

Volunteer Management Maturity Matrix (VMM Matrix)

Information Kit

Published November 2022

Questions your agency might be asking....

How can I **integrate** volunteer management into my overall organisational strategy?

How do I know which volunteer management processes have been **formally defined and documented** in my agency?

How can my agency **consistently** attract and retain volunteers to meet our needs?

What are the areas in volunteer management which my agency should **enhance**?

What are the areas in volunteer management which are working well within my agency, and I could **share** with other agencies?



VMM Matrix transforms your agency's Volunteer Management as part of Organisational Health

The VMM Matrix complements the [Organisational Health Framework for Social Services \(OHFSS\)](#) assessment, and is applicable for any agency that engages with volunteers. The VMM Matrix is a digital self-assessment tool which allows your agency to ascertain your strengths and gaps in volunteer management practices, and receive recommendations to better strategically plan and deploy volunteers. The VMM Matrix will also provide your agency with sectoral benchmarks of the robustness of volunteer management practices.



OHFSS has 7 Domains & 32 Sub-Domains. VM is a sub-domain under the People domain and includes 3 assessment questions.

VMM Matrix provides a data-driven approach to catalyse 4ST¹ strategic outcomes in your agency

Together, Because  Cares



Refreshed 4ST

Vision: Every person empowered to live with dignity in a caring and inclusive society

[NEW] Key Thrust 4



Future-directed social service sector

4ST ROADMAP FOR THE SOCIAL SERVICE SECTOR 2022-2026



Driving your agency to consistently review and improve your VM practices for volunteer continuity to meet forward plans and emerging needs

[Revised] Key Thrust 1

Empowered and included individuals, families, and communities

Strengthening VM to better support your agency's programmes for service delivery

[Revised] Key Thrust 2



Effective and impactful social purpose entities

Improving VM practices to strengthen organisational health and expand overall manpower capacity of your agency

