Together, Because **SG** Cares

NCSS
National Council
of Social Service

30 ANNIVERSARY

Volunteer Management Maturity Matrix (VMM Matrix)

Programme

Importance of Volunteer Management and How It Can Catalyse The Strategic Plan of An Organisation

- Sharing by New Hope Community Services

Strengthening your agency's Volunteer Management Capabilities: NCSS Volunteer Management Maturity Matrix (VMM Matrix)

- Sharing by NCSS

Question & Answer

Put your questions in Pigeonhole!

Go to https://go.gov.sg/vmmmatrixqanda

https://go.gov.sg/vmmmatrixqanda

We will address as many questions as possible during the Q&A :)

1. RESOURCEFUL

BEING RESOURCEFUL WITH OUR RESOURCES

1 RESOURCEFUL
BEING RESOURCEFUL WITH OUR RESOURCES

Not enough resources to employ enough staff → **Intentionally reaching out to volunteers with the right skill sets** → **Multiply manpower**

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1 RESOURCEFUL
BEING RESOURCEFUL WITH OUR RESOURCES

During the COVID period, consultants from **JP Morgan** met with our management team (every Wednesday) to **provide advice on strategic planning.**

- Offered corporate perspectives on digitalisation and organization development
- Gave us advice on marketing
- Supported in the development of a risk management framework.

Leading to **increased efficiency**, **productivity**, and **effectiveness**.

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K.S Café – a social enterprise at our retreat centre. We engaged with volunteers who set up our kitchen and café.

1. Designing the kitchen and café

2. Choosing the equipment

3. Planning the food menu

4. Getting the licenses needed to operate the café

When you connect with the <u>right hearts and hands,</u> an organisation will <u>never truly lack resources</u>.

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2.

