Together, Because SG Cares





Insights from NCSS Volunteer Engagement Tool 2021



South Central Community Family Service Centre (SCC) x Curious Thoughts Academy, Lions Befrienders x Anglo-Chinese School (Independent),

Bizlink Day Activity Centre (DAC) x Young Men's Christian Association (YMCA) – Singapore University of Technology and Design (SUTD),

St Luke's ElderCare x Aileron Wellness









CEO Foreword Ms Tan Li San

Volunteers play a pivotal role in our social service sector. They augment the capacity of our Social Service Agencies (SSAs) not just by engaging service users and assisting in service delivery, but also in building organisation capabilities and driving business transformation.

In 2019, NCSS developed the Volunteer Engagement Tool (VET) to provide our SSAs with insights on volunteer engagement and satisfaction. Understanding what drives volunteers' satisfaction helps the organisation develop stronger volunteer recruitment, engagement, and retention strategies.

Over the past 3 years, volunteer satisfaction has increased; last year in particular, we saw a significant increase in volunteers' appreciation for the meaningful and impactful work that your organisations do. This is no doubt due to your efforts in keeping your volunteers closely engaged despite the challenges that the pandemic presented.

My sincere thanks to the SSAs who have implemented the VET and volunteers who have responded to the survey. This will help NCSS gain deeper insights on the volunteer experience and how it relates to sustainable volunteerism. We are encouraged by the findings in this 2021 report, and we hope that these insights will strengthen and catalyse your volunteer management strategy in the year ahead.



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.

This online survey tool provides SSAs with:

- A standardised measurement of volunteer satisfaction across their sector
- The ability to track results over time
- Opportunities to improve volunteer management and retention

This report, prepared together with Duxton Consulting Group, analyses the aggregated results of 633 responses obtained from 27 SSAs who used the Tool to engage their volunteers, between January and December 2021.

Image credit: Sathya Sai Social Service



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Image credit: Thye Hua Kwan Moral Charities Limi	ited		

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Executive Summary

Volunteer profiles have changed from COVID-19



Significant increase in **younger** (< 44 yo) volunteers, possibly because due to requirements of volunteering activities (e.g., digital skills) and COVID-19 restrictions (e.g., safe management measures).



Schools/Companies/Organisations are significantly more important sources of awareness compared to 2020.

2021 VET results have improved since 2020

Volunteers:



Feel their work is significantly more meaningful (\uparrow 3%) and are therefore more willing to spend time with their Organisation (\uparrow 5%) compared to 2020.



Are significantly more satisfied with their Organisation (\uparrow 4%) and role (\uparrow 4%) compared to 2020



Are more likely to recommend the Organisation to their friends and family ($\uparrow 3\%$) compared to 2020.

3 Changes in sub-sector analysis



Volunteers from the Multi-Sector Services sub-sector feel a significantly greater sense of appreciation and satisfaction with their Organisation compared to 2020. This could be because the volunteers are newer (55% of volunteers have volunteered for less than a year) and therefore more appreciative.



However, there has been a dip in volunteer sentiment in the **Community Services** sub-sector and to a lesser extent Children & Youth Services.



Key Highlights

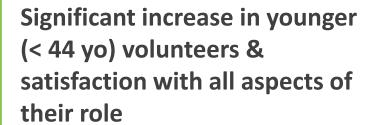


1.

Appreciation of the work done by the Organisation is an even stronger motivator

Possibly because of raised social consciousness during the pandemic, belief in the value of the Organisation is even higher than in past surveys.

2.



COVID-19 has restricted the number of older volunteers.

Improved satisfaction has increased willingness to continue volunteering, spend more time with the Organisation, and likelihood of recommendation of the Organisation to others.





3.

School/Company/Organisation significantly more important sources of awareness in 2021

This may be because volunteering with a school/company resumed during the past year. In addition, increasing emphasis on social responsibility among employers and schools may be an added factor.

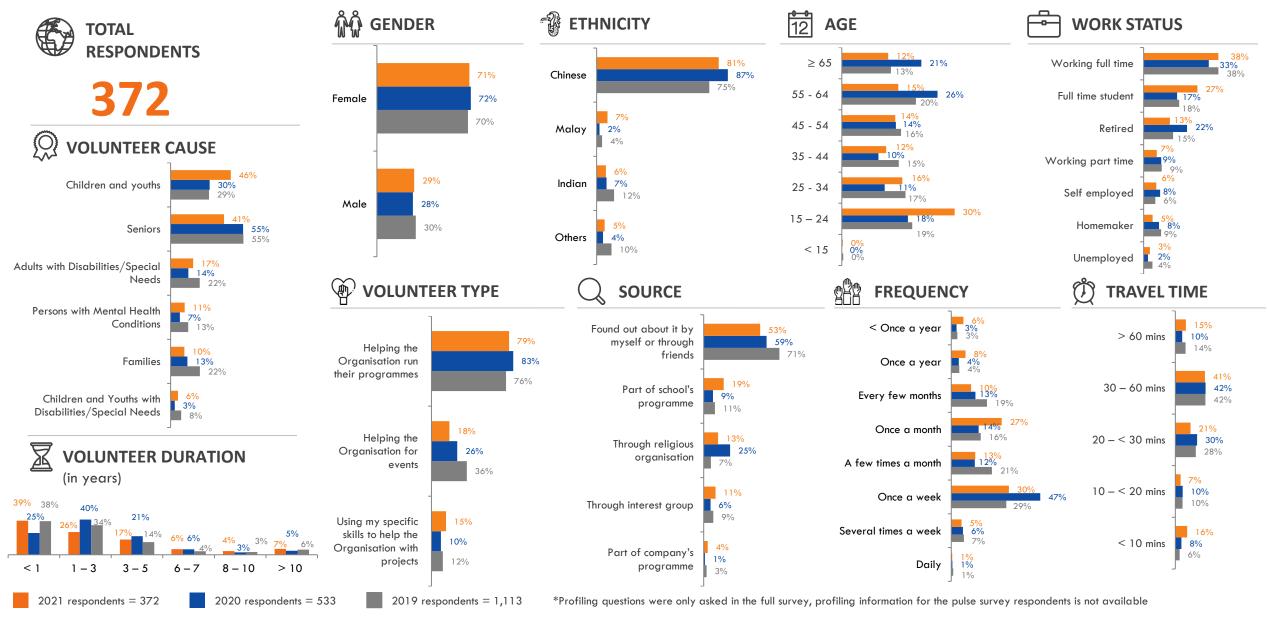
Respondents' Profile*

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

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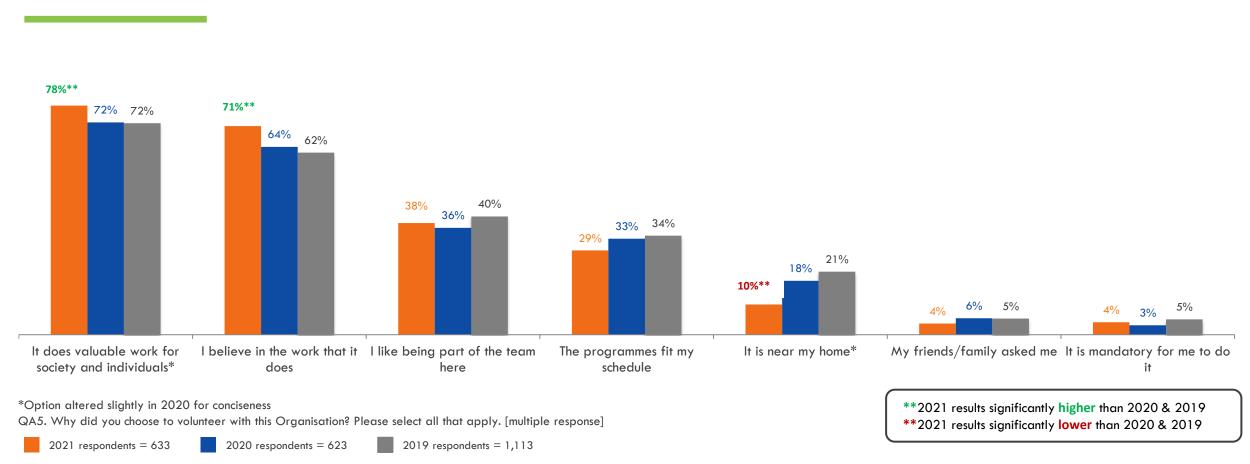
Image credit: Singapore Red Cross Society

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 and it is a significantly greater motivator in 2021 vs. 2019 and 2020.



Channels leading to the awareness of Organisation*

Word of mouth is still the main sources of awareness among volunteers. In 2021, significantly more volunteers heard about the organisation through their company, school or (religious) organisations.

