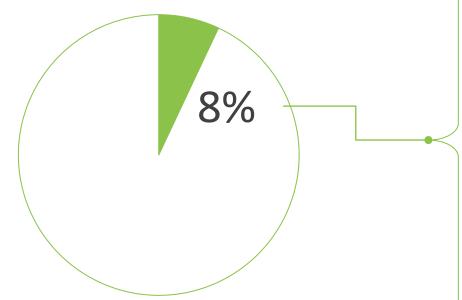




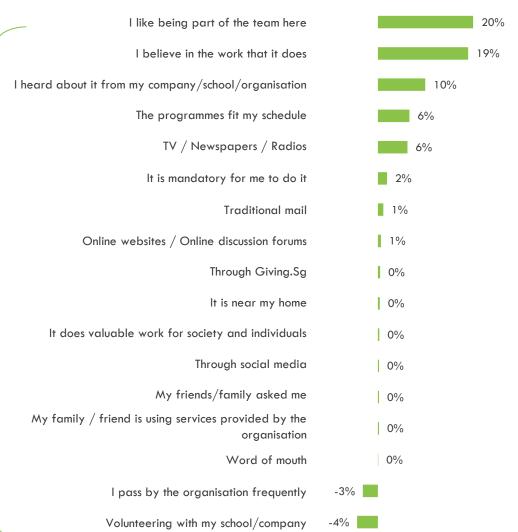


Step 3: Recruit & select volunteers

Only 8% of volunteer satisfaction with their role in the SSA is explained by these factors.



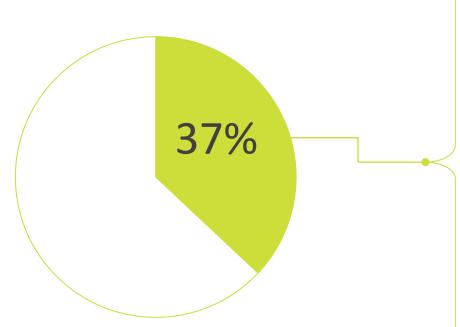
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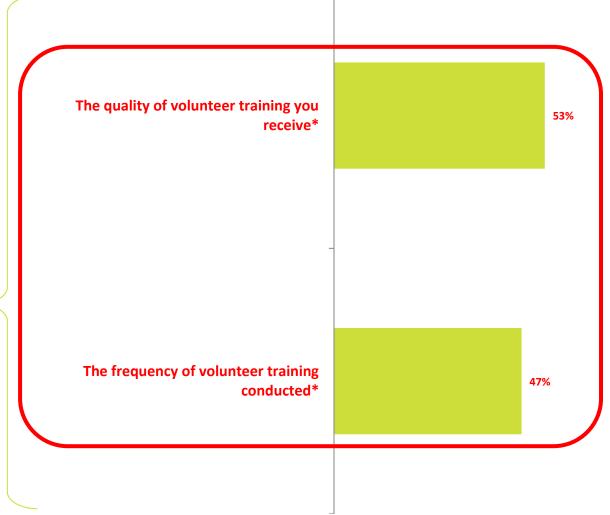


Step 4: On-boarding and training

Improving the quality and frequency of volunteer training will increase volunteer satisfaction their role in the SSA.



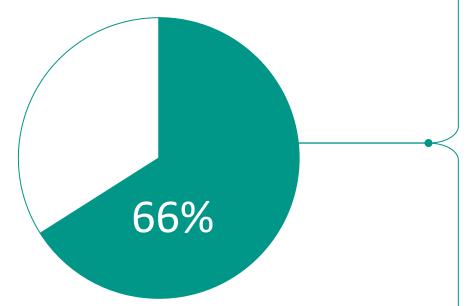
of volunteers' satisfaction with their role in the SSA is explained by these factors





Step 5: Support & recognition

Improving the utilisation of volunteers' skills, availability of staff help, feedback mechanism and volunteer appreciation, will increase volunteer satisfaction with their role in the SSA.