REFLECTIVE

LEADERSHIP REFLECTS **ORGANISATIONAL STRATEGY** AND **CULTURE**

REFLECTIVE
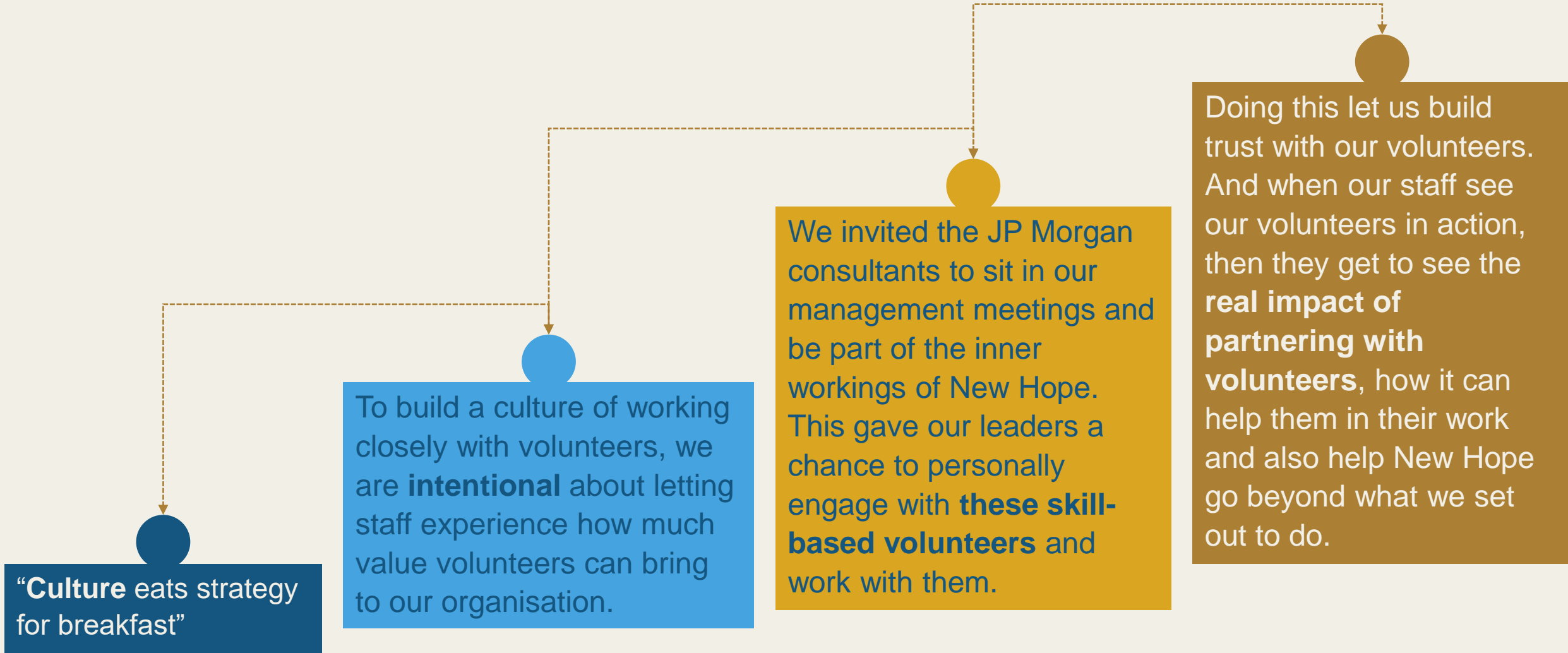## LEADERSHIP REFLECTS ORGANISATIONAL STRATEGY AND CULTURE

- **Our Board President led by example by serving as a volunteer himself**. He took up classes with Jumping Singapore, became a certified Jumping fitness instructor, and conducted Jumping classes for our residents at one of our shelters.

- Will be setting up a **Volunteer Management Sub-committee** as one of our Board sub-committees. This ensures that volunteer management will definitely be part of our strategic plan moving forward, and ensure we practice good governance with it.

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REFLECTIVE
LEADERSHIP REFLECTS ORGANISATIONAL STRATEGY AND CULTURE

"**Culture** eats strategy for breakfast"

To build a culture of working closely with volunteers, we are **intentional** about letting staff experience how much value volunteers can bring to our organisation.

We invited the JP Morgan consultants to sit in our management meetings and be part of the inner workings of New Hope. This gave our leaders a chance to personally engage with **these skill-based volunteers** and work with them.

Doing this let us build trust with our volunteers. And when our staff see our volunteers in action, then they get to see the **real impact of partnering with volunteers**, how it can help them in their work and also help New Hope go beyond what we set out to do.

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3.

RELEVANCE

STAYING RELEVANT IN AN **EVOLVING** LANDSCAPE

RELEVANCE
STAYING RELEVANT IN AN EVOLVING LANDSCAPE

Over the years, we have gradually improved our Volunteer Management practices by implementing initiatives such as the **Volunteer Management Framework** and **Volunteer Continuity Plan.**

To ensure that we stay relevant, we also need to conduct **regular self-evaluation on the state of our organisation**. This is like our regular personal health checkups, which we are encouraged to do annually.

The recently released **Volunteer Management Maturity Matrix** (VMM Matrix) tool will be a great help in this area. This tool will be useful in helping anyone who manages volunteers to conduct regular checks of their current volunteer management practices, and identify areas where they can grow in.

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CONCLUSION

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.

Thank you

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www.newhopecs.org.sg

https://www.instagram.com/nhcs.sg

@New Hope Community Services

https://sg.linkedin.com/company/newhopecs

https://www.facebook.com/NewHopeCommunityServices/

giving.sg https://www.giving.sg/new-hope-community-services

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Strengthening your agency's Volunteer Management Capabilities:
NCSS Volunteer Management Maturity Matrix (VMM Matrix)

Mr Ken Soon
Senior Manager, NCSS Volunteer Resource Optimisation

Building Capability through People, Processes and Technology

People
Deliver the services and carry out the functions of the organisation
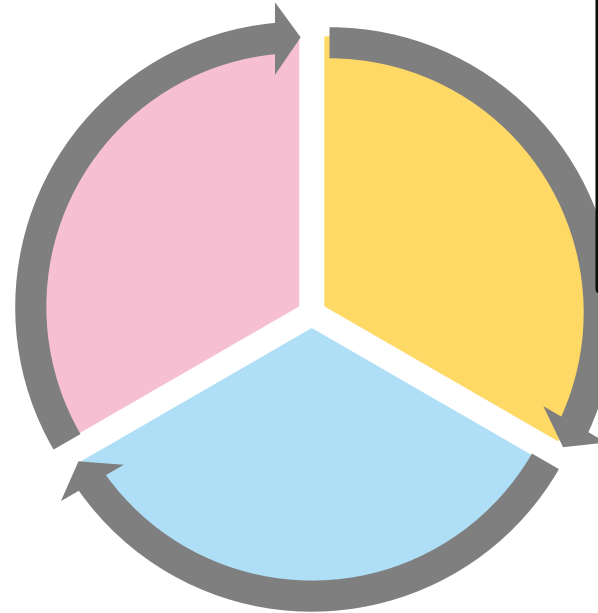
Processes
Guide staff and volunteers on the work to be done
(what, why, who, how, when)

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

Launch of Volunteer Management Maturity Matrix (VMM Matrix)

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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

What is the VMM Matrix?