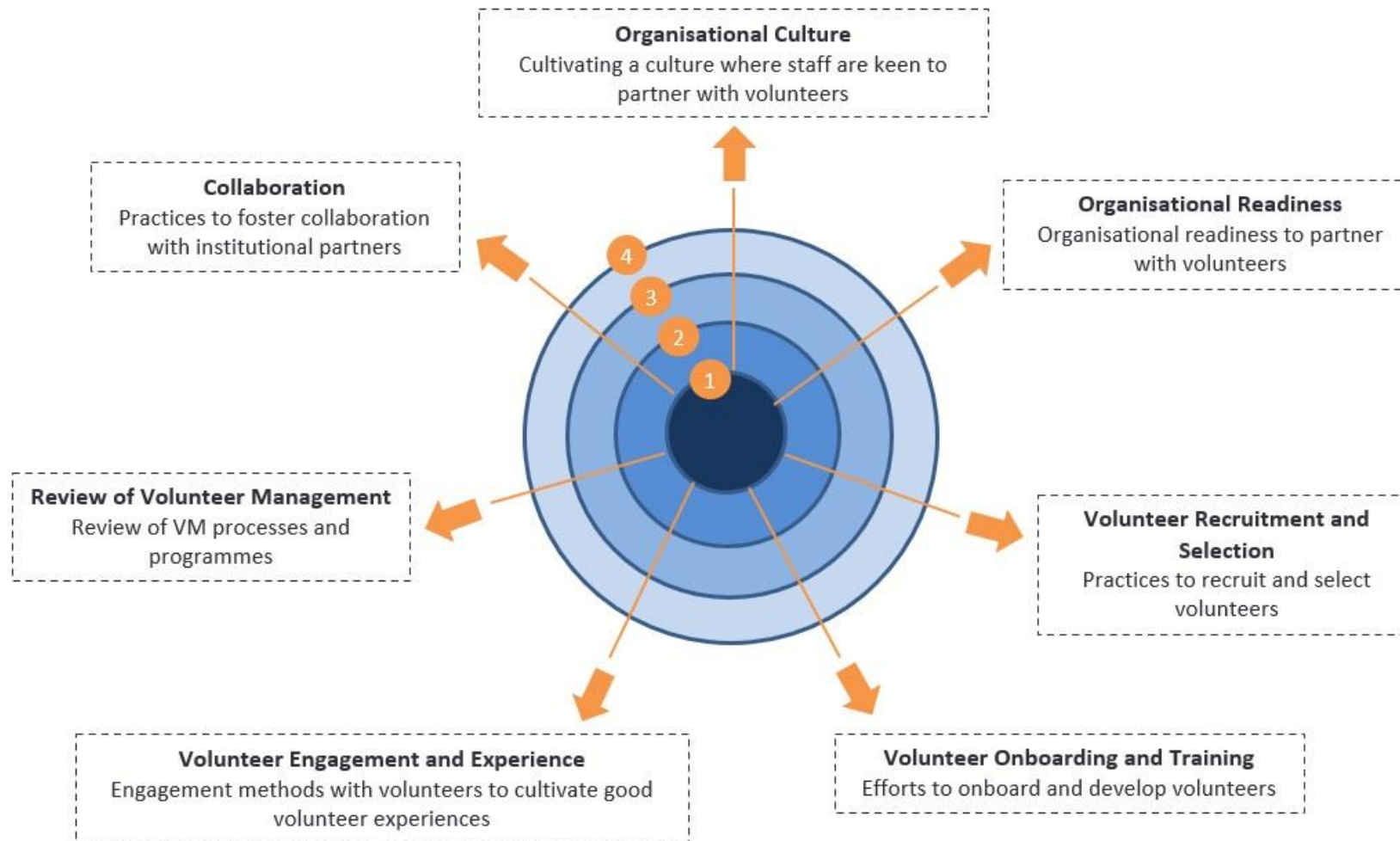
Key Thrust 3

Caring, collaborative and impactful social service ecosystem

Driving your agency to consistently review and improve your VM practices to meet present and future needs with stronger pipeline of volunteers

¹4ST refers to the [NCSS Social Service Sector Strategic Thrusts \(4ST\)](#). The refreshed 4ST (2022-2026) was launched during the NCSS Social Service Summit in July 2022.

VMM Matrix covers 7 Key Areas¹ across the Volunteer Management Framework



¹There are 35 practices under these 7 key areas. Please refer to Annexes [1](#) to [7](#) for further details of these practices.

VMM Matrix anchors on a 4-level proficiency model

Let's start to improve this area to **be more consistently practiced**

Good start! Your agency may be achieving good outcomes but **may not sustain them if there are changes in staff managing the volunteers**

Good Job! Your agency will be achieving sustained good outcomes. Let's continue improving this practice to **better meet future needs and trends!**

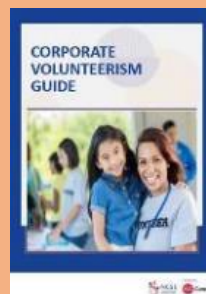
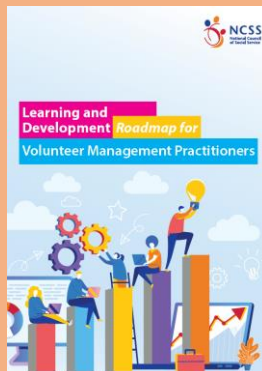
Level 3 is the desired level that your agency should aspire to be at.

Great Job! Your agency is ensuring good outcomes are **sustained, scalable and constantly adapting to meet future needs and trends.**

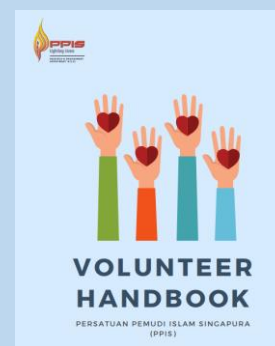
Level 1 Limited	Level 2 Developing	Level 3 Established	Level 4 Optimised
VM practice is			
<ul style="list-style-type: none">• Non-existent or practised inconsistently	<ul style="list-style-type: none">• Practised consistently, but is not formally defined and documented	<ul style="list-style-type: none">• Formally defined and documented• Practised consistently• Staff are actively reminded/ informed to implement the practices	<ul style="list-style-type: none">• Formally defined and documented• Practised consistently• Staff are actively reminded/ informed to implement the practices• Reviewed and improved consistently to achieve effective outcomes

VMM Matrix helps to consolidate and recommend relevant VM resources for your agency

NCSS Resources



Community Resources



Overseas Resources



Why use VMM Matrix?