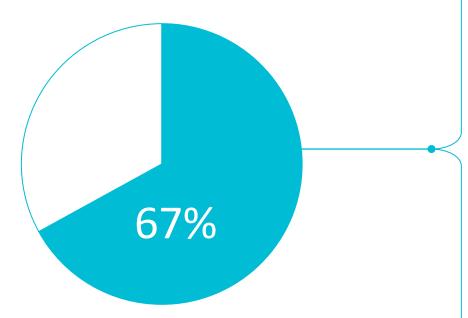
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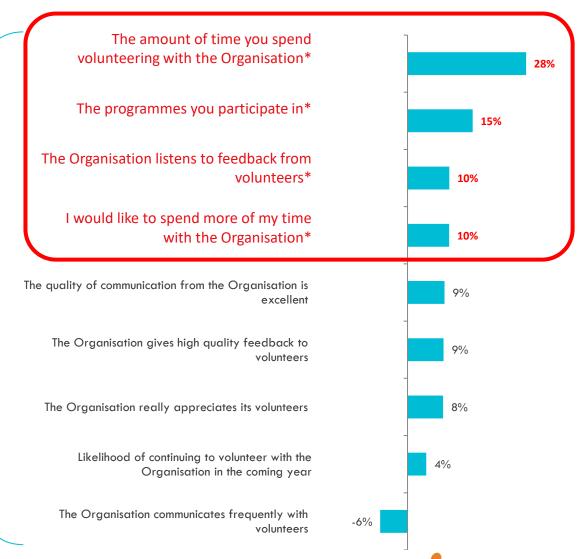


Step 6: Review volunteer management

Improving the amount of time spent volunteering, volunteer programmes, volunteer appreciation, and feedback mechanisms and ensuring volunteers want to spend more time with the Organisation will increase volunteer satisfaction their role in the SSA.



of volunteers' satisfaction with their role in the SSA is explained by these factors







If you are interested...



Find out more here!

Scan this QR code for the Volunteer Engagement Tool Information Kit to understand more about the tool!



Sign up today!

Scan this QR code to register for your free Volunteer Engagement Tool today!







Acknowledgements

This report is prepared with Duxton Consulting Group and we would like to thank the following social service agencies for their contribution to this report.

Alzheimer's Disease Association

Bizlink Centre Singapore Ltd

Bone Marrow Donor Programme, The

Calvary Community Care

Care Community Services Society

Care Corner Singapore Ltd

Caritas Singapore Community Council

Limited

Cornerstone Community Services

Dover Park Hospice

Epworth Community Services

Filos Community Services Ltd

HCSA Community Services

Home Nursing Foundation

Morning Star Community Services Ltd

Presbyterian Community Services

SAGE Counselling Centre

Sathya Sai Social Service (Singapore)

