Volunteer Management Maturity Matrix (VMM Matrix)
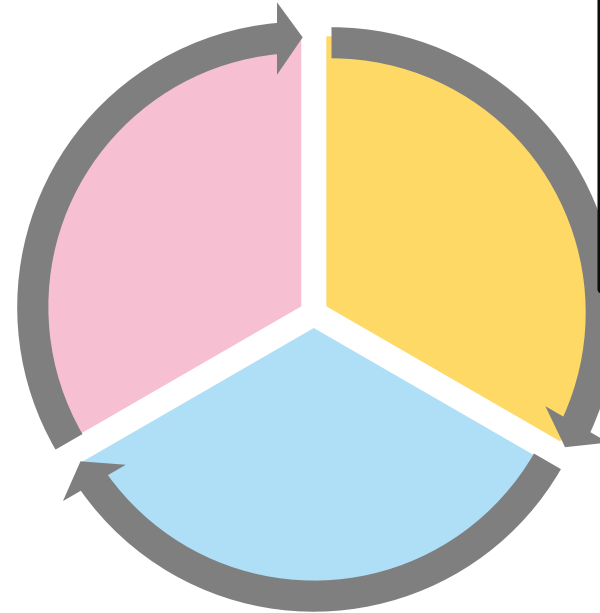
Information Kit
Published November 2022

Building Capability through People, Processes and Technology

People
Deliver the services and carry out the functions of the organisation

Processes
Guide staff and volunteers on the work to be done
(what, why, who, how, when)

Technology
Tools to help staff and volunteers automate processes and complete tasks faster

Launch of Volunteer Management Maturity Matrix (VMM Matrix)

Together, Because **SG Cares** · NCSS National Council of Social Service · 30 ANNIVERSARY

Heng Swee Keat ✓
1 d · 🌐

It was a fun-filled day at the TEAM Fiesta @ Bedok carnival on Friday!

The carnival was organised by the SG Cares Volunteer Centre @ Bedok (Filos Community Services), together with many partner organisations. More than 500 social service beneficiaries explored the various games, workshops, and food stalls.

The carnival aptly coincides with SG Cares GivingWeeksg, a movement that galvanises the community to make a difference. It was wonderful to see so many volunteers coming together to make the carnival happen. To support more social service agencies in better tapping on volunteers, the National Council of Social Service (NCSS Singapore) has developed a new tool, the Volunteer Management Maturity Matrix. I hope that we will see even more volunteers stepping forward to contribute their time and expertise.

My thanks to everyone for organising this event and making this possible!

👍 267   4 comments 7 shares

News articles featured on

THE STRAITS TIMES
New assessment tool helps social service agencies manage, retain volunteers