Offline media, i.e. TV, newspapers, radio, traditional mail, are not major sources of awareness, and Giving.sg has significantly decreased as a source of awareness of organisations in 2021.



**2021 results significantly higher than 2020 & 2019

2020 respondents = 533

2019 respondents = 1,113

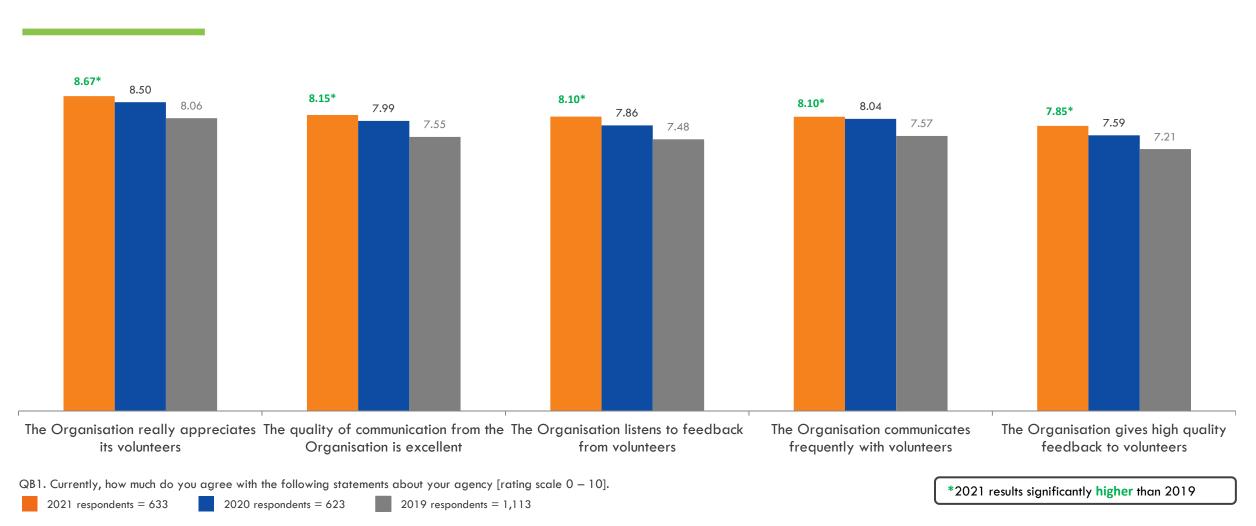
^{*2021} results significantly lower than 2020

^{**2021} results significantly lower than 2019



Evaluation of the Organisation

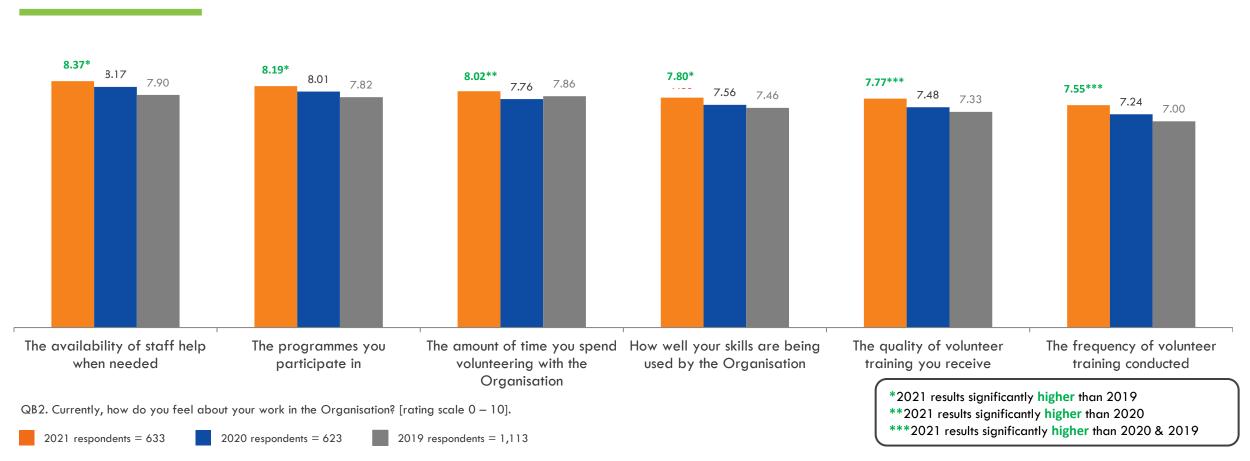
Overall, volunteers have a significantly greater appreciation of their Organisation in 2021 compared to 2019



Evaluation of the volunteer role

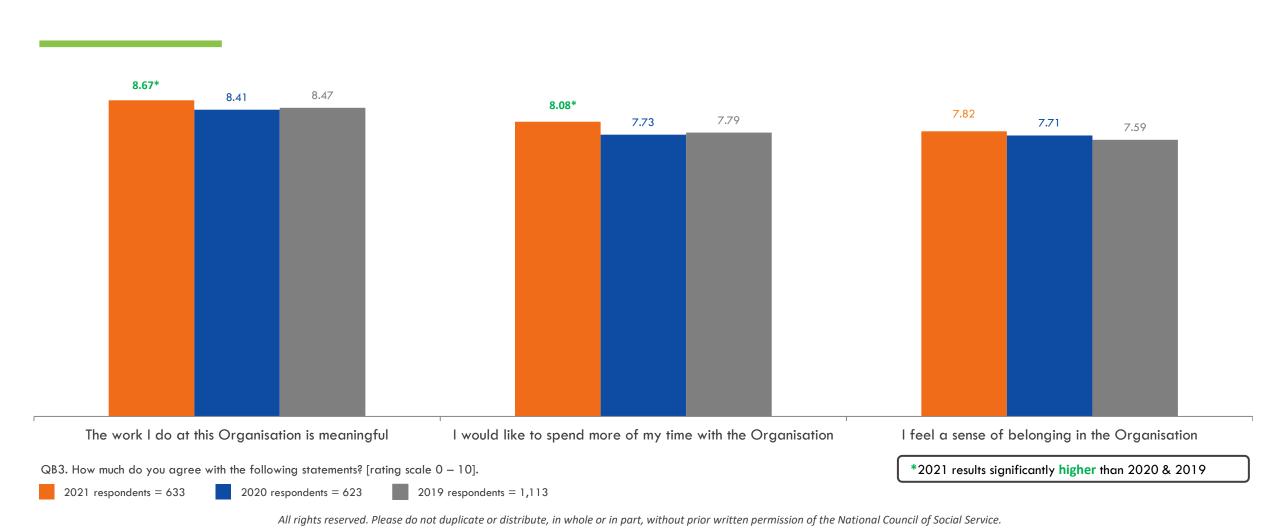
Volunteers are significantly happier with all aspects of their role compared to 2019.

Satisfaction with the amount of time spent volunteering with the Organisation has *improved significantly* from 2020. This is probably due to the resumption of some physical volunteering activities during the COVID-19 pandemic.



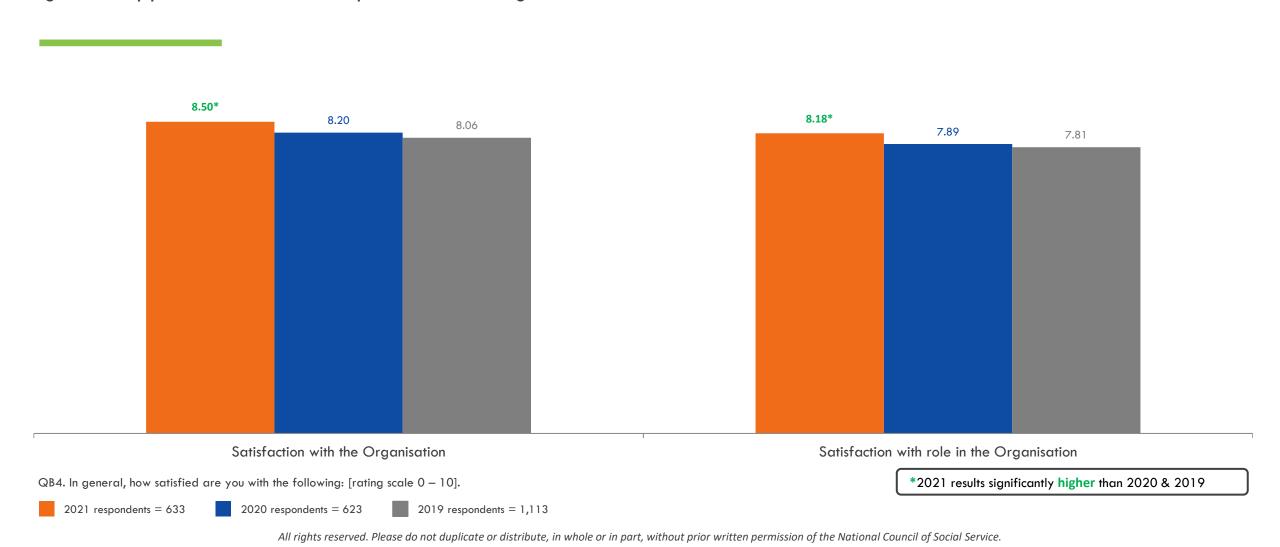
Volunteer perspective of the Organisation

Volunteers feel that the work is *significantly more* meaningful and are therefore willing to spend more time with the Organisation compared to 2019 and 2020.