Singapore Anglican Community

Services

Singapore Association for Mental

Health, The

Singapore Hospice Council

Stroke Support Station Ltd

Trybe Limited

Very Special Arts Singapore Ltd



Championing

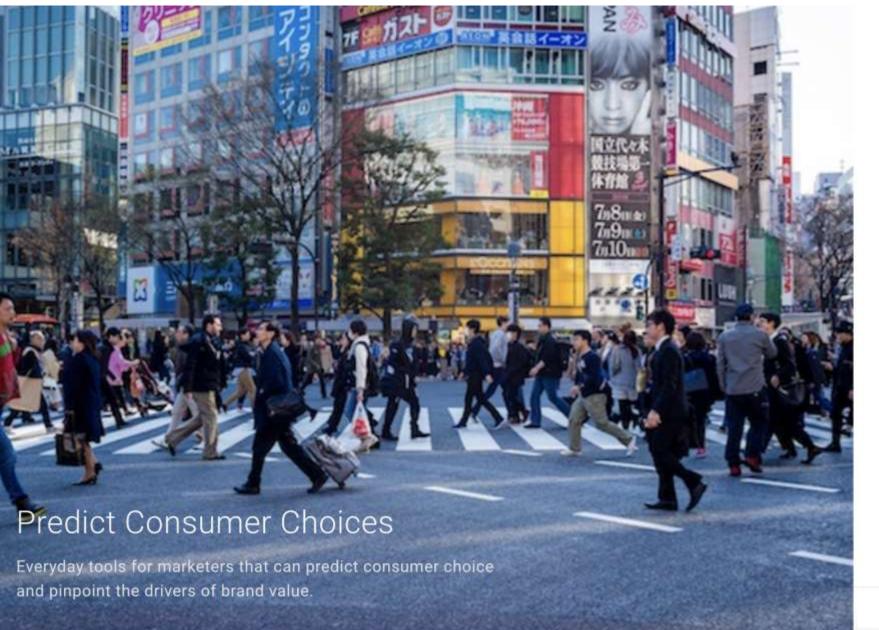




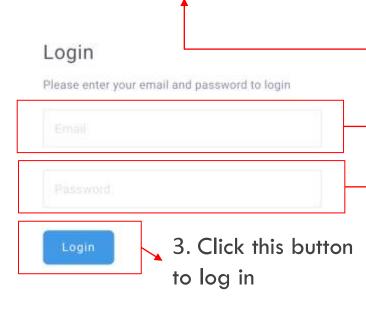


All rights reserved. Please do not duplicate or distribute, in whole or in part, without prior written permission of the National Council of Social Service. Introduction The Appendix contains additional information and extra analyses not covered in BARCLAYS the main report. The Appendix is divided into 2 sections are: 1. How to download raw data and charts 2. Detailed sub-sector profiles

Log in



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2. Enter your password here

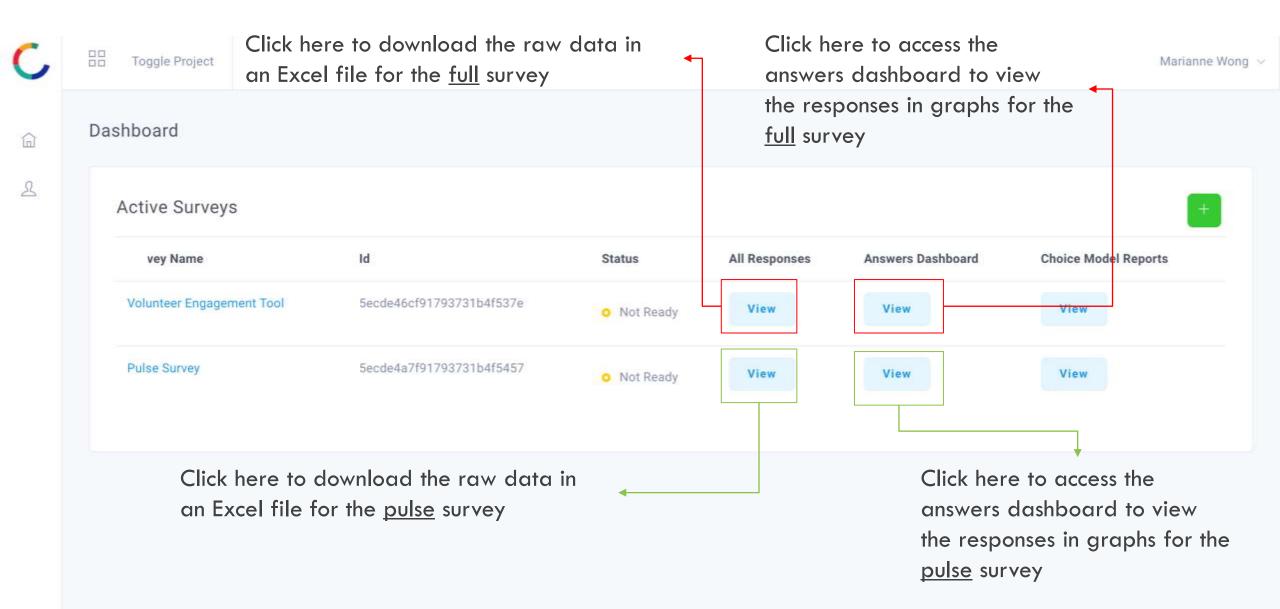
After log in you will see this page



Click on your project name to access your project Your Projects Show 10 ¢ entries Search: NCSS Survey Tool Showing 1 to 1 of 1 entries Create New Project