The VMM Matrix is a digital self-assessment tool which allows your agency to understand the strengths and gaps in volunteer management practices, and receive recommendations on relevant resources to address those gaps. The VMM Matrix will also aim to develop sectoral benchmarks for all agencies to better grow the sector.

The VMM Matrix complements the Organisational Health Framework for Social Services (OHFSS) assessment.

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 across the Volunteer Management Framework
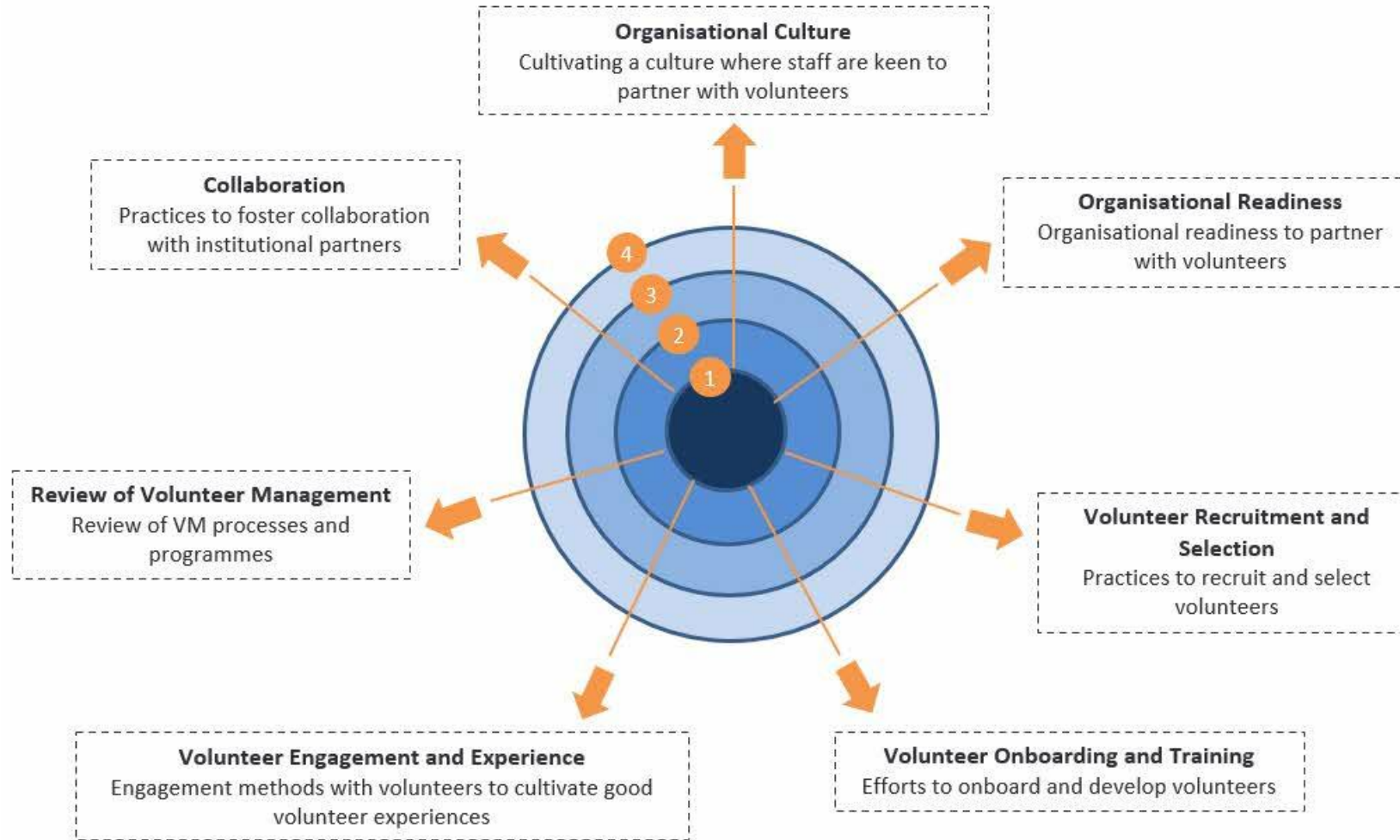
There are 35 practices for assessment under these 7 key areas.