Overall volunteer satisfaction

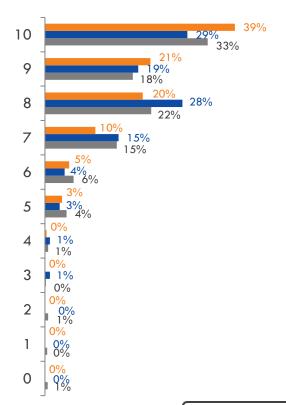
Volunteers are *significantly more* satisfied with their Organisation and their role compared to 2019 and 2020 as they have greater appreciation for most aspects of their Organisation.



Likelihood of recommendation

Volunteers are significantly more likely to recommend the Organisation to their friends and family compared to 2020 and 2019 as they are very satisfied with their Organisation (page 18).





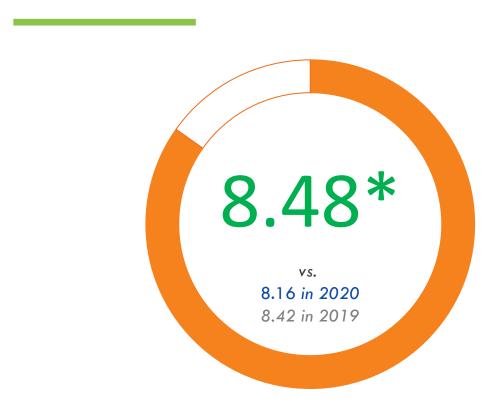
*2021 results significantly higher than 2020 & 2019

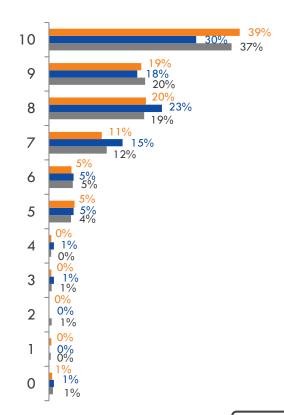
2021 respondents = 633 2020 respondents = 623

2019 respondents = 1,113

Willingness to continue volunteering

Volunteers are *significantly more* likely to continue volunteering than 2020 as they are very satisfied with their Organisation and experience, and they can resume some physical volunteering activities.





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

2021 respondents = 633

2020 respondents = 623

2019 respondents = 1,113

*2021 results significantly higher than 2020





The profile of volunteers has changed significantly, with the majority now being under 44 years of age. Mainly students or full time employed people.

Ref: slide 11

Key observations

These younger volunteers are strongly motivated by their belief in the value of the work their Organiation does.

This in turn drives satisfaction with the Organisation and a willingness to recommend it. Satisfaction with their own role within the Organisation remains very strong among volunteers.

Ref: slides: 14, 17, 18, 19, 20, 21



Recap: Volunteer Management Framework



Be Volunteer Ready

Conduct Needs Assessment 2

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 🛕



Support & Recognition



Review Volunteer Management 6

- Volunteer Appointment Letter
- Orientation Programme
- Training

- Supporting volunteers
- Recognising volunteers

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

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]



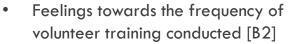
Recruit & Select Volunteers

3

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



On-boarding and Training 4



 Feelings towards the quality of volunteer training received [B2]



Support & Recognition

5

- 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]

[]: Question number

^{*}Factors in each step may also be included in another step

Introduction: methodology

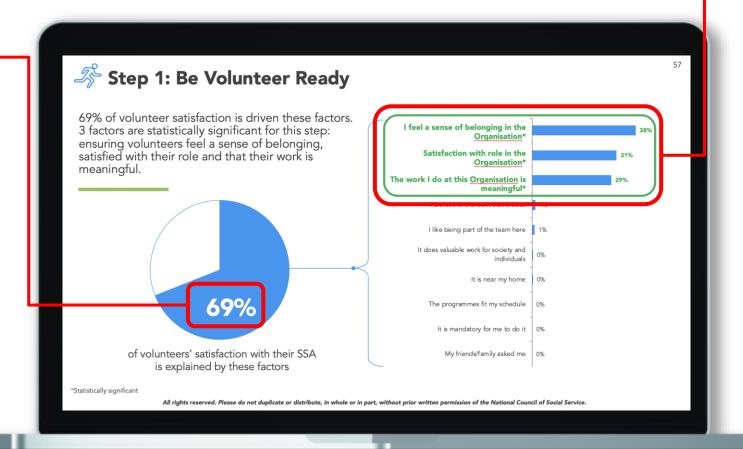
Shapley Regression* statistical analysis was performed among all respondents (including volunteers from mental health services & adult and family services) to determine which specific factors within each VMF step would increase volunteer satisfaction with the organisation and with their role.

*Please refer to the Appendix for more information

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.

that increasing the factor will increase satisfaction.

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

A positive number indicates

^{**}Please refer to the Appendix for more information

Key Highlights



1.

Steps 1, 4, 5, and especially
Step 6, 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 satisfaction with the work they do and creating a sense of belonging will increase satisfaction with their Organisation

Volunteers feel satisfied when their work is meaningful, they feel part of the team and they are heard.



3.



Improving programmes, training and feedback will increase satisfaction with their role

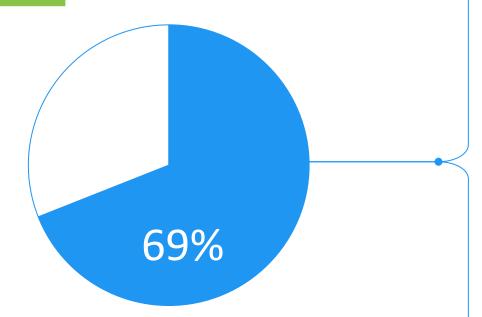
Volunteers feel satisfied with their role when their skills are utilised, programmes to be meaningful, they receive training and are appreciated.



Image credit: HCA Hospice Care x PSA Corporation Ltd

Step 1: Be Volunteer Ready

69% of volunteer satisfaction is driven these factors. 3 factors are statistically significant for this step: ensuring volunteers feel a sense of belonging, satisfied with their role and that their work is meaningful.

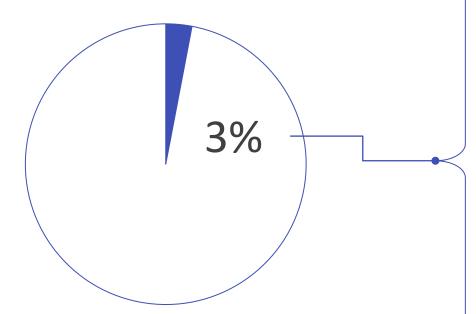


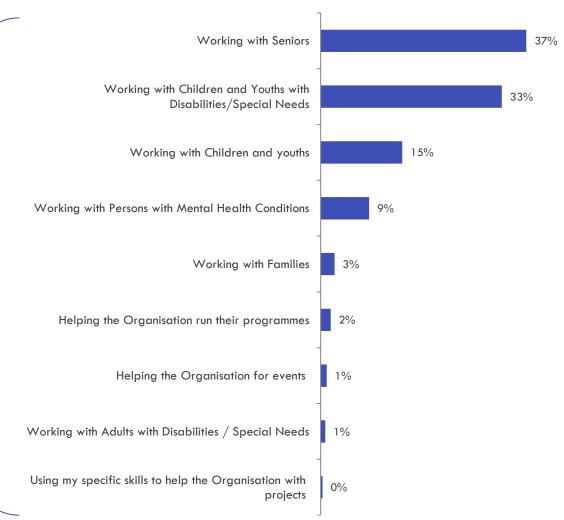


^{*}Statistically significant

Step 2: Conduct needs assessment

Only 3% 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.

