

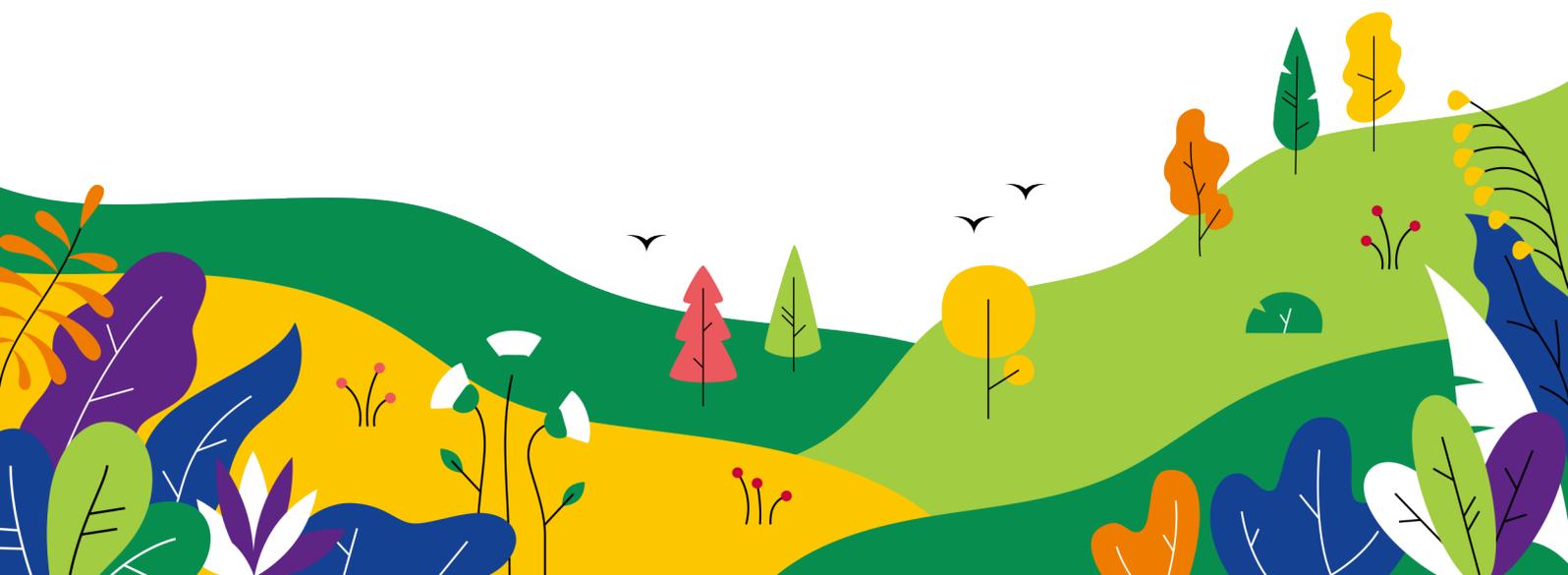
Volunteer Development Guide

Building Stronger Volunteers
for Greater Impact



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Foreword



MS TAN LI SAN

**Chief Executive Officer
National Council of
Social Service**

**It is important to equip
volunteers with the skills
and know-how to achieve
the organisation's goals
as well as volunteers'
own life goals.**

Volunteers are a valuable resource for the social service sector, helping to augment capabilities of social service agencies (SSAs) and enable users to be better served.

A 2023 study done by SMU Lien Centre for Social Innovation in collaboration with NCSS found that what drives volunteers is the opportunity to broaden their experience, make a difference and meet people from different backgrounds.

For SSAs, it is important to equip volunteers with the skills and know-how to achieve the organisation's goals as well as volunteers' own life goals. By doing so, SSAs can improve volunteer motivation, increase their sense of purpose and build loyalty to the organisation. Volunteers can then pursue different pathways and take on larger roles as volunteer specialists and volunteer leaders.

NCSS is pleased to introduce the Volunteer Development Guide, which aims to provide SSAs with a step-by-step approach to effectively develop their volunteers. The Volunteer Development Guide provides advice on different aspects of volunteer development, including how SSAs can support volunteers to develop their talents, create enhanced volunteer roles and establish progression pathways for different volunteer profiles.

We hope this guide will empower SSAs to take a more proactive approach in developing volunteers to strengthen service delivery that can in turn, build a sustainable, effective, and impactful social service workforce for the greater good of our community.



Importance of Volunteerism



The role of volunteers continues to be essential in the refreshed social compact as Singapore adopts a diverse and inclusive definition of success, revamps our social support system to assist the vulnerable, and cultivates a renewed sense of solidarity. As the demand for social services and community support grows, agencies will increasingly work with volunteers to deliver programmes and services to service users.

The first step is recruiting volunteers to meet the needs of Social Service Agencies (SSAs). Consequently, SSAs must invest in volunteer development to expand their capacity and deliver high-quality services. Volunteer development initiatives may encompass training to improve volunteers' communication skills or mentorship programs to equip new volunteers with befriending skills for service users.

Volunteers who engage in service delivery will gain insight into social services and societal needs. This knowledge can influence their interactions with vulnerable persons in public settings. For example, a volunteer who learns about dementia will be better able to support a senior with dementia or identify resources to direct them to.

The SSAs that invest in volunteer development are better equipped to support volunteers by offering opportunities to amplify their impact on the community and broaden their horizons, fostering both personal and professional growth.

A survey at the NCSS Volunteer Management Network in March 2022 showed that while there is a clear interest in volunteer development in the sector, with almost all SSAs having some volunteer development initiatives, 61.3% of 277 respondents do not practice volunteer development consistently and may not be sure of its effectiveness.

For SSAs with established volunteer development practices, enhancing existing approaches to align with the organisation's needs is essential. By investing in volunteer development, agencies can create a more fulfilling and impactful volunteering experience for their volunteers, leading to greater service outcomes and a more caring and inclusive society.



Introducing the Guide

Purpose of the Guide

The Volunteer Development Guide aims to support agencies and enhance how they approach and invest in Volunteer Development. Below are some ways it can help.

1. This guide outlines how agencies can provide growth opportunities.

It allows volunteers to develop professionally and personally by:

- Gaining greater insight into the causes they would like to commit to
- Building skillsets they can leverage in present or future careers

When agencies support volunteers for development, the agency can tap into the volunteers' skills, strengths and experience to manage fellow volunteers or run programmes. It also benefits the agency in programme expansion and growing the pool of advocates for the cause.