zaobao sg
早 晚 全 新
新闻▾ 财经▾ 言论▾ 娱乐▾ 生活▾ 保健 体育 视频▾ 早报播客 互动新闻 专题
福理会新指标 助社服组织管理义工

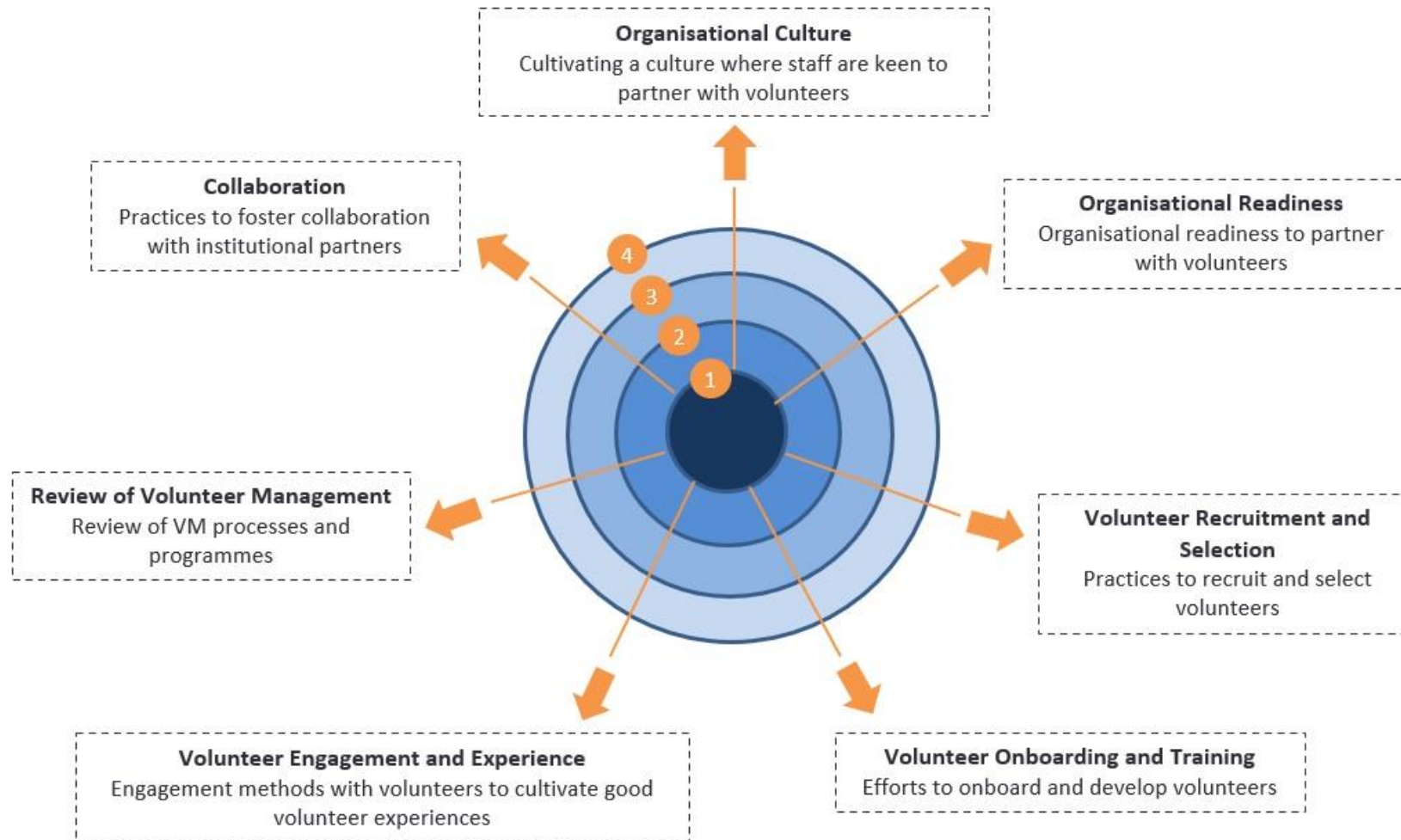# VMM Matrix transforms your agency's Volunteer Management as part of Organisational Health

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 covers 7 Key Areas[1] across the Volunteer Management Framework

Organisational Culture
Cultivating a culture where staff are keen to partner with volunteers

Collaboration
Practices to foster collaboration with institutional partners

Organisational Readiness
Organisational readiness to partner with volunteers

Review of Volunteer Management
Review of VM processes and programmes

Volunteer Recruitment and Selection
Practices to recruit and select volunteers

Volunteer Engagement and Experience
Engagement methods with volunteers to cultivate good volunteer experiences

Volunteer Onboarding and Training
Efforts to onboard and develop volunteers

[1]There are 35 practices for assessment 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

Together, Because **SG Cares** | NCSS National Council of Social Service | 30 ANNIVERSARY

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			
• Non-existent or practised inconsistently	• Practised consistently, but is not formally defined and documented	• Formally defined and documented • Practised consistently • Staff are actively reminded/ informed to implement the practices	• 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 supports your journey along the refreshed Social Service Sector Strategic Thrusts (4ST)

Refreshed 4ST

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

VM practices able to meet new and emerging needs

Key Thrust 4

Future-directed social service sector

Key Thrust 1

Empowered and included individuals, families, and communities

Key Thrust 2

Effective and impactful social purpose entities

Key Thrust 3

Caring, collaborative and impactful social service ecosystem

Strengthen VM to better serve service users

Better engage volunteers to expand manpower capacity and improve organisational health