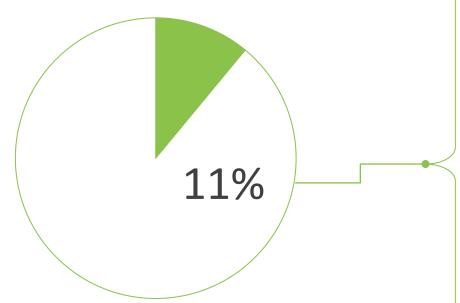




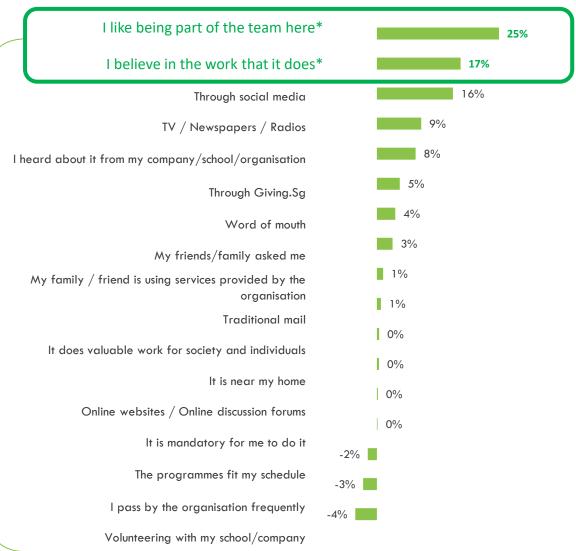


Step 3: Recruit & select volunteers

Only 11% 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.



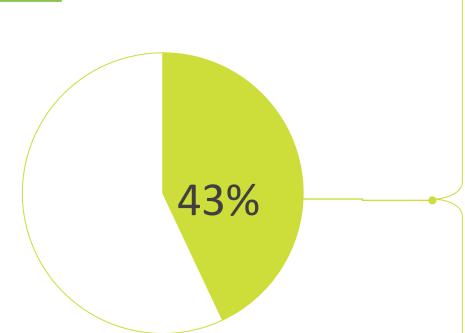
of volunteers' satisfaction with their organisation is explained by these factors

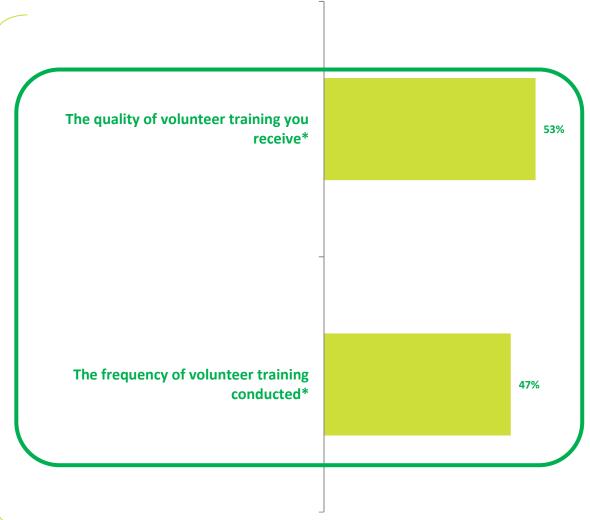


^{*}Statistically significant

Step 4: On-boarding and training

43% of volunteer satisfaction is driven by the quality and frequency of volunteer training received. Improving both will improve volunteer satisfaction.



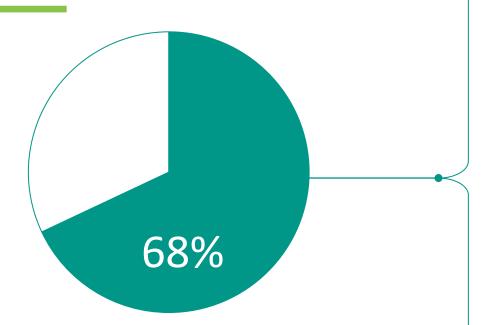


^{*}Statistically significant



Step 5: Support & recognition

68% of volunteer satisfaction is driven by factors relating to support & recognition. Volunteer appreciation, communication, availability of staff help and listening to volunteer feedback are the key factors for this step.



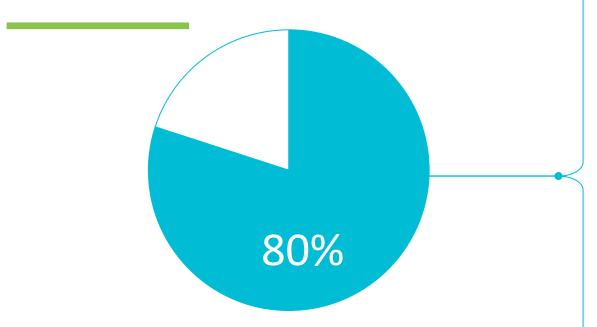


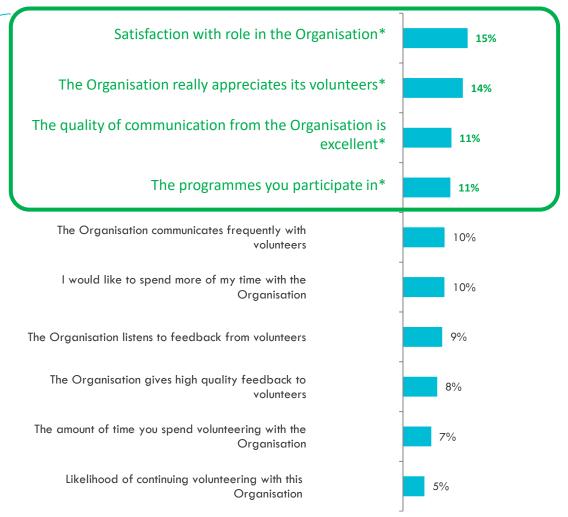
^{*}Statistically significant

V

Step 6: Review volunteer management

Improving satisfaction with volunteer role, volunteer appreciation, quality of communication and volunteer programmes will significantly increase volunteer satisfaction, as step 6 is the most important step in improving volunteer satisfaction.



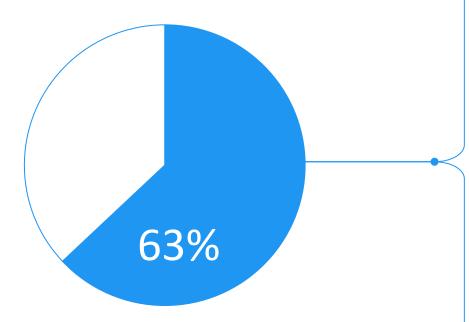


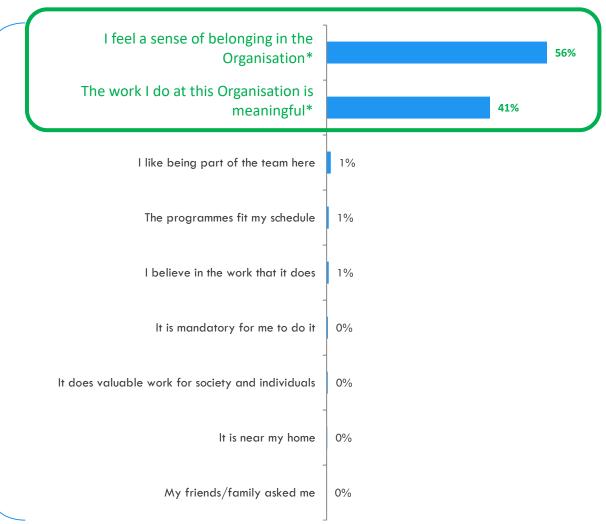
^{*}Statistically significant



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 organisation.

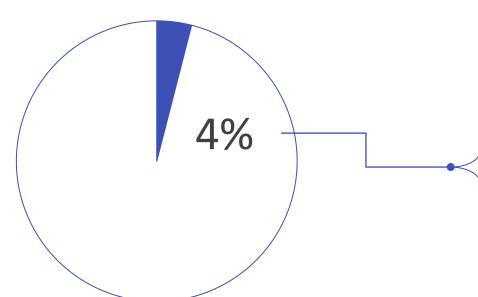


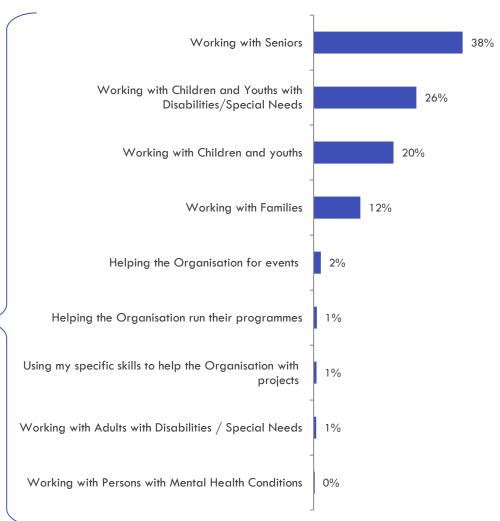


^{*}Statistically significant

Step 2: Conduct needs assessment

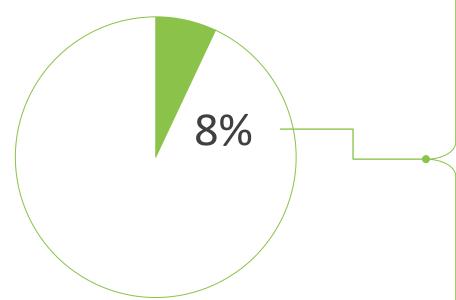
Only 4% of volunteer satisfaction with their role in the organisation is explained by these factors.