- 1 It will facilitate a more data-driven and holistic approach in strengthening your agency's VM capabilities to yield stronger volunteerism outcomes such as higher volunteer satisfaction and increase in regular volunteers.



- 2 It will help your agency identify any gaps in the way you handle volunteers, and receive guidance to address the issues. This could include recommendations such as VM Clinics, Consultancy and local and international VM resources to address the identified gaps.



- 3 It will allow your agency to benchmark the robustness of your volunteer management practices vis-à-vis the social service sector. This will help encourage and foster cross-sector learnings and sharing of best VM practices.

Holistic assessment of current state should be performed, by using VMM Matrix together with tools that measure volunteerism outcomes

Stronger VM capabilities



Stronger volunteerism outcomes

Assess the robustness of your agency's VM practices

- VMM Matrix

VMM Results

Below is a summary of the results of your agency's Maturity Assessment. The table lists your average maturity level for each of the 7 areas of volunteer management. Areas with a score closer to 4 are current strengths, while areas with lower scores have opportunity for improvement.

S/N	Dimensions	Your Score	Baseline
1	ORGANISATIONAL CULTURE	3.5	3.0
2	ORGANISATIONAL READINESS	3.3	3.0
3	VOLUNTEER RECRUITMENT AND SELECTION	3.2	3.0
4	VOLUNTEER ONBOARDING AND TRAINING	3.8	3.0
5	VOLUNTEER EXPERIENCE AND ENGAGEMENT	3.6	3.0
6	REVIEW OF VOLUNTEER MANAGEMENT	2.8	3.0
7	COLLABORATION	3.0	3.0

Measure volunteerism outcomes achieved

- Eg. Volunteer satisfaction levels:
[NCSS Volunteer Engagement Tool \(VET\)](#)



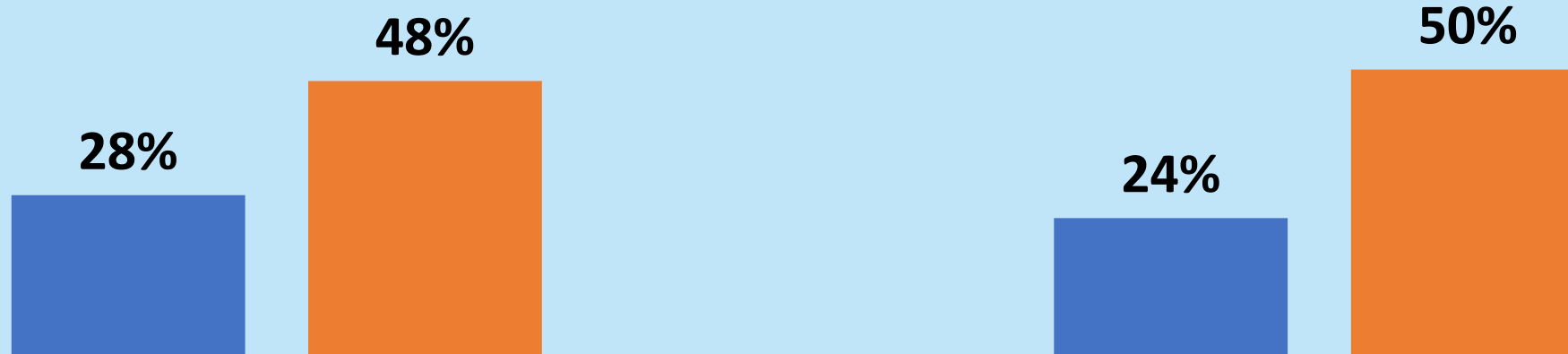
Insights from
NCSS Volunteer
Engagement
Tool 2021

Agencies achieve stronger volunteerism outcomes with more robust VM practices¹

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% of SSAs that agree/strongly agree¹



My agency is able to recruit and deploy a sufficient number and quality of volunteers to meet my organisational needs

My agency is able to retain a sufficient number and quality of volunteers to meet my organisational needs

■ SSAs that do not have VM practices and engage volunteers (n = 46)

■ SSAs that have VM practices (n = 156)

¹Data source: NCSS Social Service Sector Survey on Volunteer Management 2021

When should VMM Matrix be done?