2. This is a step-by-step guide to designing volunteer development pathways.

It provides volunteers with clarity on the range of flexible development opportunities available at your agency. This would:

- Enable volunteers to feel that their development is important
- Increase volunteers' feeling of connection to the agency

The connection between volunteers with the agency and the cause can help create the foundation for a trusting, long-term partnership, helping the agency gain sustainable organisational support.

Benefits of the Guide

- Introduce insights regarding Volunteer Development
- Support in catalysing your agency's Volunteer Development strategy
- Support you in seeking buy-in from Senior Management
- Provide clarity on building volunteer leadership pathways, volunteer training and volunteer leaders
- Save valuable agency resources by giving you a framework that can be customised to your agency's needs
- Offer a holistic approach to Volunteer Management and Development when used in conjunction with other NCSS materials
- Showcase how fellow agencies have incorporated volunteer development into their organisations and how it has impacted them

Who Should Use this Guide

Volunteer Management Practitioners (VMPs) and staff in agencies that want to focus on and invest in developing their volunteers.

The guide is adaptable and flexible to suit your agency's maturity, needs, size and structure.

How to Use the Guide

The guide provides a holistic overview of the Volunteer Development journey.

- Suggested templates are adaptable and can be changed to fit your agency's goals and needs
- You can choose to read in sequence or pick a specific topic to delve into
- The content is structured by topic because Volunteer Development is applicable to the different phases of the Volunteer Management Framework



Introducing the Guide

Taking Stock of Your Agency's Current Practices in Volunteer Development

Consider some questions below to get started:

- What is crucial to enhance in volunteer development for your agency right now?
- Out of the various development pathways, which pathways are best suited for your agency's needs and your team's capacity?
- How can Volunteer Development be augmented in the next year?
- Which, out of these, is the priority for the agency?
 - Designing compelling development pathways
 - Training volunteers to support better output
- Helping volunteers step into enhanced roles
- What can be sustainably implemented in the agency, taking into consideration the team's bandwidth?

Consider your goals and use the information below to get started:

- Chapter 1:**
Prepare to secure Senior Management buy-in
- Chapter 2:**
Design Volunteer Development pathways
- Chapter 3:**
Use training to develop Volunteers
- Chapter 4:**
Develop and manage Volunteers in Enhanced Roles
- Chapter 5:**
Pilot and implement Volunteer Development initiatives

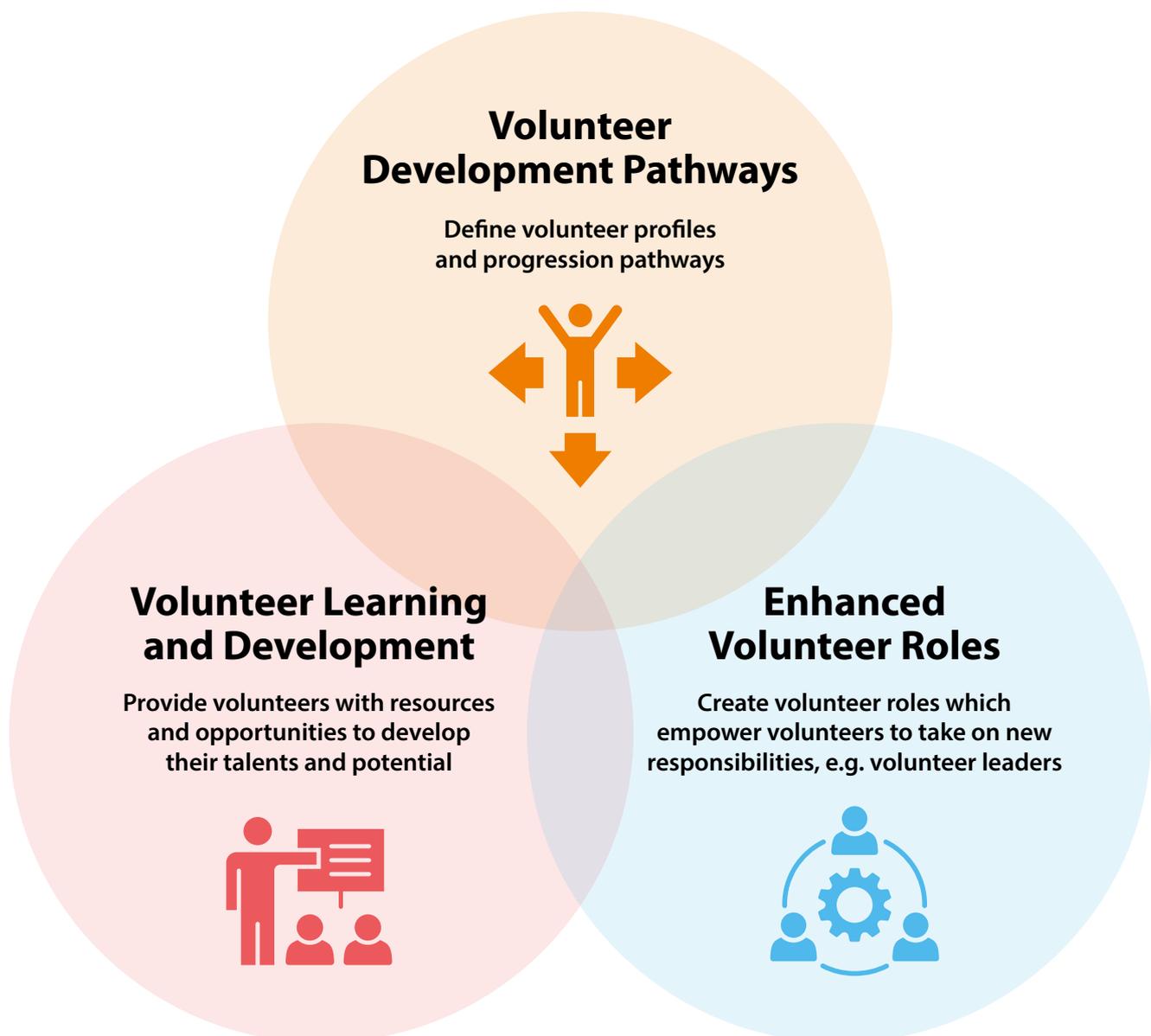
What are my agency's goals?