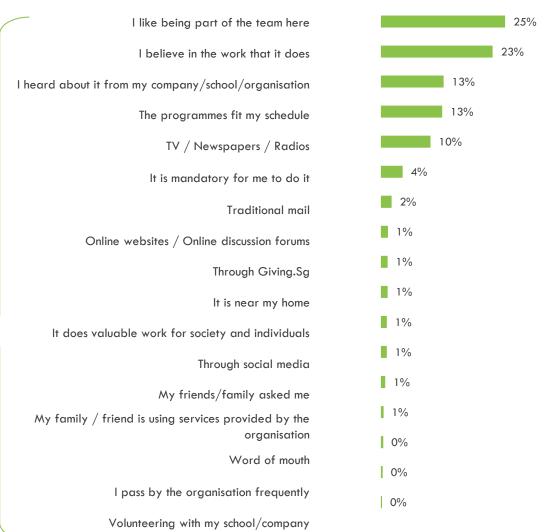




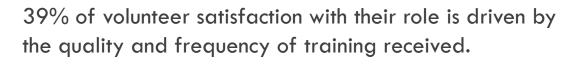
Step 3: Recruit & select volunteers

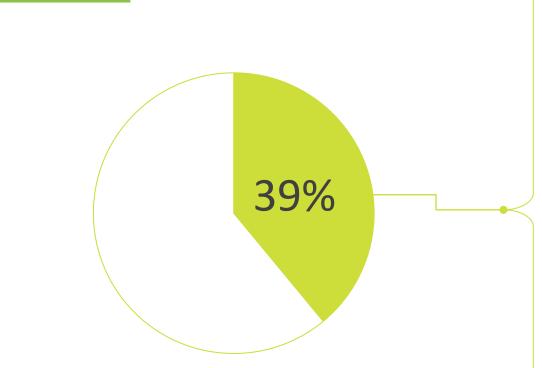


of volunteers' satisfaction with their role in the organisation is explained by these factors



Step 4: On-boarding and training

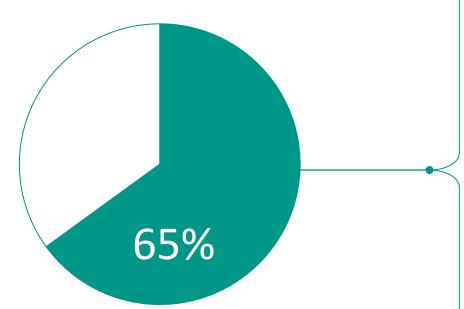


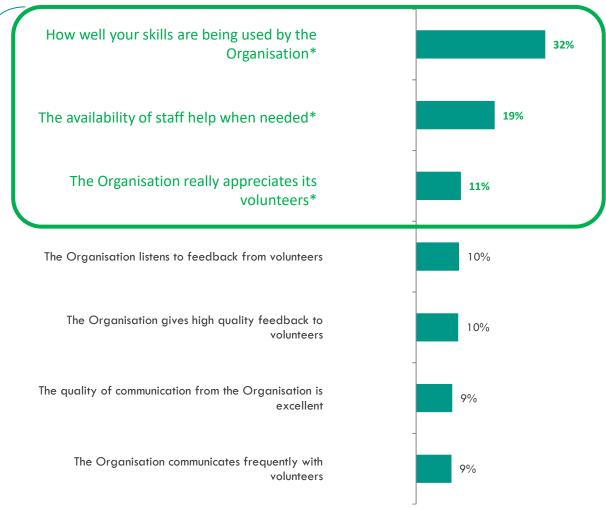




Step 5: Support & recognition

Utilisation of volunteers' skills, ensuring staff help is available and appreciating volunteers are key drivers in this step to improve volunteers' satisfaction with their role.



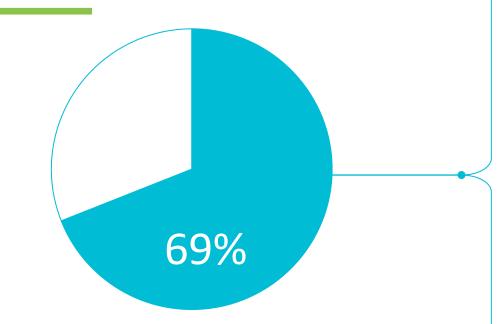


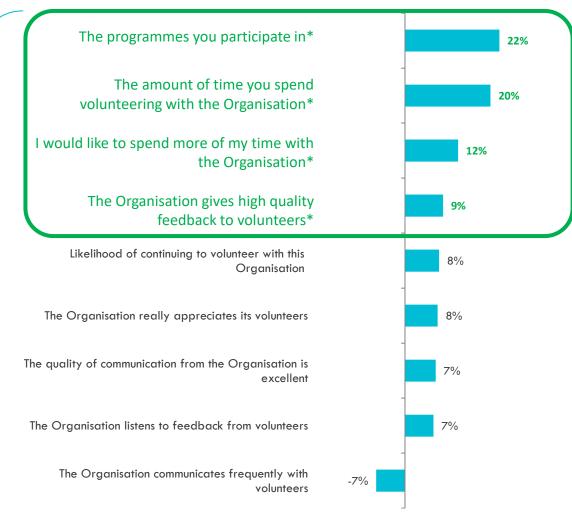
^{*}Statistically significant

Y

Step 6: Review volunteer management

Improving programmes, time spent volunteering and feedback will increase volunteer satisfaction with their role as these factors are statistically significant in driving volunteer satisfaction with their role.





^{*}Statistically significant



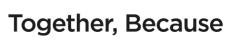
Acknowledgements

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.

Bethesda CARE Centre Daughters Of Tomorrow Limited SHINE Children and Youth Services Bizlink Centre Singapore Ltd Dementia Singapore Ltd. Singapore Association for Mental Health, The Bone Marrow Donor Programme, The Dover Park Hospice Singapore Cancer Society Calvary Community Care Epworth Community Services Singapore Hospice Council Care Community Services Society HCSA Community Services Singapore Indian Development Association (SINDA) Catholic Welfare Services, Singapore Morning Star Community Services Ltd. Stroke Support Station Centre for Fathering Limited Movement for the Intellectually Disabled of Singapore (MINDS) Children-At-Risk Empowerment Association Persatuan Pemudi Islam Singapura (PPIS) Youth Guidance Outreach Services	Babes Pregnancy Crisis Support Ltd.	Cornerstone Community Services	Ren Ci Hospital
Bone Marrow Donor Programme, The Dover Park Hospice Singapore Cancer Society Calvary Community Care Epworth Community Services Singapore Hospice Council Care Community Services Society HCSA Community Services Singapore Indian Development Association (SINDA) Catholic Welfare Services, Singapore Morning Star Community Services Ltd. Stroke Support Station Centre for Fathering Limited Movement for the Intellectually Disabled of Singapore (MINDS)	Bethesda CARE Centre	Daughters Of Tomorrow Limited	SHINE Children and Youth Services
Calvary Community Care Epworth Community Services Singapore Hospice Council Care Community Services Society HCSA Community Services Singapore Indian Development Association (SINDA) Catholic Welfare Services, Singapore Morning Star Community Services Ltd. Stroke Support Station Centre for Fathering Limited Movement for the Intellectually Disabled of Singapore (MINDS) Thye Hua Kwan Moral Charities Limited	Bizlink Centre Singapore Ltd	Dementia Singapore Ltd.	Singapore Association for Mental Health, The
Care Community Services Society HCSA Community Services Singapore Indian Development Association (SINDA) Catholic Welfare Services, Singapore Morning Star Community Services Ltd. Stroke Support Station Movement for the Intellectually Disabled of Singapore (MINDS) Thye Hua Kwan Moral Charities Limited	Bone Marrow Donor Programme, The	Dover Park Hospice	Singapore Cancer Society
Catholic Welfare Services, Singapore Morning Star Community Services Ltd. Stroke Support Station Movement for the Intellectually Disabled of Singapore (MINDS) Thye Hua Kwan Moral Charities Limited	Calvary Community Care	Epworth Community Services	Singapore Hospice Council
Centre for Fathering Limited Movement for the Intellectually Disabled of Singapore (MINDS) Thye Hua Kwan Moral Charities Limited	Care Community Services Society	HCSA Community Services	Singapore Indian Development Association (SINDA)
Centre for Fathering Limited Singapore (MINDS) Thye Hua Kwan Moral Charities Limited	Catholic Welfare Services, Singapore	Morning Star Community Services Ltd.	Stroke Support Station
Children-At-Risk Empowerment Association Persatuan Pemudi Islam Singapura (PPIS) Youth Guidance Outreach Services	Centre for Fathering Limited	•	Thye Hua Kwan Moral Charities Limited
	Children-At-Risk Empowerment Association	Persatuan Pemudi Islam Singapura (PPIS)	Youth Guidance Outreach Services