VM builds greater collaboration with partners and volunteers

Agencies achieve better volunteerism outcomes with more robust VM practices[1]
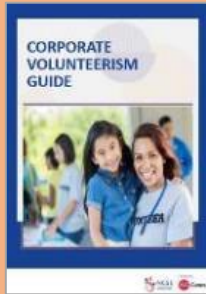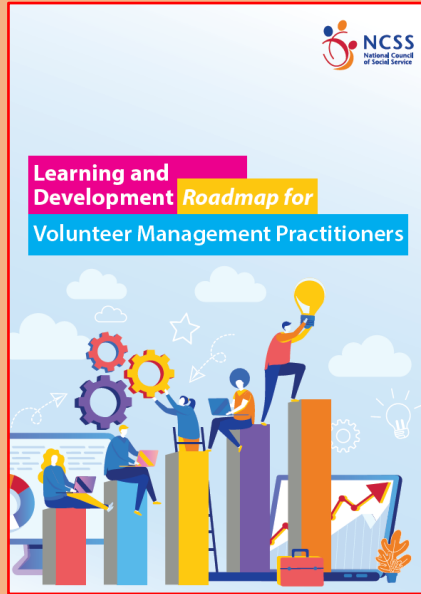
Together, Because **SG** Cares

% of SSAs that agree/strongly agree

SSAs that have no VM Practices

SSAs that have VM Practices

48%

50%

28%

24%

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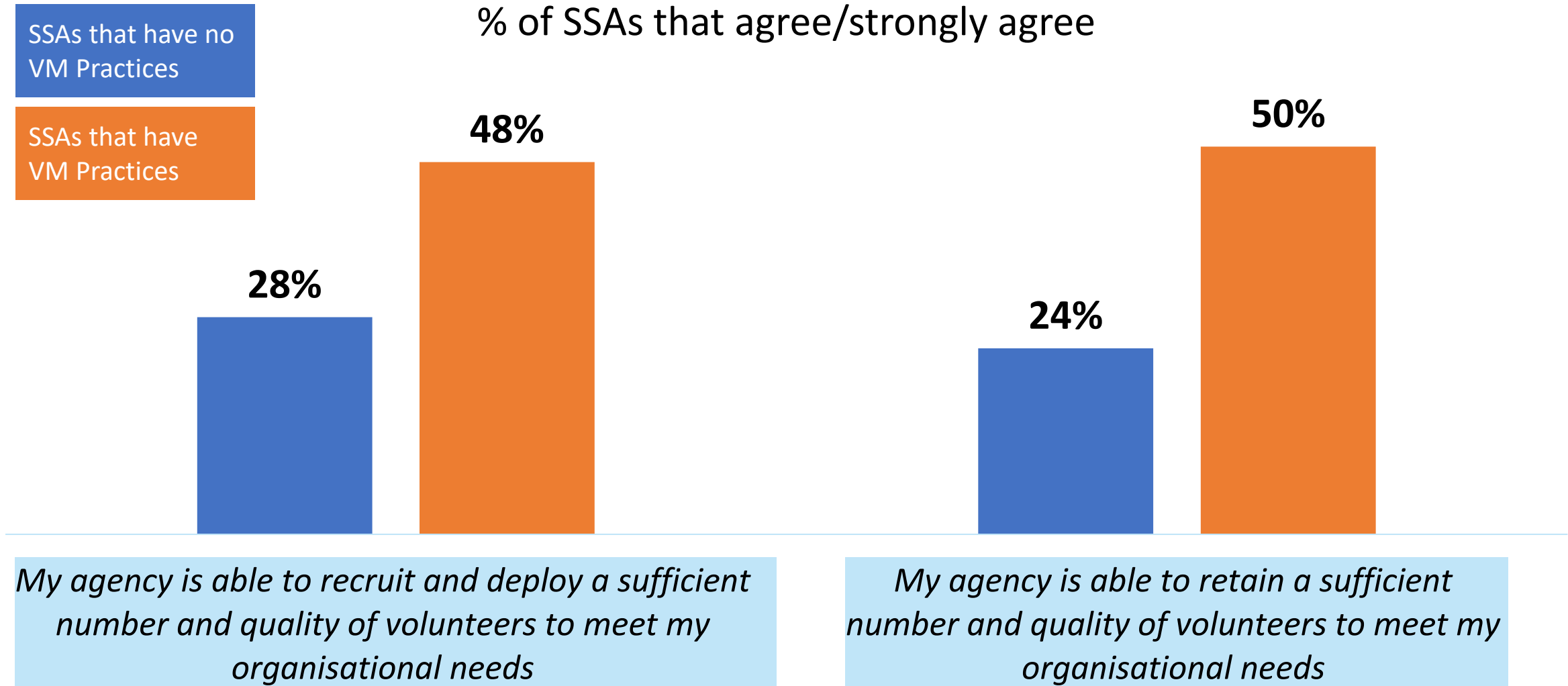
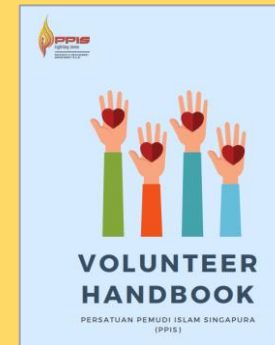[1]Data source: NCSS Social Service Sector Survey on Volunteer Management 2021