After you log in – you will see this home page



Answers Dashboard: Download charts



How to download the raw data

Responses

Click this button to download the raw data in an excel file

Generate Excel Generate JSON Download All Images Remove All Responses

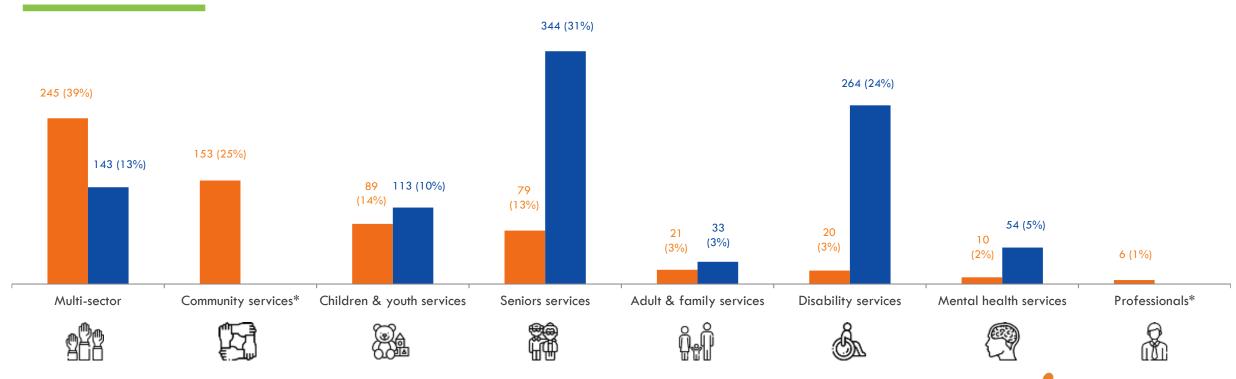
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Response rate by sub-sector

Detailed sub-sector analyses follow for the Multi-Sector, Community, Children & youth, Seniors and disabilities services sub-sectors.

Please note that the results for the Disability services sub-sector are indicative due to the very small sample size. Separate analyses of the Adult & family services, Mental health services and Professionals sub-sectors are excluded due to very small sample sizes.



*New classification in 2020

2020 respondents = 623

2019 respondents = 1,113



Section highlights



1.

Word of mouth continues to be the main source of awareness

Online channels and social media have increased in importance, especially among the seniors' services sub-sector.

2.

Volunteers in the children & youth services sub-sector have significantly higher satisfaction levels

They are therefore more likely to recommend their Organisation. This could be because the volunteers are newer (65% have volunteered for less than a year) so are more appreciative.





3.

Slight dip in sentiments within the seniors' services sub-sector

Probably due to the lack of physical volunteering opportunities caused by the COVID-19 pandemic as seniors are a vulnerable group.

As a result, volunteers are less willing to continue volunteering.





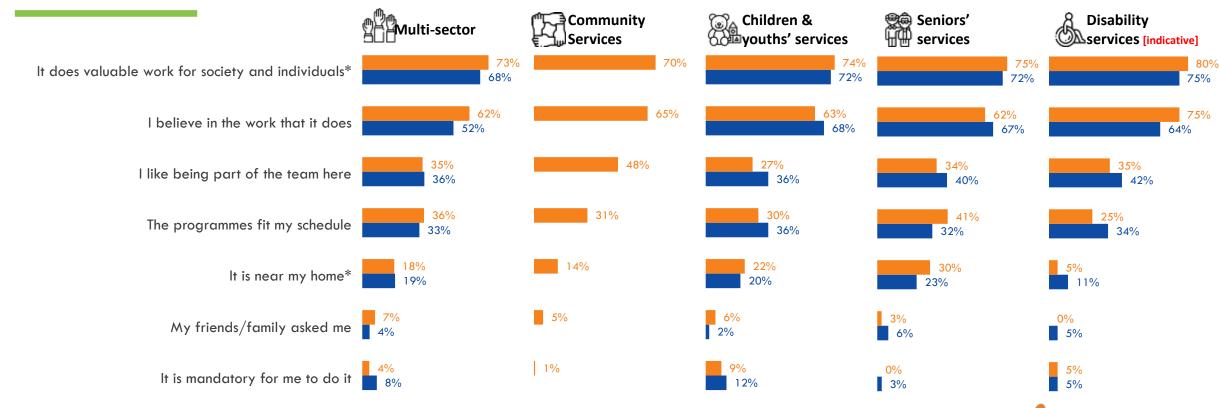


*Profiling questions were only asked in the full survey, profiling information for the pulse survey respondents is not available

Reasons for volunteering

Appreciation of the work by the Organisation continues to be the main driver for volunteerism across all sub-sectors.