Introduction to Volunteer Development

Volunteer Development refers to Volunteer Management (VM) practices that aim to foster growth, progress and positive change in volunteers. Supporting volunteers in their personal and professional development also equips them to better meet the agency's needs, along with improving their skills.

Agencies should strategise and plan for volunteer development. This can incorporate **Volunteer Development Pathways**, **Volunteer Learning and Development** and **Enhanced Volunteer Roles**.



Volunteer Development is part of the Volunteer Management Framework (VMF), and should be considered when recruiting and selecting volunteers, onboarding and training volunteers, supporting and recognising volunteers, as well as reviewing volunteer management.

Overview of the Volunteer Management Framework



Tips

For other good volunteer management practices, you may refer to the [Volunteer Management Toolkit 2.0](#), which provides information on practical tools and guidelines on volunteer management.



CASE STUDY 1

Singapore Indian Development Association (SINDA) – Developing Volunteer Leaders to Contribute at Sub-Committee Level: Jeremy’s Journey

The Singapore Indian Development Association (SINDA) is a self-help group established in 1991 to uplift the socio-economic status of the Indian community in Singapore.

Jeremy was first introduced to SINDA while volunteering in his community club’s kids’ reading class. A few years later, he was introduced to the SINDA Youth Club (SYC). He was inspired by how SYC brought together like-minded youths and working adults to come together and contribute ideas to give back to the community. He then joined as a youth facilitator at the SINDA Youth Leaders Seminar (SYLS).

“I had space to introduce new and innovative programmes to the club. We have an amazing secretariat team to support us in the club. The culture and environment helped to nurture a creative space of ideas and solutions for the community,” Jeremy said. These youth volunteers often met to discuss ideas and solutions to challenges faced by their generation.

At SINDA, the volunteer manager develops their volunteers with support from programme stakeholders and volunteers. Together, they contribute their feedback to nominate potential volunteer leaders. The volunteer manager assesses the nominees through SINDA’s competency model, which SINDA developed to identify volunteers ready to step up as senior volunteers or volunteer leaders.

As a youth facilitator, Jeremy exemplified the relevant competencies, such as ability in organisational knowledge, influence, innovation and decision-making, to take up the senior volunteer role.

These volunteers are further developed through formal training in leadership, befriending, and conflict management, as well as on-the-job training where volunteers hone and demonstrate their skills. For example, volunteers could be given a progressively larger team to lead.

As Jeremy’s volunteering journey continued, his commitment, communication skills, leadership qualities, and strong work ethic were amplified, and he was selected for the volunteer leader role.

As a volunteer leader, Jeremy was invited to SINDA’s Volunteer Management Sub-Committee (VMSC) as the volunteers’ representative. Jeremy’s decision to accept was driven by his desire to serve and give back to the community. “Being on the VMSC allows me to view issues at the broader and systemic level, and to identify key areas to study and improve the volunteer management process,” he shared.

At the Sub-Committee, Jeremy contributes to SINDA’s strategic plans and advocates for change leadership, a style of management that emphasises the importance of improvement and adaptability in an organisation. His development continues to be supported by SINDA, where he attends trainings, webinars and conferences on leadership, volunteerism and volunteer management for exposure and awareness.

Jeremy currently oversees the Volunteer Leader’s Training and was instrumental in refining the SINDA Volunteer Leadership Framework.

“I’ve had many opportunities to learn and give back to the club and SINDA, and I see these as valuable opportunities to contribute with more ideas, challenge assumptions and bring the best in people to do what is right for the volunteers and the community.”

Mr Jeremy Aruldoss
Volunteer Leader
Singapore Indian Development Association (SINDA)



Securing Buy-in from Senior Management

Without the support of senior management, volunteer development initiatives may not receive the necessary resources, funding, or attention needed to be effective. Senior management buy-in helps to create a culture of volunteer development, where volunteer development is seen as a priority and staff are given time to co-develop and deliver training to volunteers. When senior management is committed to volunteer development, their endorsement will help in securing buy-in from the rest of the organisation and may also enable our colleagues to be more open to the new changes. **Here are some ways to approach seeking buy-in from Senior Management:**



Highlight the value proposition

- Help Senior Management understand why Volunteer Development is a worthy investment. This can be done by highlighting its benefits to:
 - » The agency
 - » The cause
 - » The volunteers
- Provide data and case studies that demonstrate positive impact of volunteer development in other organisations
- Explain how volunteer development fits into your agency's overall strategy and goals
- For example, Volunteer Development results in higher volunteer retention, better staff-volunteer partnership, and improved service user experiences



Present a clear proposal

- Develop a plan that outlines the goals, objectives, and timeline for volunteer development within your agency
- Include a relevant budget and additional resources that may be required
- Anticipate potential concerns by providing solutions and alternatives. Share positive reactions received when socialising the plan with colleagues, or volunteers



Make them part of the solution

- Consider asking Senior Management to be part of the solution. For example, "The team asks for your guidance in gaining buy-in from the Befriending Team Lead so we can pilot a Befriending Programme Co-creator Role"
- Seek support in championing these new initiatives by endorsing them in staff meetings



Tips

While embarking on the Volunteer Development Journey, remember to keep an open mind and celebrate every milestone achieved. Implementing volunteer development in your agency is a journey filled with learning and lessons. Learn and grow together with your fellow VMPs on this journey!

In addition to securing Senior Management buy-in, work with your colleagues, like the programme staff, to put in place volunteer development initiatives. A few ways to do this are:

- Share the potential benefits of these practices to them, the agency and the volunteers
- Ask for their support in implementing these initiatives
- Share how they can support you in these initiatives



CASE STUDY 2

St Luke's ElderCare – Creating a Culture of Collaboration between Volunteer Management and Staff

St. Luke's ElderCare (SLEC) provides care and support for seniors in the community through centre-, community-, home-, and residential-based services offered across 26 centres in Singapore.

The Partnerships Team (PT) at SLEC is the central team managing volunteers and connecting them to programmes. They collaborate closely with internal stakeholders, especially centre staff, overseeing the agency's volunteer management. Recognising the importance of aligning with centre managers and staff, the PT ensures their close involvement in implementing current and introducing new volunteer development initiatives for a successful outcome.