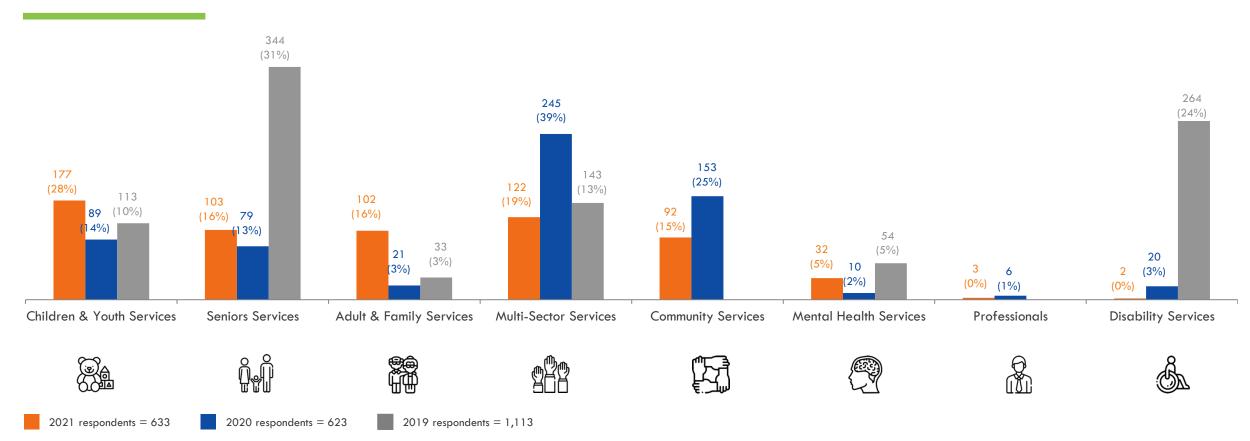




Response rate by sub-sector

Detailed sub-sector analyses for the Children & Youth, Multi-Sector, Seniors, Adult & Family, and Community Services sub-sectors will be shown in the upcoming section.

Please note that results from the Mental Health Services, Professionals, and Disability Services sub-sectors are excluded due to very small sample sizes.



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Key Highlights

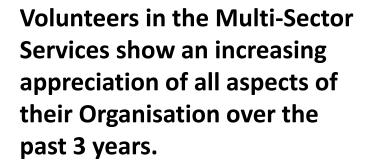


1.

Appreciation of the value of the work done by the Organisation is the main driver for volunteerism across all sub-sectors.

Overall satisfaction among volunteers with their role and their Organisation continues to be strong, as does their willingness to to recommend.

2.



Volunteers in Multi-Sector Services also have increased satisfaction with their role and are more willing to recommend their Organisation.



3.



Some specific weaknesses in the Community and Children & Youth Services sub-sectors.

There is a clear dip in sentiments related to communications in the Community Services sub-sector.

Volunteers in the Children & Youth Services sub-sector rate all aspects of their role slightly lower in 2021 vs. 2020.

Volunteer Profiles*

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

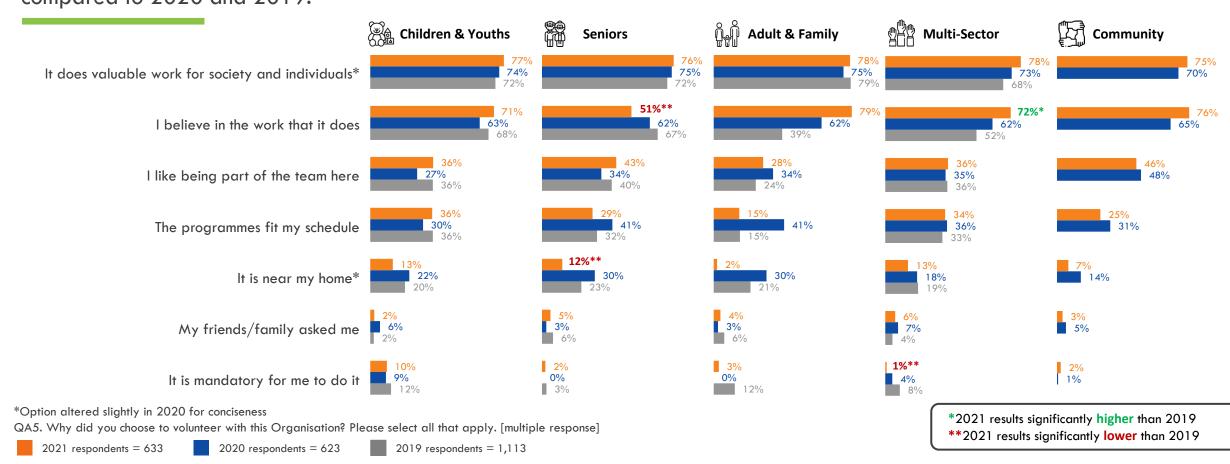
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Image credit: Youth Corps Singapore

Reasons for volunteering

Appreciation of the value of the work by the Organisation continues to be the main driver for volunteerism across all subsectors. Belief in the work is *significantly higher* in the Multi-Sector Services sub-sector compared to 2019.

However, there is a *significant dip* in 'believe in the work' as a reason for volunteering in the Seniors' Services sub-sector compared to 2020 and 2019.



Channels leading to the awareness of Organisation*

Word of mouth continues to be the primary channel of awareness. Company/school/organisation has significantly increased in importance for the Multi-Sector Services sub-sector.

Social media has also significantly increased in importance for the Seniors' Services sub-sector from 2019.