However, there is a slight dip in the feeling of a sense of belonging, possibly due to the drop in physical volunteering opportunities in 2020.



^{*}Option altered slightly in 2020 for conciseness

QA5. Why did you choose to volunteer with this Organisation? Please select all that apply. [multiple response]







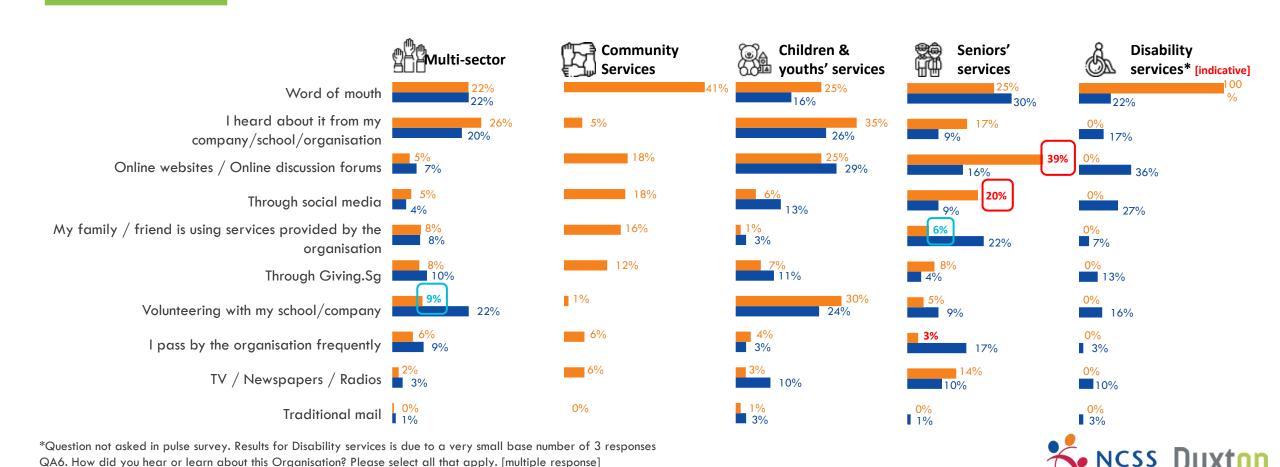


Channels leading to the awareness of SSAs*

2019 respondents = 1,113

2020 respondents = 533

Word of mouth continues to be the primary channel of awareness and has increased in importance for all sub-sectors. Online channels and social media have *significantly* increased in importance for the Seniors' services sub-sector.



X: 2020 results significantly higher than 2019 results

X: 2020 results significantly <u>lower</u> than 2019 results



Image credit: Lions Befrienders x Anglo-Chinese School (Independent)