One such initiative is the recently introduced role of Volunteer Leader for their Dining Culture programme. The PT collaborated closely with the Programme Development Unit, Centre and Programme staff to appoint a suitable candidate with defined roles and responsibilities. The appointed Dining Leader received a comprehensive briefing, ensuring alignment among stakeholders. The CRT and centre manager provided substantial support and guidance to facilitate the effective performance of the Dining Leader during the pilot phase.

The PT also conducted a staff perception survey to understand the staff's views and experience working with volunteers, and how the PT can provide better staff support. Through the survey, the PT gained valuable insights into staff's needs, such as training on volunteer management and staff-volunteer bonding sessions.

To further drive an effective working partnership between the PT and staff, SLEC is working to operationalise a staff engagement framework aimed at supporting staff, keeping them well-informed, and involving them in implementing changes across the agency – which would also ensure a more seamless experience for volunteers at SLEC.

SLEC recognises that creating a strong PT–staff partnership is critical to achieving the agency's volunteer development objectives. Going forward, SLEC continues to engage and collaborate closely with centre managers and staff, ensuring that staff are involved and invested in agency-wide volunteer development enhancements.

“As we anticipate a continued and rapid increase in demand for our services in the coming years, it is imperative that everyone in the organisation acknowledges and values the indispensable role played by our volunteers. Their dedication ensures the continued relevance and sustainability of our services.

Therefore, it is vital that everyone in our organisation takes a personal interest in cultivating and fortifying connections with every partner and recognise that these relationships are the foundation of our success.”

Mr Gregory Lee

Director, Pastoral Care, Counselling and Partnerships
St Luke's ElderCare



Introduction to Volunteer Development Pathways

When developing volunteers, it is important to take their motivations, goals and life stage into consideration to ensure they are well equipped and supported. Volunteer development pathways can help to set out the different ways in which volunteers can contribute and grow within the agency.

By providing volunteers an understanding of possible pathways for growth and development, agencies can create a more fulfilling and impactful volunteering experience for their volunteers.

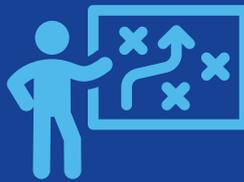
The benefits of establishing volunteer development pathways include:

Clear Roadmap



Provides a clear roadmap for development, progression and further contribution from volunteers, helping volunteers to see how they can create impact and connectedness with fellow volunteers

Customisable Journeys



Provides volunteers with the flexibility to customise their volunteering journey for greater exposure and enjoyment

Equipping Agencies



Equips agencies with a differentiating factor in their approach to volunteer development

Having knowledge of how volunteers can grow within the agency provides a structure for Volunteer Management Team and programme staff to identify volunteers suitable for specific roles, equipping them to better support volunteers in goal setting and development within the agency.



Tips

A 2023 study done by SMU Lien Centre for Social Innovation in collaboration with NCSS found five key features that make up a quality volunteering experience: Enjoyment, Exposure, Impact, Connectedness and Flexibility.

Agencies can refer to the report [Transforming the Volunteer Experience in the Social Service Sector](#) to find out more about broad strategies that agencies can consider to achieve quality volunteering experience.

Introduction to Volunteer Development Pathways

As new volunteers first join the organisation, they may be an **Explorer** curious to try out many different programmes to gain greater exposure. New volunteers might also focus on a specific programme that they hope to contribute to and become an **Experienced Volunteer** over time. For some volunteers, they may enjoy being an **Explorer** or an **Experienced Volunteer** and would continue as such. However, there may also be experienced volunteers who have gained a better understanding of the agency and its programmes, who are open to contributing in different enhanced volunteer roles:



Volunteer development pathways outlines different paths that volunteers can progress and contribute through. It also allows agencies to envision the progression that volunteers take on as their roles increase in complexity and scale. As the skills needed are likely to increase, visualising the volunteer development pathways help agencies to identify possible need for greater learning and development and recognition corresponding to their progression. Agencies may customise the pathways further, depending on factors such as what the volunteer needs are in the agency, how volunteer recruitment is practiced, how volunteer development is envisioned and further adjusted based on the profile of volunteers in the agency. Agencies may also observe that some volunteers may choose not to embark on the volunteer development pathways at present, but revisit it when they have had changes in their life stage or volunteering preferences.

These pathways can apply to both service-based and skills-based volunteers. A new skills-based volunteer may start off exploring the different projects that they can contribute to as an exploring volunteer. When they are more experienced, they may be a volunteer specialist, for example taking the lead in managing a specific IT project. They may also choose to contribute as a co-creator, working with staff to map out many different skills-based projects needed by the agency. They may also choose to contribute as a leader managing more skills-based volunteers to ensure that they are able to deliver the projects or integrate well into the agency.



Tips

Currently, agencies refer to volunteers who return for volunteering more than once with different terms, including *active volunteers*, *regular volunteers* and *experienced volunteers*. While the benchmark for what is perceived as *regular* may differ for each agency based on its needs, NCSS recommends that volunteers who serve with the agency at least four times a year be considered *regular*.

Introduction to Volunteer Development Pathways



Explorers

Explorers are individuals new to the agency who may be unsure of their passions or eager to volunteer for various causes.

The pathway for *Explorers* encourages them to explore different opportunities within the agency's programmes or centres based on their schedules. This approach allows volunteers to comprehensively understand the agency's work by participating in various roles, such as activities facilitator or befriender, contributing to a more holistic perspective.

It enhances volunteers' learning experiences and facilitates staffing and deployment flexibility. To sustain this approach, the agency can publicise a range of volunteering opportunities for *Explorers*, allowing them to choose and eventually focus on specific programs or centres.



Specialists

Specialists are experienced volunteers dedicated to a specific programme or centre. Leveraging their expertise and understanding of the volunteer role or specialised skills, they provide enhanced support to staff in implementing programmes.

It allows them to deepen their contribution. For example, as an activities facilitator, they might frequently run activities planned by staff for the service users. As a *Specialist*, they can step up by taking on responsibilities such as refining activities, managing logistics, and briefing new volunteers. This approach augments staffing needs and empowers them to lead initiatives.

Regular check-ins are recommended to sustain this pathway. It enables staff to assess whether internal change management or additional training can further enhance *Specialists'* ability to deliver programme implementation effectively.



Co-creators

Co-creators play a crucial role in designing new programmes, events, or training by supporting staff individually or as part of a committee.

This pathway allows them to utilise their creativity and expertise to develop innovative and engaging initiatives, providing a platform for volunteers to pitch their ideas to staff. *Co-creators* gain a sense of ownership and contribute valuable insights, such as identifying training needs and enhancing existing programmes based on their experiences.