VMM Matrix helps to recommend resources relevant to your practices

NCSS Resources

Community Resources

Overseas Resources

Why use VMM Matrix?

1 Facilitate a **more holistic approach** in strengthening your agency's VM capabilities to yield stronger volunteerism outcomes

2 Help your agency **identify gaps** in practices for engaging volunteers, and **receive guidance** to address the gaps through **recommendations from local and international VM resources**

3 Allow your agency to understand where your volunteer management practices stands in relation to the sector through **benchmarking**

When should VMM Matrix be done?

Agencies are encouraged to do it annually to track their progress and use the results for annual VM work planning.

The VMM Matrix will take approximately **20 minutes** to complete, excluding discussions with your internal stakeholders. You can save a draft version anytime.

4-step process to complete VMM Matrix

Step 1

Assign a VM Lead (e.g. volunteer management staff or equivalent)
- Be familiar with the VMM Matrix

Step 2

Select stakeholders to understand your existing volunteer management practices
- Brief the Chief Executive Officer/Executive Director (CEO/ED) about the VMM Matrix.
- Identify internal stakeholders (e.g. programme staff and centre managers) to find out how the practices are conducted based on the four levels in the VMM Matrix.
- Establish and input the most appropriate level for the VM practices
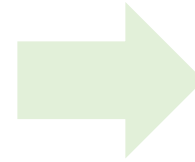
Step 3

VM Lead completes the VMM Matrix

Step 4

VM Lead receives the report and shares findings with the CEO/ED and the stakeholders to discuss next steps

VMM Matrix should complement your outcome measurements

Stronger volunteer management capabilities

Stronger volunteerism outcomes

Assess your practices in **reviewing volunteer management**

Measuring **volunteer satisfaction levels,** *e.g. using* NCSS Volunteer Engagement Tool (VET)

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

Insights from NCSS Volunteer Engagement Tool 2021

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?

Together, Because **SG Cares**

2 **If your agency is also a SG Cares Volunteer Centre[1] (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.

[1]SG 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.

Try out the VMM Matrix!

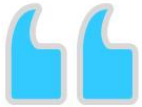Scan the QR code or click on the link to **access the assessment tool**!

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

Assessment Tool

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! ☺

"

Better engagement of volunteers will be key. The National Council of Social Service has recently developed the Volunteer Management Maturity Matrix, a digital self assessment tool that social service agencies can tap on, to strengthen their volunteer management capabilities.

- Mr Heng Swee Keat
Deputy Prime Minister and
Coordinating Minister for
Economic Policies

"

The VMM Matrix is comprehensive and has been very useful for Babes to ascertain our strengths and gaps in volunteer management practices. With the matrix, we can strategically plan and prioritise Volunteer Management. This has allowed us to better engage and deploy volunteers to better support staff and service users.

- Ms Melisa Wong
Executive Director,
Babes Pregnancy Crisis
Support Ltd

"

Leveraging the VMM Matrix to assess strengths and gaps in our practices, gain insights on sectoral benchmarks, and receive recommendations on planning and deployment, the Singapore Red Cross is poised to further strengthen our volunteer management, and improve volunteer engagement as we scale up our humanitarian operations in Singapore and beyond.

- Mr Benjamin William
Secretary General/
Chief Executive Officer,
Singapore Red Cross Society

"

Increasingly, we see the value that volunteers can bring to our organisation. They are our co-partners and help to provide our services to beneficiaries we serve. So it is important to learn to look after them properly and manage them well.