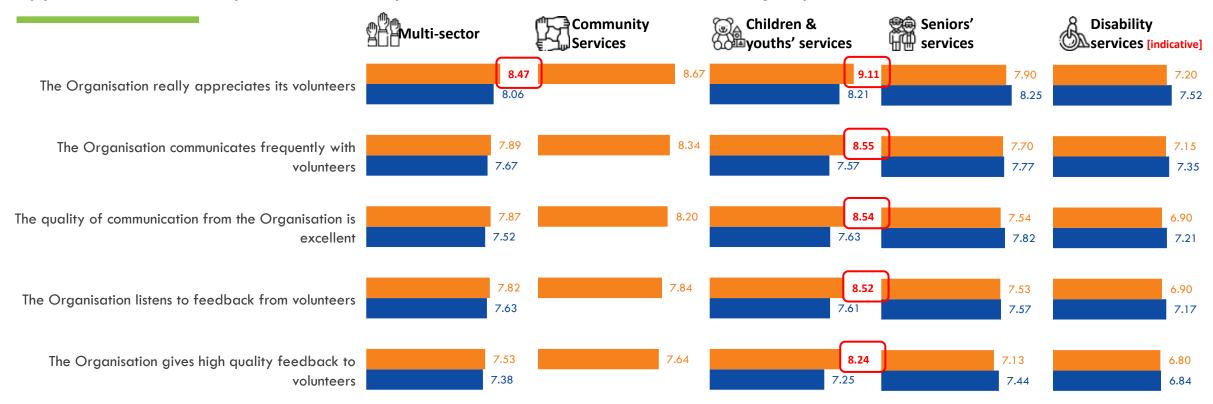
Experience with SSAs



Evaluation of the Organisation

Volunteers from the Multi-sector and especially Children & Youths' services sub-sectors feel *significantly* greater appreciation from their Organisation compared to 2019.

There is a slight dip in sentiments in the Seniors' services sub-sector, probably due to the lack of physical volunteering opportunities caused by the COVID-19 pandemic as seniors are a vulnerable group.



QB1. Currently, how much do you agree with the following statements about your agency [rating scale 0-10].



2019 respondents = 1,113

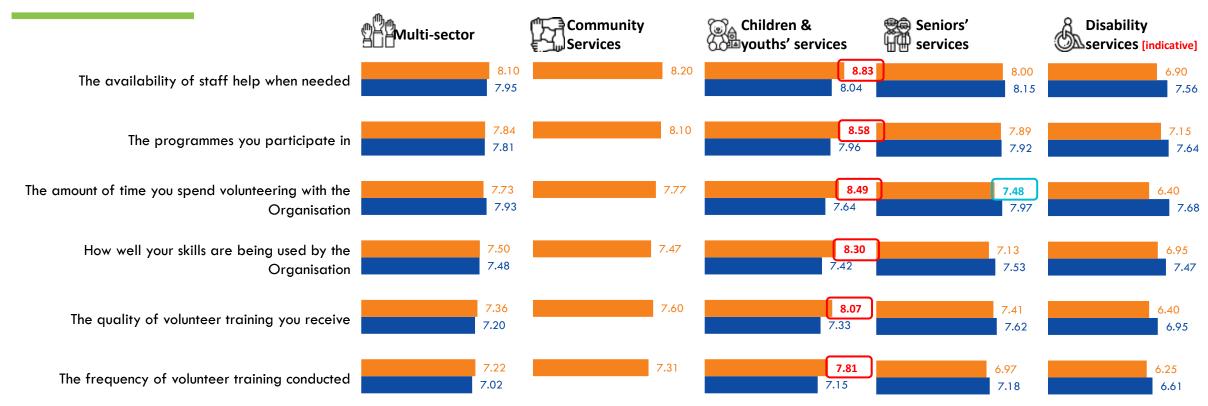
X: 2020 results significantly <u>higher</u> than 2019 results



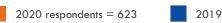
Evaluation of the volunteer role

Volunteers from the Children & Youths' services sub-sector have a *significantly* greater level of satisfaction relating to their work within the Organisation compared to 2019.

There is a dip in sentiment in the Seniors' services sub-sector, specifically the amount of time spent volunteering, probably due to the limited or lack of physical volunteering opportunities.



QB2. Currently, how do you feel about your work in the Organisation? [rating scale 0 - 10].