This approach benefits the agency by incorporating new ideas and leveraging volunteers' skills and networks, fostering stronger relationships among programme staff, volunteer management, and volunteers. Fostering an organisational culture that empowers *Co-creators* to contribute ideas and facilitate change management for new initiatives is recommended to sustain this pathway.



Leaders

When experienced volunteers are familiar with the agency, they may be able to contribute as *Leaders* and play a key role in enhancing volunteer engagement in the agency by offering fellow volunteers guidance, support, and mentorship.

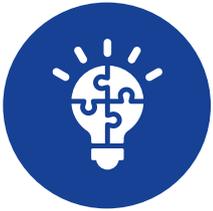
Empowering *Leaders* contributes to their personal and professional development, creating a more fulfilling volunteering experience and fostering a stronger sense of community within the agency.

To sustain this pathway, staff can conduct regular check-ins with *Leaders* to assess their challenges in managing other volunteers and offer adequate support. Agencies may also provide training and resources to help them develop leadership and people management skills, especially if they are new to leadership roles.



Implementing Volunteer Development Pathways

Questions to guide the design of development pathways



What is my agency's volunteer vision?



What does my agency need from volunteers to increase impact beyond their existing contributions?



What kind of support is needed to enhance or complement the efforts of the Volunteer Management team in managing volunteers?



What is the current state of volunteer development practices at my agency, and what is the desired future state?



If a volunteer development pathway is already in place, what are the gaps, and what can be further enhanced?

Develop a stakeholder engagement plan

Identify stakeholders who can help design volunteer development pathways that meet the needs of your agency. As part of a stakeholder engagement plan, the Volunteer Management team should engage with:

- Senior Management, who can provide resources and support change management efforts needed to implement the volunteer development pathways
- Programme Staff, who can identify experienced volunteers for the volunteer development pathways

Review your volunteer development pathways regularly

To ensure the effectiveness of volunteer development pathways, it is important to review them regularly. This can be done by seeking input from both new and experienced volunteers. By identifying areas of strength and weakness, the Volunteer Management team can work to mitigate any obstacles that may hinder the implementation or successful outcomes of the pathways.



Tips

For more illustrations of how you can envision your volunteer development pathway, you can refer to the Annex. You may also refer to case studies in Chapter 2 to find out how other agencies have organised their volunteer development pathways based on what serves their organisation. You may also refer to case studies in Chapter 4 to understand how volunteers were developed to contribute to the agency in different ways.



CASE STUDY 3

Thye Hua Kwan Moral Charities (SG Cares Volunteer Centre @ Boon Lay) – Creating Volunteer Development Pathways

Thye Hua Kwan Moral Charities (THKMC) works with volunteers to provide social and welfare services for the elderly, sick, families, persons with disabilities, and children. THKMC is also an appointed SG Cares Volunteer Centre @ Boon Lay (SG Cares VC@BL).

Post-COVID, SG Cares VC@BL identified the need to strengthen their volunteer base to ease staff workload, and develop existing and new volunteers. Recognising senior management's pivotal role in decision-making, the team prepared budget proposals and visual diagrams of development pathways for their approval.

With senior management's endorsement, two development pathways were implemented, reflecting diverse volunteer preferences and recognising commitment tiers. The team collaborated with internal stakeholders and external trainers to develop training programmes for both paths.

For volunteers who preferred to focus on their existing role and service delivery to service users, Pathway 1 recognised their commitment through the number of activities they volunteered in and invested in their personal development through Friends of VC training. This training includes different modules such as Standard First Aid, befriending training and Personal Data Protection Act (PDPA) training. These training are kept optional, for volunteers to sign up for their personal development.

For volunteers interested in co-creating and running initiatives for service users and volunteers, Pathway 2 recognised their contribution and supported their growth through the Volunteer Leader Training. Training includes different modules such as persuasion, communication skills and how to be a good leader.

While some volunteers embraced labels like Super Volunteer or Volunteer Leader, others were hesitant despite being willing to take on associated tasks. To boost motivation and signify role progression, SG Cares VC@BL introduced branded merchandise such as lanyards for Ad-hoc Volunteers and T-shirts for Regular Volunteers.

The pathways effectively engaged and developed volunteers, significantly reducing staff workload, and enhancing volunteer retention rates and tenure. SG Cares VC@BL intends to expand these pathways to deepen volunteer engagement and strengthen volunteers' commitment to the agency in the future.

Pathway 1



Pathway 2



- *Ad-hoc Volunteers* would be recognised as *Regular Volunteers* when they volunteered more frequently
- In **Pathway 1**, *Regular Volunteers* who volunteer more are recognised as *Super Volunteers* and *Friends of SG Cares VC@BL* at the centre and during volunteer appreciation events
- In **Pathway 2**, *Regular Volunteers* who initiate activities and work closely with the SG Cares VC@BL team for process improvements would be identified as *Volunteer Facilitators* and *Volunteer Leaders*

“Exploring different pathways for the volunteers challenged us to put ourselves in the volunteers’ shoes – from the initial hello to their journey with us. It opened our eyes to also see that we can ‘borrow strength’ from our volunteers in more ways than one. They also are more willing to try and be there with us, no matter how different the role may be.”

Ms Tisa Wu

Community Engagement Manager
SG Cares Volunteer Centre @ Boon Lay
(operated by THKMC)

Overcoming Challenges in Implementing Volunteer Development Pathways

Implementing volunteer development pathways may pose initial challenges for agencies. Staff may need more time to understand how the pathways relate to current practices, and additional resources may be required to support volunteers in their development. For instance, *Experienced Volunteers* identified for the Leaders pathway may feel unprepared if they do not recognise their leadership capabilities. These volunteers may require time, affirmation from staff, clear expectations, and training before embarking on the pathway. Here are some challenges agencies may face when implementing or revising volunteer development pathways:

Securing Buy-in from Internal Stakeholders

Challenge	Potential mitigation measures
Internal Stakeholders may not understand how the new or revised volunteer development pathways will enhance agency capacity.	To improve understanding, explain how volunteer development pathways outline various methods volunteers can contribute to the agency and how the agency can support them. Sharing appreciation feedback from volunteers can also be helpful. These include examples of how volunteer development pathways have helped them take ownership of their development, showcased the agency's value of their contribution, and evolved their volunteer experience.
Internal Stakeholders may view training for volunteers on pathways as an unnecessary cost, preferring to find experienced volunteer leaders instead of training experienced volunteers to become leaders.	To demonstrate the impact of volunteers on various pathways, the agency can organise sharing sessions where volunteers discuss their development, community impact, and personal fulfilment. These sessions aim to underscore how developing volunteers results in significant contributions and showcase the positive effects. Encouraging programme staff to share with colleagues and management how programmes have benefited from volunteers on these pathways can further emphasise the value.