- Dr Foo Fung Fong
(Executive Director,
Filos Community
Services Ltd)

Together, Because **SG Cares**

NCSS National Council of Social Service — 30 ANNIVERSARY

"

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)

Together, Because **SG Cares**

NCSS National Council of Social Service — 30 ANNIVERSARY

"

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 **SG Cares**

NCSS National Council of Social Service — 30 ANNIVERSARY

"

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 **SG Cares**

NCSS National Council of Social Service — 30 ANNIVERSARY

"

Since developing our organisation's volunteer management framework together with NCSS, we were able to harness the expertise of our volunteers and enhance their engagement. 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)

Together, Because **SG** Cares

NCSS
National Council
of Social Service

30 ANNIVERSARY

"
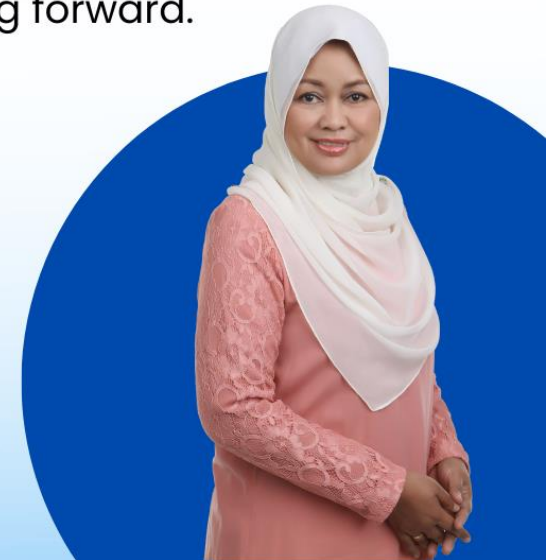
Our volunteers are the main drivers of Singapore's Fathering & Mothering Movements - Dads for Life & Mums for Life! They serve alongside us, and inspire us to achieve extraordinary outcomes. Therefore, every one at the Centre for Fathering is committed to engage and manage our volunteers effectively!

- Mr Bryan Tan
Chief Executive Officer,
Centre for Fathering, Dads for Life
& Mums for Life

"

A strong volunteer management framework is the cornerstone of any successful agency. It provides clear step by step direction that allows volunteers to focus and optimise on their passion. Passion without guidance is not entirely fruitful.

- Ms Karen Wee
(Executive Director,
Lions Befrienders
Service Association)

Annex

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).

Together, Because **SG Cares**
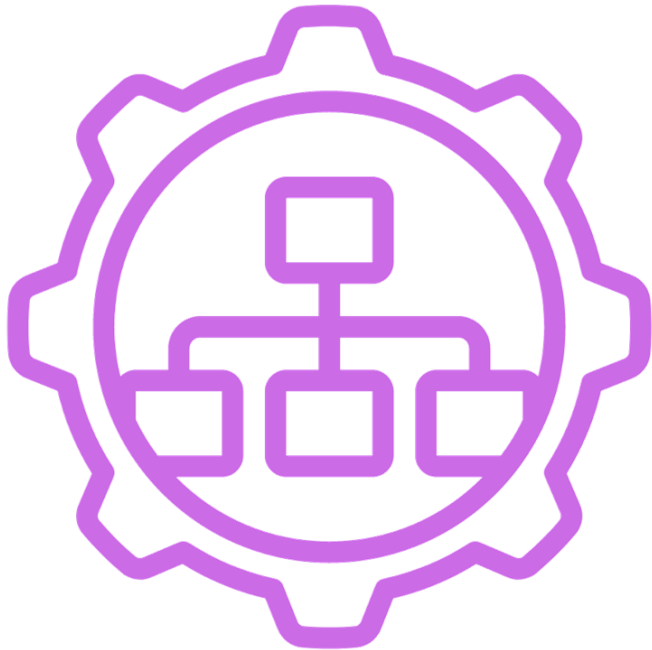
S/N	Practices
1	We have a volunteer vision, strategic purpose, and plan for volunteer partnership.
2	We have policies which support our volunteer programme including Volunteer Code of Conduct, Risk and Insurance Liability and Personal Data Protection policies.
3	We allocate a dedicated budget for volunteer 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.

Together, Because **SG Cares**

NCSS National Council of Social Service

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.

Together, Because SG Cares

NCSS National Council of Social Service

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.

Together, Because SG Cares

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.

Together, Because **SG Cares**

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.