The VMM Matrix can be done anytime. Agencies are encouraged to do it annually to track their progress and incorporate the necessary measures as they plan and develop their annual VM workplan.

4-step process to complete VMM Matrix



1 Step 1: Assigning a VM Lead

Your agency should assign a Volunteer Management Lead (ie. volunteer management staff or equivalent) to familiarise with the VMM Matrix by understanding the 35 practices listed.

2 Step 2: Selecting stakeholders and discussing your volunteer management practices

The VM Lead should brief the Chief Executive Officer/Executive Director (CEO/ED) about the VMM Matrix.

The VM Lead then identifies relevant internal stakeholders (eg. the programme staff and centre managers) to discuss how the 35 practices are conducted in the agency based on the four levels in the VMM Matrix.

3 Step 3: VM Lead completes the VMM Matrix

4 Step 4: VM Lead receives the report and shares findings with the CEO/ED and other relevant stakeholders to discuss next steps



How should VMM Matrix be completed?

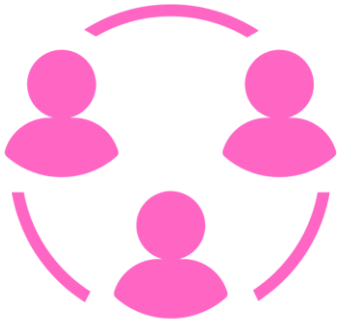
1 At a whole-of-agency/organisational level

This is because conducting the assessment of VM practices across different centres, will help your agency improve its capabilities to deliver a better volunteering experience for volunteers across various centres.

If your agency has multiple centres with varying VM practices, you can choose to:

- i) Gather staff across different centres, to discuss and select the most appropriate and aggregated level for VM practices
- ii) Complete the VMM Matrix at a centre level, if there are vast differences in VM practices expected across centres (*In choosing this option, you can indicate your centre name when completing the VMM Matrix*)

If VM practices are highly differentiated across centres, your agency should analyse the VMM Matrix results of each centre and as part of your VM workplan, cross share best practices and try to standardise the VM practices across different centres in the upcoming year.



How should VMM Matrix be completed?

2

If your agency is also a SG Cares Volunteer Centre¹ (VC), you should complete the VMM Matrix twice in the capacity of a: (i) SSA and (ii) VC.

An SSA that is running a VC would engage volunteers from other agencies, and perform key roles such as building volunteer capacity and fostering community partnerships to meet the community's needs. We therefore recommend that an SSA which runs a SG Cares VC assess their VM processes as a VC.

If the SSA also separately engages volunteers for their own agency's needs, they should also then assess their VM processes separately as an SSA.

To submit VMM Matrix responses in a SSA capacity, you can select the name of your SSA, under "Name of Organisation" in the VMM Matrix. To submit VMM Matrix responses in a VC capacity, you can select "SG Cares@(Name of your VC's town (Eg. Ang Mo Kio))", under "Name of Organisation" in the VMM Matrix.

¹SG Cares VCs are community-based organisations appointed by the Ministry of Culture, Community and Youth (MCCY) to coordinate resources and volunteerism efforts at the town-level. The SG Cares VC helps to bring together different community partners, to better match resources to the needs of the community.



How long does it take to complete VMM Matrix?



Excluding discussions with your internal stakeholders, the VMM Matrix will take approximately **20 minutes** to complete the form. You can save a draft version anytime and use the digital form to discuss.

Try out the VMM Matrix!

Scan the QR code or click on the link to **access the assessment tool!**



<https://go.gov.sg/ncss-vm-maturity-matrix>

[Assessment Tool](#)

NCSS will also be organising a webinar, **NCSS Volunteer Management Maturity Matrix : Transforming Volunteer Management Capabilities In Your Agency**, for agency heads and volunteer management practitioners on 8 December 2022 from 4pm to 5:30 pm! Join us at the webinar to learn about the strategic importance of having robust VM practices, and how you can use the VMM Matrix to transform VM in your agency. Sign up [here!](#)



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If you have questions about the VMM Matrix, you can refer to the VMM Matrix [Likely Asked Questions \(LAQs\)](#). Feel free to reach out to the NCSS Volunteer Resource Optimisation (VRO) team at volunteer_resource@ncss.gov.sg as well! 😊





At New Hope, volunteers play a pivotal role in catalysing what we do. To enable sustained volunteerism with positive volunteer experience, it is important for charities to continually strengthen their Volunteer Management (VM) capabilities and have robust VM practices & processes.