Securing Buy-in from Volunteers

Challenge	Potential mitigation measures
New volunteers may be unfamiliar with how the pathways work, and experienced volunteers may be unsure how pathways would affect their current practices.	The Volunteer Management team can address concerns by offering clear communication and support, helping volunteers feel more comfortable and confident in participating in these pathways. Additionally, incorporating and communicating an overview of the volunteer development pathways when onboarding new volunteers can enhance their understanding and engagement.
Volunteers may hesitate to embark on the pathways due to uncertainty or lack of confidence.	Ensure that volunteers have a point of contact to ask questions about volunteer development pathways. For example, an <i>Experienced Volunteer</i> invited to take on a new role where he/she contribute as a <i>Specialist</i> should have access to someone from the Volunteer Management team or another volunteer on the <i>Specialist</i> pathway for clarification. Promote awareness of volunteer development pathways with regular communication channels. For example, email newsletters to volunteers may feature a meeting amongst volunteers who are contributing as <i>Co-creators</i> planning an upcoming initiative, with a call-to-action to reach out to the Volunteer Management team if they want to know more or contribute their expertise.

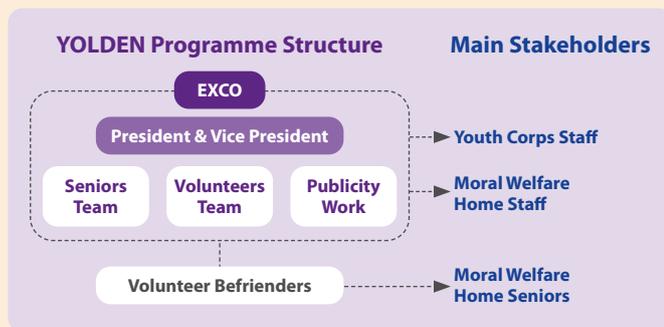


CASE STUDY 4

YOLDEN Programme @ Moral Home for the Aged Sick – Empowering Youth Volunteers to Lead

Youth Corps Singapore's YOLDEN Programme is an intergenerational bonding programme connecting youth volunteers with seniors from the Moral Home for the Aged Sick. Established in 2015, the programme promotes seniors' physical and socio-emotional well-being.

To ensure continuity and sustained impact, Youth Corps staff spent a year laying the groundwork for a partnership with Moral Home. They also developed an Executive Committee (EXCO) structure, empowering youth volunteers to step up and contribute actively. Each programme run and corresponding EXCO term is tailored to youth volunteering patterns, lasting four to six months each time.



Clear roles and responsibilities are laid out for the EXCO, Volunteer Befrienders, Youth Corps staff, and Moral Home staff:

- A group of 20–30 Volunteer Befrienders run regular sessions with the seniors, engaging them in exercises and other bonding activities. They also personalise activities to the seniors' abilities, keeping them motivated and brightening their day
- The EXCO is made up of 6 to 8 youth volunteers who previously served as Volunteer Befrienders. The EXCO plan, implement, and evaluate the programme to ensure a meaningful experience for both Volunteer Befrienders and seniors. The EXCO team also collectively recruits, trains, manages, and supports the Volunteer Befrienders
- The President and Vice President oversee the EXCO morale, dynamics, and operations of each volunteering session. The Seniors Team refine programmes and curate ideas to keep the seniors engaged through fun physio-related exercises, activities related to festivals and dialect classes. The Volunteers Team build a sense of belonging and purpose for Volunteer Befrienders through organising bonding sessions and activities. Together, the existing EXCO team looks out for potential future EXCO members amongst the Volunteer Befrienders during the volunteering sessions. They are assigned micro-tasks and roles to give them a taste of what an EXCO does before formally inviting them to be part of the next EXCO. Intentional

engagement and development of individual Volunteer Befrienders are crucial for a positive volunteering experience that encourages them step up as an EXCO member

- The Youth Corps Staff Programme In-Charge provides guidance and support to the EXCO team to ensure continuity in the goals of the programme and batches of volunteers before them
- The Moral Home staff manages the seniors, including identifying suitable seniors to participate in the programme and equipping Youth Corps volunteers with tips on interaction. 2 healthcare staff from Moral Home also support the sessions by managing the seniors and be the bridge for the youth volunteers if any challenges arise while interacting with specific seniors

The YOLDEN Programme's success can be attributed to a confluence of factors:

- **Providing a positive volunteering experience for Volunteer Befrienders**
- **Intentionally developing volunteers who show the potential to contribute more**
- **Organising volunteer leaders into an EXCO structure to tap into and maximise the impact of volunteer leaders**
- **Planning the EXCO's renewal around observed volunteering trends**
- **Providing support to volunteers and ensuring continuity in the EXCO's goals**

By investing in volunteer development, agencies can create a sustained impact and empower volunteers to ignite positive change in society.

"The YOLDEN @ Moral Home programme promotes intergenerational bonding, connects passionate individuals to befriend seniors at Moral Home for the Aged Sick. The YOLDEN Executive Committee (EXCO) facilitates ongoing engagement between youth volunteers and seniors, ensuring consistent interaction and fostering sustainability by empowering youths to lead future iterations. Through regular interaction, volunteers raise awareness about seniors in nursing homes, developing social awareness and creating a positive impact on both youths and seniors."