VMM Matrix anchors on a 4-level model

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

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

Good Job! Your agency will be achieving sustained good outcomes. **Level 3 is the desired level that your agency should aspire to be at.**

Let's continue improving this practice to **better meet future needs and trends!**

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	• Practised consistently • Formally defined and documented • 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

VMM Matrix supports your journey along the refreshed Social Service Sector Strategic Thrusts (4ST)

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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]

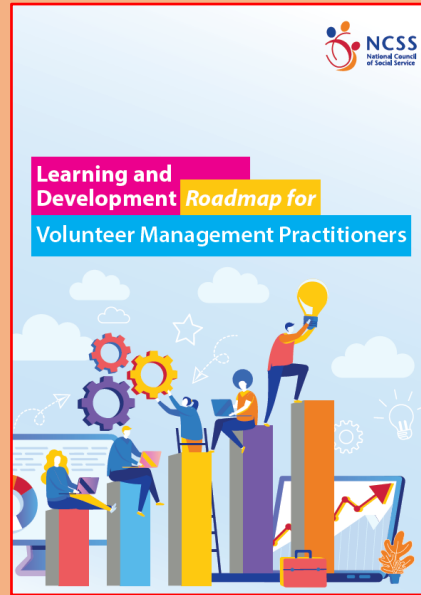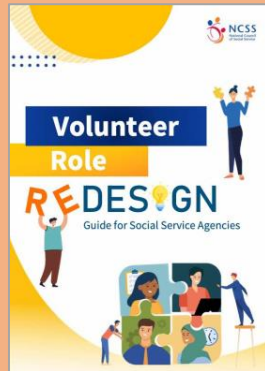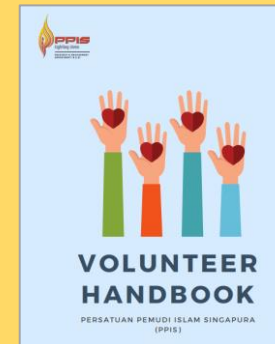Together, Because **SG Cares**

% of SSAs that agree/strongly agree

- SSAs that have no VM Practices
- SSAs that have VM Practices

28% — **48%**

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

24% — **50%**

My agency is able to retain a sufficient number and quality of volunteers to meet my organisational needs
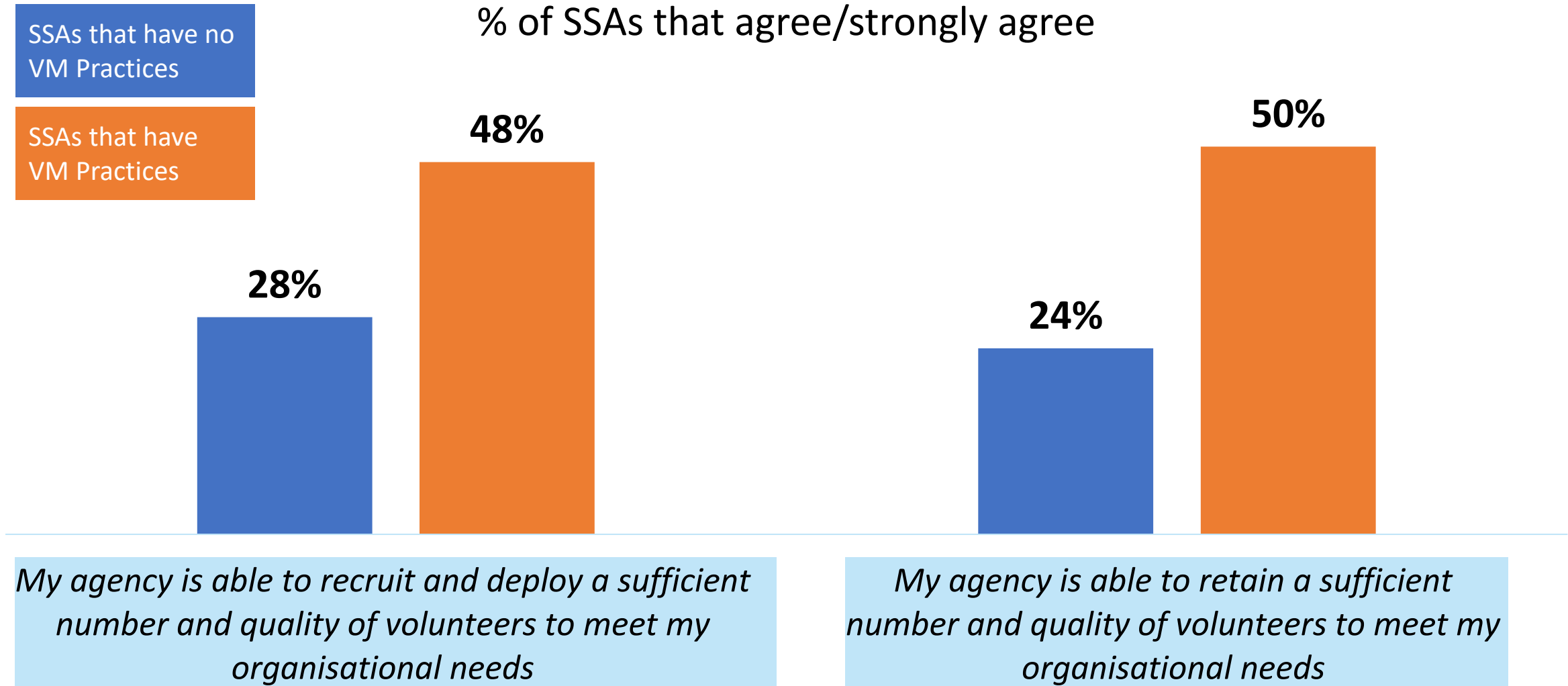
[1]Data source: NCSS Social Service Sector Survey on Volunteer Management 2021