– Pastor Andrew Khoo
(CEO, New Hope Community Services)



To ensure different segments of volunteers are engaged and developed to their fullest potential, robust volunteer management practices are needed so social service practitioners have best practices to adhere to.

– Ms Elysa Chen
(Executive Director,
CampusImpact)



Together, Because 



Volunteers are invaluable advocates for social service agencies. A strong volunteer management framework can help fully harness the power of volunteers, indirectly strengthening communities and advancing the cause of the agency.

– Mr Gasper Tan
(Chief Executive,
Samaritans of
Singapore)

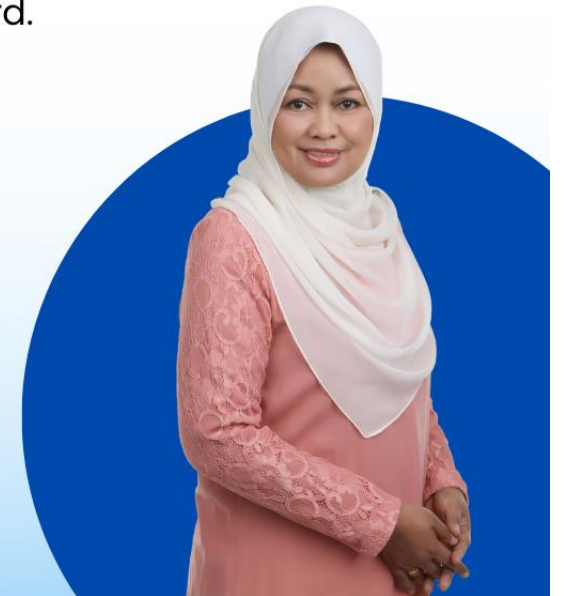


Together, Because 



Since developing our organisation's volunteer management framework together with NCSS, we were able to harness the expertise of our volunteers in various fields and enhance our engagement of volunteers. We see endless potential in our volunteers who will be part of PPIS' journey moving forward.

– Ms Tuminah Sapawi
Chief Executive Officer,
Persatuan Pemudi Islam
Singapura (PPIS)



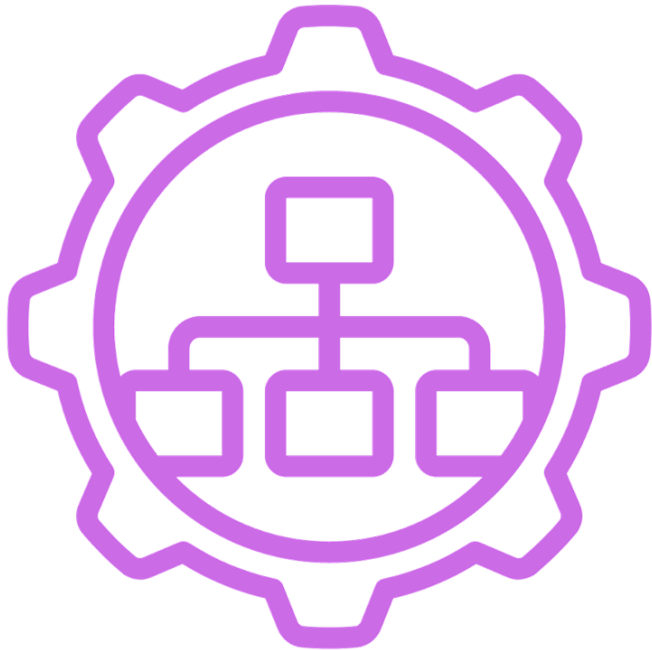
Annex

Annex 1: VMM Matrix - Organisational Culture (4 volunteer management practices)



S/N	Practices
1	Our leadership team demonstrates and communicates the importance of partnering with volunteers and building a volunteer-friendly culture within the agency.
2	We assess our culture (e.g. through feedback survey, interviews) to review staff and leadership buy-in for volunteer partnership.
3	We have clear statements which demonstrate our commitment to volunteer partnership which are reinforced to staff and volunteers through communication.
4	We equip our staff to be able to work effectively with volunteers (e.g. through training, coaching).