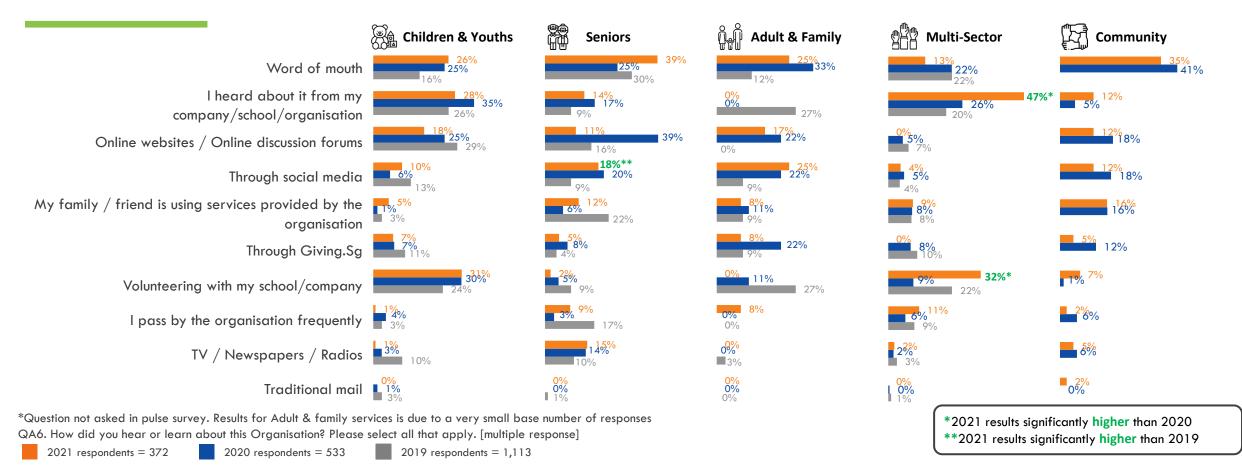


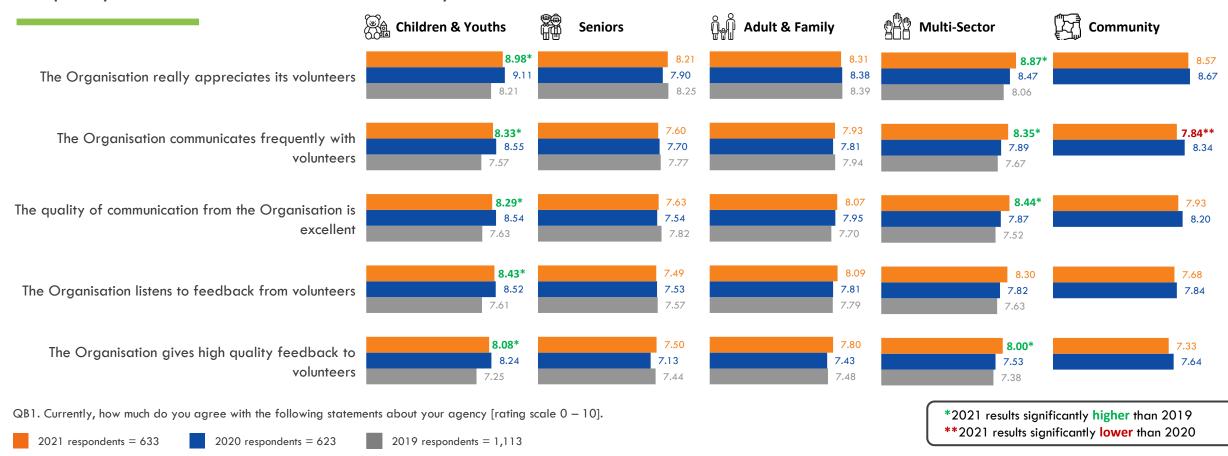


Image credit: St Luke's ElderCare x Aileron Wellness

Evaluation of the Organisation

Volunteers in the Multi-Sector Services sub-sector have an increasing appreciation of all aspects of their Organisation over the past 3 years.

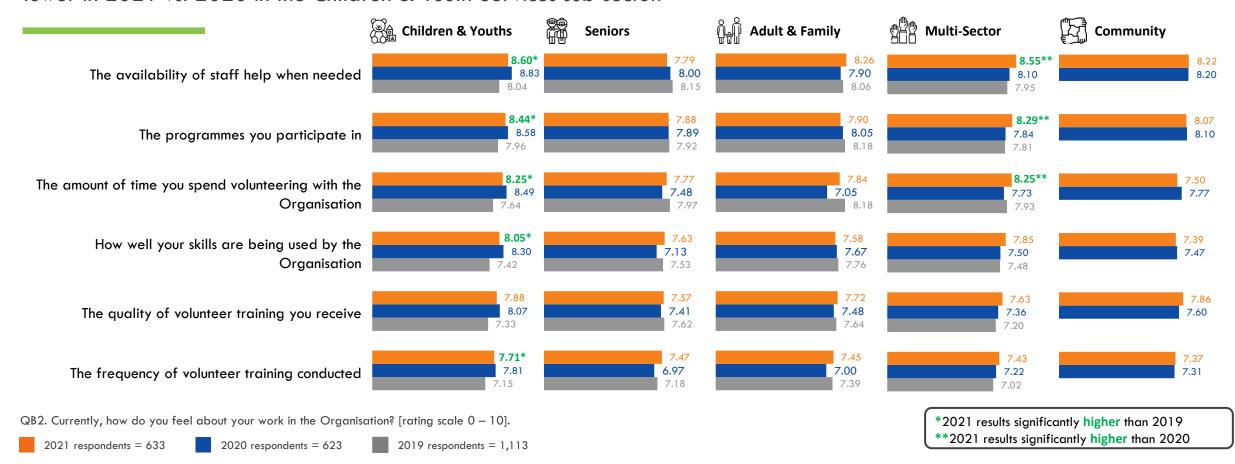
Most other sub-sectors show similar values as in 2020 and 2019. However, there is a *significant dip* in sentiments towards the frequency of communication in the Community Services sub-sector.



Evaluation of the volunteer role

Volunteers in the Multi-Sector Services sub-sector have an increasing appreciation of all aspects of their own role over the past 3 years.

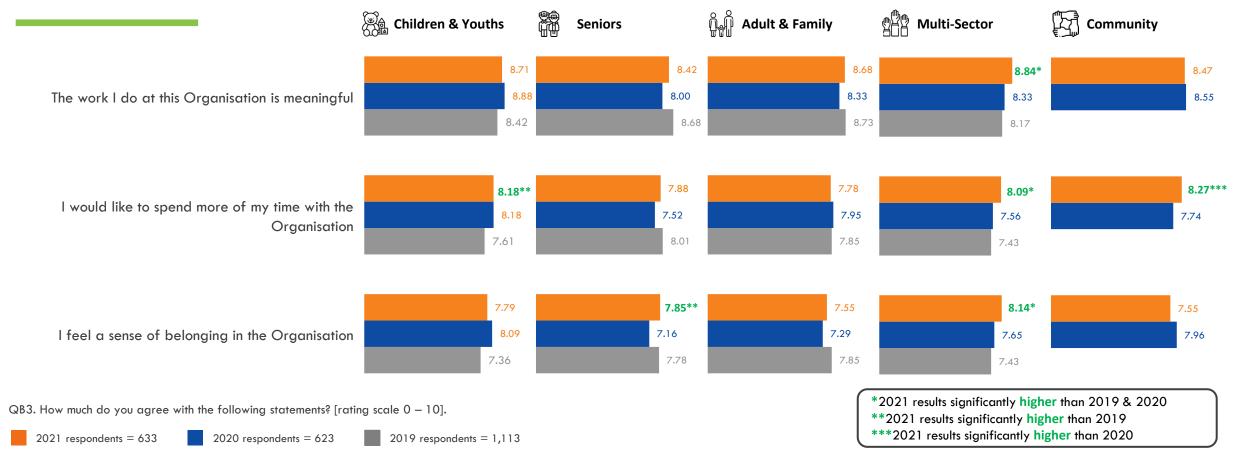
Most other sub-sectors show similar values as in 2020 and 2019. However, volunteers rate all aspects of their role slightly lower in 2021 vs. 2020 in the Children & Youth Services sub-sector.



Volunteer perspective of the Organisation

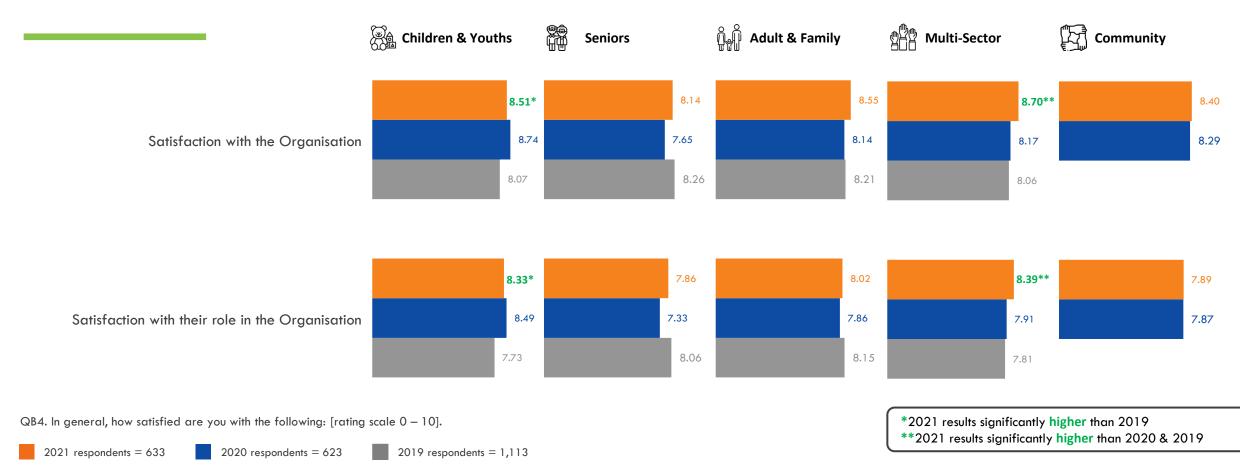
There is a significant increase in volunteers wanting to spend more time with their Organisation across all sub-sectors.

There is a *significant increase* in appreciation across all aspects among volunteers in the Multi-Sector Services sub-sector compared to 2020 & 2019.