VMM Matrix helps to recommend resources relevant to your practices

NCSS Resources
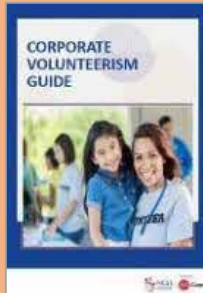
Community Resources

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 workplanning.

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

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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

➡️
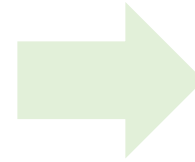
Stronger volunteerism outcomes

Assess your practices in **reviewing volunteer management**

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

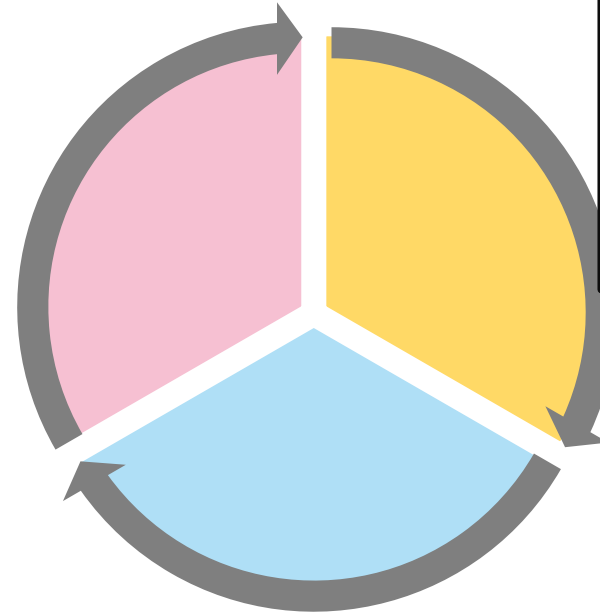Measuring **volunteer satisfaction levels,** *e.g. using NCSS Volunteer Engagement Tool (VET)*

Insights from NCSS Volunteer Engagement Tool 2021

Building Capability through People, Processes and Technology

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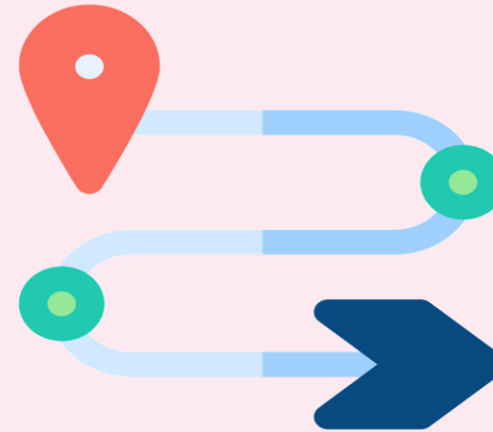Deliver the services and carry out the functions of the organisation

Processes
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(what, why, who, how, when)

Technology
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Time for a quick test!