Ms Jennifer Tang
Operations Director,
Moral Home for the Aged Sick Limited



Tips

When developing volunteers, it can be helpful to stage the support provided to them. This can include:

- Providing background information on the agency, service users, and suitable volunteering activities
- Offering resources on possible activities that can be run for service users, allowing volunteers to benefit from experiential learning when running activities
- Guiding volunteers to reflect on conducted activities and co-create new activities customized for service users. These insights can be institutionalised and shared with other volunteers, allowing them to learn from each other's experiences

Planning activities for service users can be a daunting task if volunteers are new or unfamiliar with the demographics, but there are resources available from various agencies that can help

- Agency for Integrated Care has a range of resources for seniors, ranging from how to have heartfelt conversations to conducting adaptive sports:
<https://for.sg/aic-wellness-programme>
- National Council of Social Service has a range of resources for the public to learn more about engaging service users of various sub-sectors, including from inclusive language and resource kits for youths and inclusive play:
<https://go.gov.sg/ncss-publications>
- National Heritage Board has a range of resources for families, children and schools, ranging from heritage trail activity booklets and family time activity sheets:
<https://go.gov.sg/nhb-resources>
- National Parks Board has a range of resources for children, ranging from pre-school education resources, posters, powerpoint slides, worksheets and videos:
<https://go.gov.sg/nparks-teaching-and-learning-resources>
- Sport Singapore has a range of resources for children to connect through sports and games:
<https://go.gov.sg/activeparents-starterkit>



Identifying the Need for Volunteer Learning and Development

Equipping volunteers with the necessary competencies through learning and development is important to enable them to perform their roles better, leading to enhanced volunteer contribution to service users.

Beyond approaching learning initiatives with the lens of equipping volunteers with specific skills required by the agency, we can focus on preparing volunteers to be future-ready by supporting their growth in the long run. Thus, volunteers feel valued. It translates to deeper loyalty and trust between the volunteer and the agency. Over time, the volunteers can also improve their effectiveness and contribute beyond their existing role by taking on larger roles in the future.

We can identify the need for training in terms of skills, competencies, and values.



Identifying the Need for Volunteer Learning and Development

Skills and Competencies

Competency refers to the combination of knowledge, attitudes and skills that enable an individual to perform within a given context or role. By taking a proactive approach to identifying and building competencies in volunteers, Volunteer Management Practitioners can help ensure that volunteers are well-equipped to contribute to the agency and achieve their personal development goals.

To manage volunteers effectively, Volunteer Management Practitioners need to identify the competencies of their existing volunteers, where their strengths lie, and where there are gaps in their competencies. Additionally, Volunteer Management Practitioners should identify the competencies needed for volunteer roles in the agency. Doing this would facilitate finding volunteers with the required competencies to take up the role and build the competencies in volunteers to perform the role successfully.

Identifying Competencies Needed in Volunteer Roles

- Identify the critical work tasks that have to be done in this volunteer role. If there is a role description, this would be a useful reference. If not, consider engaging colleagues who work with this volunteer to understand what the critical work tasks are.
- Having understood the critical work tasks, identify whether the volunteer role augments the roles of social service professionals, the volunteer management team or other professionals.

Volunteer Roles that Augment the

Roles of Social Service Professionals

Agencies can refer to the **Skills Framework for Social Service** to match the Knowledge and Skills that correspond with the different social service job descriptions.

Example

The **Volunteer Teaching Assistant** role may have many overlapping critical work tasks with the **Teacher Aide**. You can reference and adapt from the skills and competencies listed.

Volunteer Roles that Augment the

Volunteer Management Team

Agencies can refer to the Skills Maps for VMP roles in the [Learning and Development Roadmap for Volunteer Management Practitioners](#) to match the Knowledge and Skills that correspond with the different VMP roles.

Example

The **Volunteer Leader** role may have overlapping critical work tasks with the **Volunteer Executive**. You can reference and adapt from the skills and competencies listed.

Volunteer Roles that Augment the

Roles of Other Professionals

Agencies can refer to the different **Skills Frameworks** listed on the SkillsFuture website.

Example

The **Volunteer Social Media Content Creator** role may have overlapping critical work tasks with the **Community Development Executive** in the Skills Frameworks for Media. You can refer and adapt to the skills and competencies listed.

In practice, it is unlikely that the volunteer's critical work tasks are identical to those of agency staff. Thus, the required skills and competencies can be adapted from but will usually vary from the staff's role listed in the Skills Frameworks or Learning and Development Roadmap.



Identifying the Need for Volunteer Learning and Development

Organisational Values

As an agency, it is also important to identify core organisational values and help volunteers instil them as part of their journey with your agency. When recruiting new volunteers, it is good to find individuals who are aligned with the core values of your agency.

Volunteer Management Practitioners can influence new or existing volunteers to embrace agency core values by providing them with the context about the needs served, briefing them about the importance of delivering their role and guiding them in performing their volunteering role appropriately. Some of these values could be:

Empathy



Respect for Others



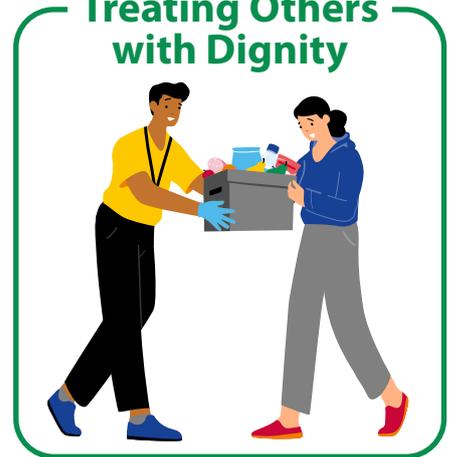
Compassion



Passion for Empowering Others



Treating Others with Dignity



Actions such as observing and engaging volunteers, as well as receiving feedback from programme staff and service users, can help identify those aligned with the organisational values and guide those who are not aligned. For example, a volunteer who cannot show empathy may be further trained in active listening. In more serious cases, exiting from the programme may be necessary for volunteers who are not aligned with agency values.

By prioritising agency core values and identifying competencies that can be built from those values, Volunteer Management Practitioners can help ensure that volunteers better support the agency's efforts to serve the community.

Planning Volunteer Learning and Development

Introductory Briefing

Ideally, all new volunteers to your agency should go through an introductory briefing as part of the onboarding process. These are usually conducted by the agency for all volunteers and focus on:

- Values which the agency subscribes to
- Knowledge about the agency
- Knowledge of Dos and Don'ts of volunteering within the agency
- Knowledge surrounding Data Governance and PDPA-related guidelines
- Other information that the agency deems to be important for all volunteers.
(e.g. What to do in case of emergencies)

Some volunteers may be new to your agency, but not to volunteering, or the sector. Hence, it may be worth considering the volunteer's experience before deciding if the introductory briefing or onboarding is mandatory before the volunteer can be deployed for volunteering sessions.