Overall volunteer satisfaction

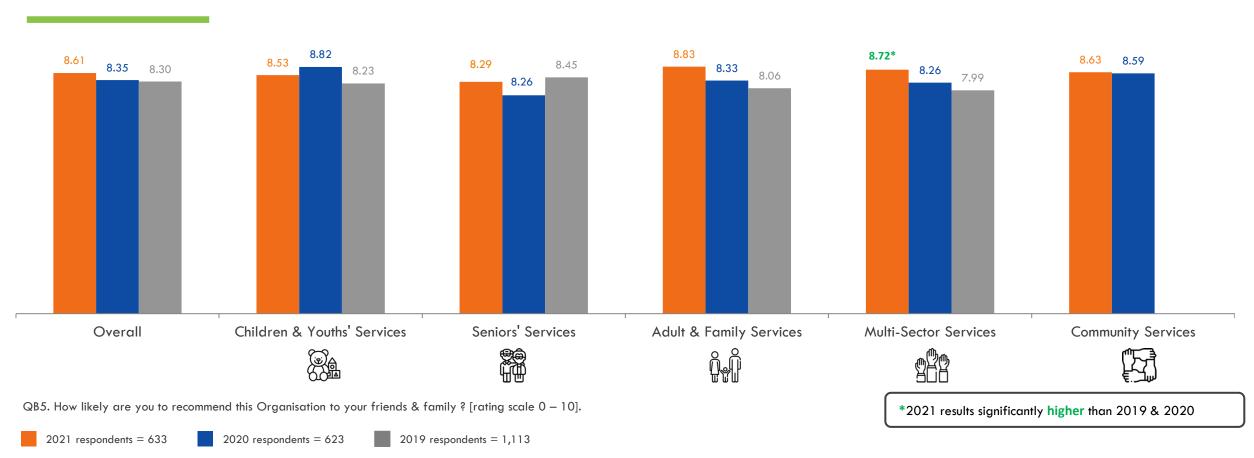
Satisfaction with the Organisation and their own role remains high among volunteers across all sub-sectors. Again, Multi-Sector Services is particularly strong, but Children & Youth Services shows a little decline versus 2020.



Likelihood of recommendation

Likelihood to recommend their Organisation to friends and family has increased overall.

There is a *significant increase* in the willingness to recommend among volunteers in the Multi-Sector Services sub-sector compared to 2019 and 2020. Seniors' Services and Adult & Family Services sub-sectors also show strength versus 2020.

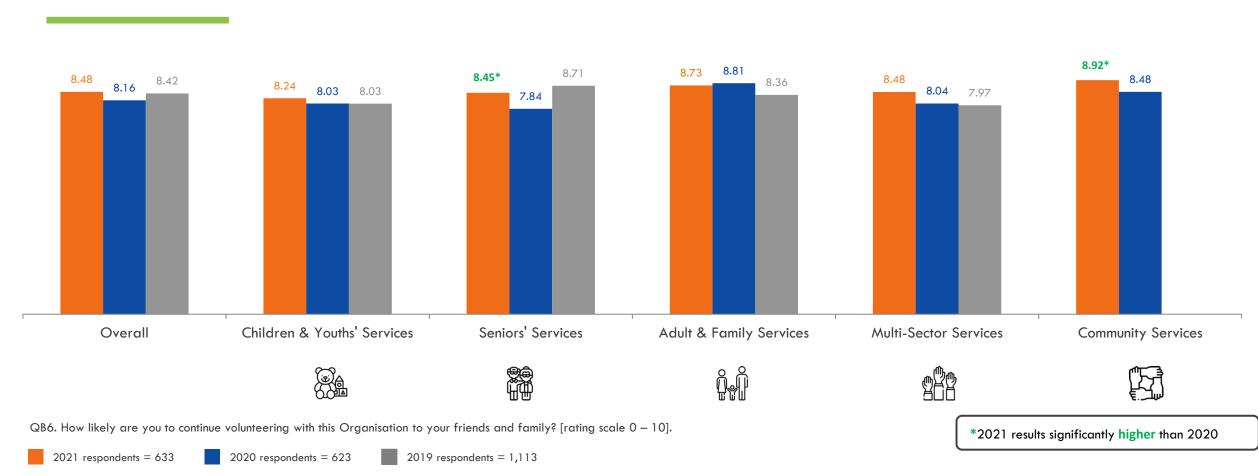


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Willingness to continue volunteering

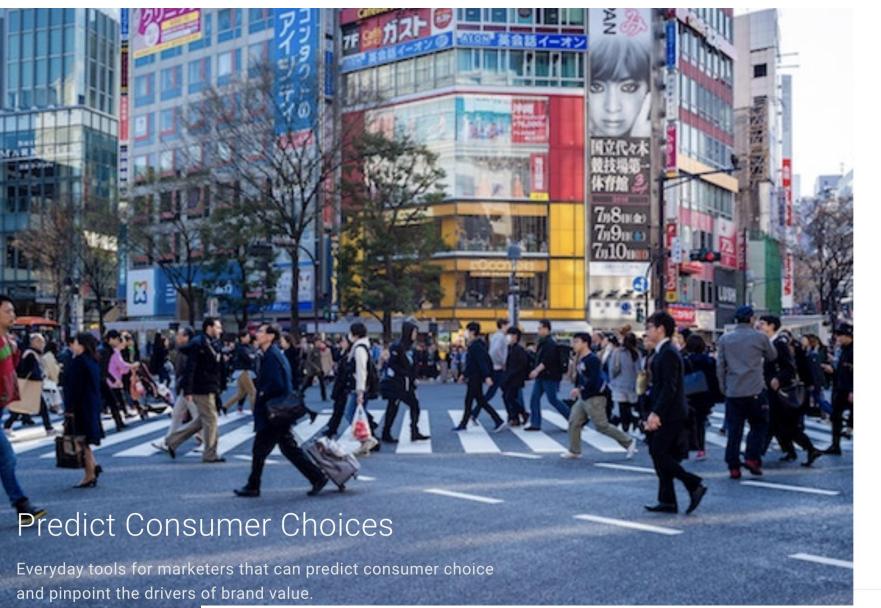
Willingness to continue volunteering is similar or slightly higher than 2020 across almost all sub-sectors.

There is a *significant increase* in willingness to continue volunteering among volunteers in the Seniors' & Community Services sub-sectors compared to 2020.

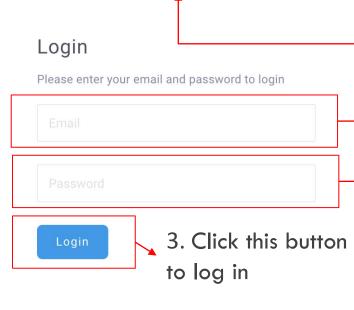




Log in



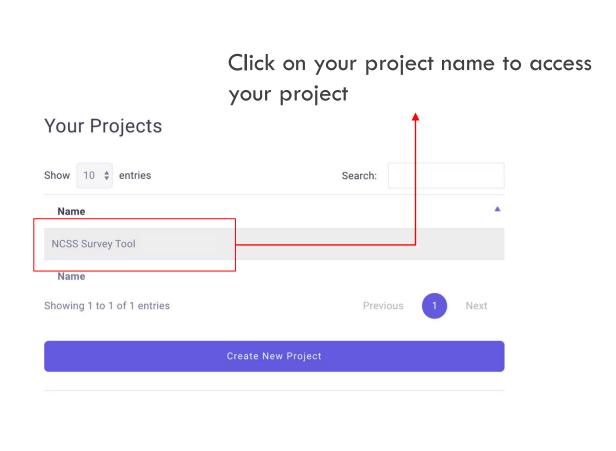
1. Enter your username (email address) here



2. Enter your password here

After log in you will see this page





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

#	PSID	PID	Timestamp	Duration	Valid	Terminated	Images		
1			2020-05-27T04:00:48.384Z	1 mins 47 secs	-	-		View	X
2			2020-06-02T02:15:47.766Z	3 mins 44 secs	-	-		View	X
3			2020-06-03T02:24:30.205Z	10 mins 43 secs	-	-		View	X
4			2020-06-03T02:28:17.666Z	22 mins 30 secs	-	-		View	X
5			2020-06-04T03:54:26.228Z	18 mins 0 secs	-	-		View	X
6			2020-06-04T11:52:49.360Z	6 mins 6 secs	-	-		View	X
7			2020-06-16T04:14:34.246Z	16 mins 42 secs	-	-		View	X
8			2020-06-16T04:15:13.096Z	1 mins 35 secs	-	-		View	X
9			2020-06-16T04:27:48.809Z	1 mins 45 secs	-	-		View	Х





Together, Because SG Cares



Reach out to the NCSS Volunteer Resource Optimisation team at <u>Volunteer_Resource@ncss.gov.sg</u> for any help or clarifications regarding this publication.

You may also visit the Volunteer Resource Hub at this <u>link</u> or scan this QR Code to access more resources on volunteer management.