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Q&A Segment

Pastor Andrew
CEO, New Hope Community Services

Ms Ong Xin Ling
Volunteer Manager, SG Cares Volunteer Centre @ Kreta Ayer operated by New Hope Community Services

Ms Priscilla Gan
Director, NCSS Volunteer Resource Optimisation

Closing Remarks

Ms Priscilla Gan
Director, NCSS Volunteer Resource Optimisation

THANK YOU for the #Heartwork You Do, Every Day
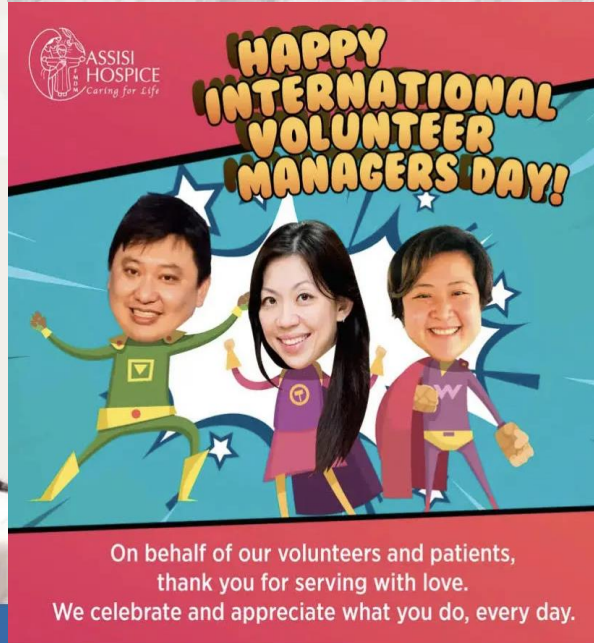
VMM MATRIX : A stepping stone, catalytic enabler and a data-driven approach to strengthen our volunteer management capabilities - to take Singapore and Singaporeans Forward

**"I want to see a Singapore where opportunities are open to all, no matter who they are or what their background is; where every man and woman is valued, every child treasured, and every senior respected."
- Deputy Prime Minister Lawrence Wong**
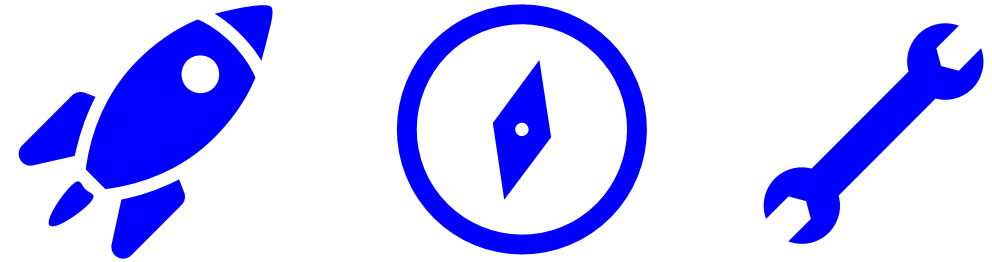
6 Pillars under Forward Singapore Exercise

Empower Economy and Jobs	**Equip** Education and Lifelong Learning	**Care** Health and Social Support
Build Home and Living Environment	**Steward** Environmental and Fiscal Sustainability	**Unite** Singapore Identity

THE ROAD AHEAD : Together, let us LEVEL UP our Volunteer Management Standards!
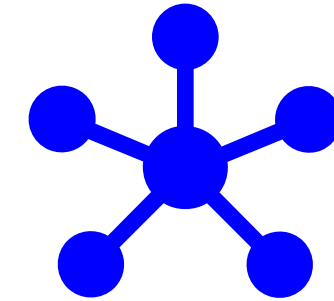
SECTORAL

- ✓ Profiling and positioning SSAs as role models for our sector & beyond.
- ✓ Inviting CEO/EDs and VMPs to speak at identified platforms as thought leaders & advocates

GLOBAL

- ✓ Increasingly, NCSS Volunteer Management resources that were co-developed with SSAs will also be shared with other countries.

EAST ASIA SUMMIT
PROMOTING PEACE, STABILITY AND PROSPERITY

SUSTAINABLE DEVELOPMENT GOALS

Taking Singapore and Singaporeans Forward

Photo Taking!

Before you go, let us have your thoughts and feedback via Zoom Poll :)

Thank you for joining us today!

Resources for Volunteer Management Maturity Matrix (VMM Matrix)!

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NCSS National Council of Social Service

Information Kit

https://go.gov.sg/vmm informationkit

https://go.gov.sg/vmminformationkit

Assessment Tool

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

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

Likely Asked Questions (LAQs)

https://go.gov.sg/vmmlaq

https://go.gov.sg/vmmlaq