Annex 2: VMM Matrix - Organisational Readiness (7 volunteer management practices)



S/N	Practices
1	We have a volunteer vision, strategic purpose, and plan for volunteer partnership.
2	We have policies which support our volunteer programme including Volunteer Code of Conduct, Risk and Insurance Liability and Personal Data Protection policies.
3	We allocate a dedicated budget for volunteer management.
4	We have a dedicated volunteer management team / individual.
5	We conduct regular needs assessment and proactively seek out new opportunities for volunteers to partner with our agency.
6	We conduct risk assessment for volunteer partnership and put in place mitigation strategies.
7	We have a volunteer continuity plan to facilitate continued volunteer partnership during crises.

Annex 3: VMM Matrix - Volunteer Recruitment and Selection (6 volunteer management practices)



S/N	Practices
1	We have established channels for volunteer recruitment across a diverse range of platforms, including online platforms and social media.
2	We have clear volunteer position descriptions, outlining tasks, responsibilities, and the desired volunteer profile.
3	We have a systematic and user-friendly volunteer application process.
4	We have a volunteer screening process with clearly defined criteria which may be differentiated for volunteer roles.
5	We maintain an up-to-date volunteer database to facilitate the matching, training, and engagement of our volunteers.
6	We have a process to match volunteers to roles based on their interest, skills, and the needs of the agency.

Annex 4: VMM Matrix - Volunteer Onboarding and Training (4 volunteer management practices)



S/N	Practices
1	We have processes to appoint new volunteers, to outline their volunteer role, responsibilities, and terms of service (e.g. issue appointment letter).
2	We have processes to orientate and inform new volunteers of agency policies, code of conduct and other relevant information.
3	We conduct training needs assessment to identify the training volunteers require to perform their roles.
4	We equip our volunteers with the appropriate skills and knowledge for their volunteering role (e.g. training).

Annex 5: VMM Matrix - Volunteer Experience and Engagement (5 volunteer management practices)



S/N	Practices
1	We have initiatives/programmes that provide volunteers with development opportunities (e.g. role rotation, role expansion, training programmes).
2	We have volunteer progression pathways which set out how volunteers can grow their skills and/or enhance their roles (e.g. volunteer leadership pathway).
3	We provide our new volunteers with an appropriate level of support and guidance (e.g. mentorship by staff/experienced volunteer).
4	We have initiatives to recognize and appreciate volunteer contribution (e.g. volunteer appreciation events).
5	There are channels for volunteers to highlight concerns or conflicts to facilitate prompt conflict resolution.

Annex 6: VMM Matrix - Review of Volunteer Management (4 volunteer management practices)



S/N	Practices
1	We have processes to understand volunteer satisfaction levels and identify potential areas of improvement (e.g. volunteer feedback survey).
2	We conduct performance feedback reviews with volunteers to provide feedback on their contribution, understand their volunteering experience and developmental goals.
3	We have processes to put in place performance indicators to measure and track the success of our volunteer programme and identify areas of improvement.
4	We have exit management processes for volunteers who leave our agency, including exit interviews and volunteer dismissal guidelines.

Annex 7: VMM Matrix - Collaboration (5 volunteer management practices)



S/N	Practices
1	Our leadership team communicates the importance of and dedicates resources to building partnership with other organisations (e.g. corporates, institutions, Volunteer Centres) in achieving our volunteer partnership goals.
2	We proactively explore volunteer opportunities with new and existing partners/partner organisations.
3	We dedicate time and resources to build long-term relationships in volunteering with our partners/partner organisations.
4	We measure and track the success of our collaboration with organisational partners (e.g. other SSAs, Volunteer Centres, Corporates) in volunteer management and to identify areas of improvement.
5	We obtain feedback from our partners on a regular basis to assess the partnership experience and identify areas of improvement.