2019 respondents = 1,113

X: 2020 results significantly <u>higher</u> than 2019 results

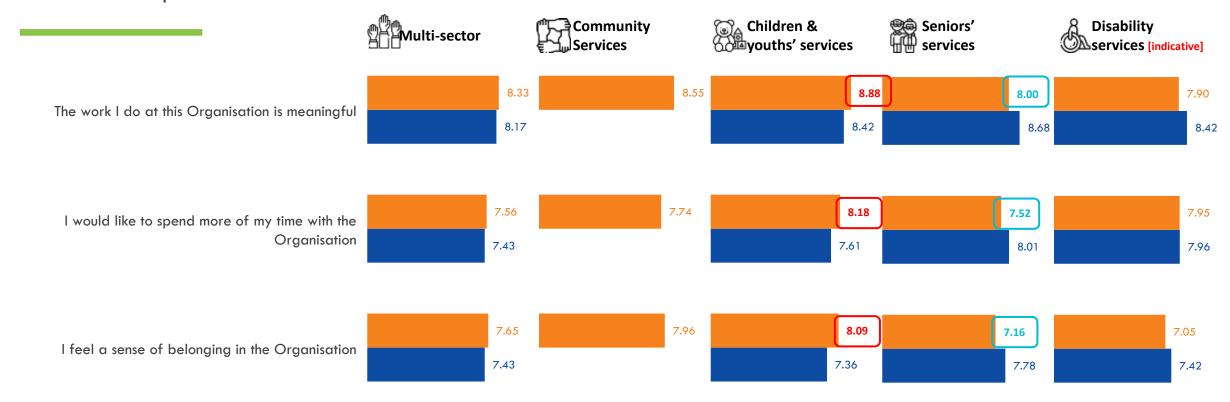
x: 2020 results significantly lower than 2019 results



Volunteer perspective of the Organisation

Volunteers from the Children & youths' services sub-sectors have a greater appreciation for their Organisation compared to 2019.

There is a *significant* dip in sentiment in the seniors' services sub-sector across all criteria, presumably due to issues relating to the COVID-19 pandemic.



QB3. How much do you agree with the following statements? [rating scale 0-10].

2020 respondents = 623

2019 respondents = 1,113

X: 2020 results significantly <u>higher</u> than 2019 results

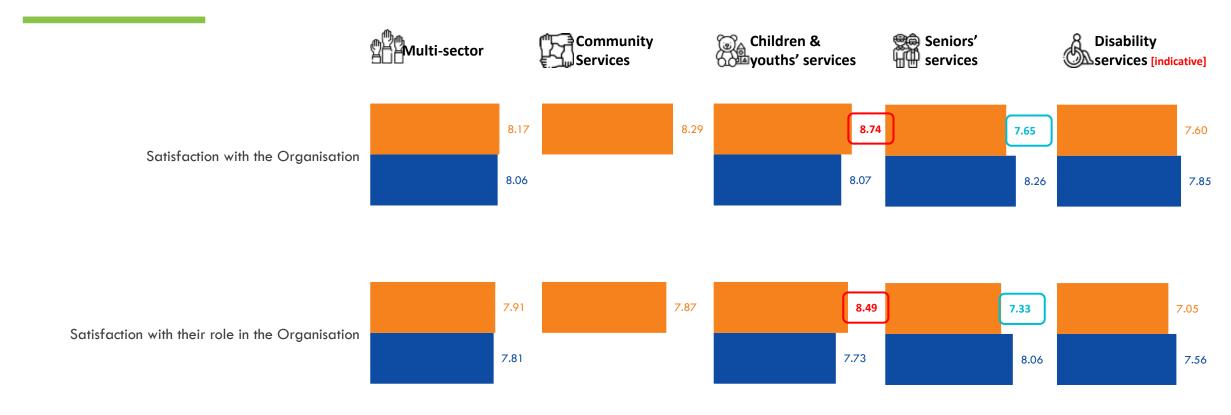
x: 2020 results significantly <u>lower</u> than 2019 results





Overall volunteer satisfaction

Satisfaction with the Organisation and their own role remains high among volunteers across most sectors, especially the Children & Youths' services sub-sector. However, there has been a dip in sentiment in the Seniors' services sector and to a lesser extent Disability services. Again, this may be due to less physical contact with vulnerable groups during the COVID pandemic.



QB4. In general, how satisfied are you with the following: [rating scale 0 - 10].

2020 respondents = 623

2019 respondents = 1,113

X: 2020 results significantly <u>higher</u> than 2019 results

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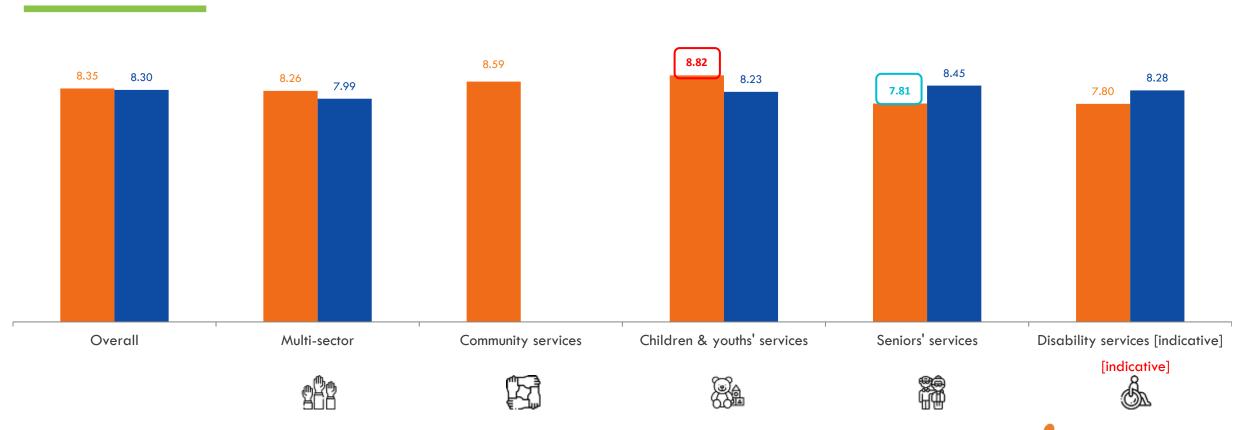




Likelihood of recommendation

As the volunteers, especially Children & youths' services sub-sector, have a greater appreciation across all aspects of their Organisation, they are more willing to recommend it.

Conversely, the dip in sentiments in the Seniors' services sector resulted in a lower willingness to recommend.



QB5. How likely are you to recommend this Organisation to your friends & family ? [rating scale 0-10].



2019 respondents = 1,113

X: 2020 results significantly <u>higher</u> than 2019 results

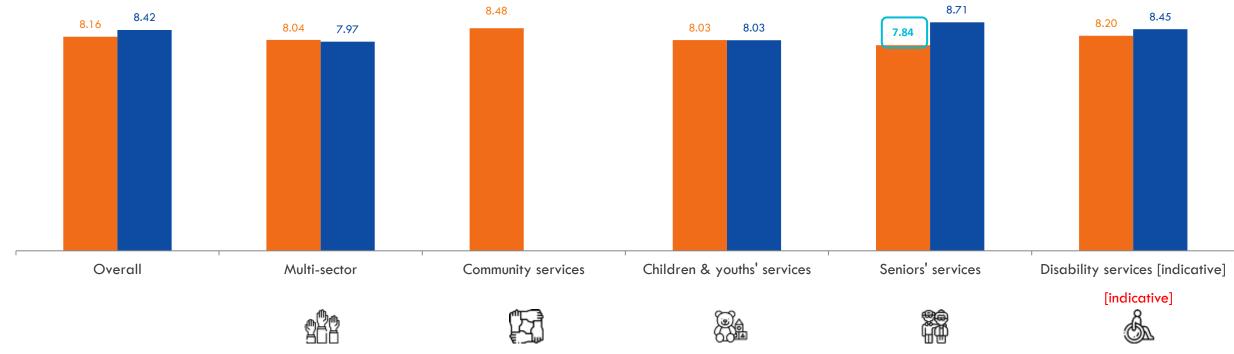
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Willingness to continue volunteering

Willingness to continue volunteering remains on par with 2019 across all sub-sectors except Seniors' services. This is possibly due to concerns about the safety of both the service users and volunteers, taking into consideration that seniors are more vulnerable to COVID-19.



*Refer to pages 11 and 78 for detailed volunteer profile QB6. How likely are you to continue volunteering with this Organisation to your friends and family? [rating scale 0 – 10].



2019 respondents = 1,113

x: 2020 results significantly lower than 2019 results