Additional learning and development can be planned for volunteers at different stages of their journey with your agency.



Planning Volunteer Learning and Development

Additional Learning and Development

Step 1 Identify the Need for Learning

Plan the learning that is needed or offered to volunteers based on the intended outcomes:

Equipping volunteers with basic information and awareness about working with a particular group of service users, programmes or how to fulfil their volunteer roles.

Equipping volunteers with in-depth training to enable them to take on more complex roles or duties.

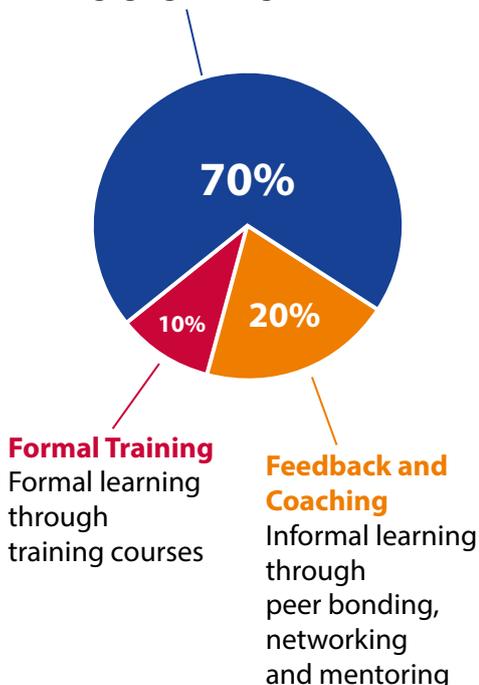
Equipping volunteers with skills and knowledge to perform better in the enhanced volunteer roles they have taken on, e.g. Volunteer Leader.

Step 2 Identify the Methods to Conduct Learning

The diagram below illustrates a general classification of how learning occurs:

On-the-job Learning

Learning while performing roles and engaging in assigned duties



You may choose to use more than one type of learning method to equip your volunteers with the necessary knowledge, skills and competencies:



On-the-job Training: Volunteers learn as they go about their role, with feedback from staff. This may be a great way to induct volunteers into their roles, so they can ease into it by learning while performing their duties.



Shadowing: Shadowing is an informal way for volunteers to learn what it is like to perform a particular role. They 'follow' experienced volunteers to see what it is like to perform their roles. They may complete a certain number of hours of shadowing.



Coaching/Mentoring: Mentoring is a reciprocal and collaborative relationship between experienced volunteers/staff and the volunteer for their growth, learning, and development.



Workshops or Courses: Volunteers attend workshops on various topics, learn from the trainer, and participate in discussions to further their learning. Courses offer a more structured form of learning, helping educate volunteers on topics.

Planning Volunteer Learning and Development

Additional Learning and Development

Step 3 Develop and Execute Learning Initiatives

Work with your agency's stakeholders to develop the learning initiatives, aligning on the skills and competencies needed, additional information that is important for volunteers to know, the types of learning methods that would be utilised and who to support the training. Here are some examples:

Identified Learning Needs	Volunteer role	Groups served	Skills and competencies to fulfill the role	Additional information needed to perform the role well	Types of learning method chosen
Equipping volunteers with basic information and awareness about working with a particular group of service users, programmes or how to fulfil their volunteer role.	Meal Delivery Volunteer	Vulnerable families	Communication	Common needs and where to find community resources	<ul style="list-style-type: none"> On-the-job training Shadowing
Equipping volunteers with more in-depth training to enable them to take on more complex roles or duties.	Youth Befriender	Youths from vulnerable families	<ul style="list-style-type: none"> Mentoring for Youths Youth Development Youth Outreach Communication 	<ul style="list-style-type: none"> Common needs and where to find community resources When to escalate cases for further intervention 	<ul style="list-style-type: none"> On-the-job training Shadowing Mentoring Workshops
Equipping volunteers with skills and knowledge to perform better in the enhanced volunteer roles they have taken on, e.g. Volunteer Leader.	Volunteer Leader	New volunteers, experienced volunteers	<ul style="list-style-type: none"> Communication Decision making Developing people Teamwork Virtual collaboration 	<ul style="list-style-type: none"> Volunteer development pathways Volunteer learning initiatives When to escalate conflicts for further intervention 	<ul style="list-style-type: none"> On-the-job training Shadowing Coaching Workshops

Planning Volunteer Learning and Development

Additional Learning and Development

Step 3 Develop and Execute Learning Initiatives



Check if there are training providers who are able to support the identified learning needs:

- Adopt existing training resources by the **Social Service Institute**
- Utilise training provided by **local educational institutions** or **SkillsFuture**
- Use **free online certifications**, e.g. social media volunteers can upskill with Google's Digital Marketing Certification

Besides searching for training providers, consider different ways to develop content that would be contextualised to your agency's service delivery:

- Rely on the expertise of **agency staff**, e.g. social workers and programme staff
- Collaborate with **fellow agencies** to share resources
- Deploy **volunteers** with experience in the relevant subject



Tips

The NCSS Professional Capability Grant (PCG) provides training grants that the Social Service Agencies (SSAs) can draw on for staff and volunteers, to build their manpower and organisation's capability.

Check out [Training Resources by Social Service Institute](#), where you can find training courses available for volunteers and volunteer management practitioners. Plan your training needs with the [Volunteer Learning and Development Planning Template](#) on Page 63.

CASE STUDY 5

The National Kidney Foundation (NKF) – Multiplying Organisational Impact Through Volunteer Training

Volunteers play a pivotal role in NKF, offering their time, skills and passion without monetary compensation.

Their importance lies in their ability to drive positive changes and make lasting impacts on our community. They bring a diverse range of perspectives and expertise, helping NKF bolster essential services, such as augmenting nursing manpower at dialysis centres, organising workshops to upskill patients and staff, and bringing joy and warmth to patients' lives.

Volunteers also foster a sense of unity and empathy, inspiring the community around them to get involved and cultivate a culture of compassion and altruism. Their dedication and selflessness are powerful catalysts for NKF's progress, promoting cohesion and building a more resilient community to support our patients.

NKF's volunteers start their journey by understanding patients' treatment regimens and social conditions. Through a mandated orientation, volunteers gain insights into the detrimental effects of kidney failure and its impact on patients and those around them. Many volunteers are converted into health advocates immediately through the knowledge, reminding their loved ones to take charge of their health through little changes in their daily lives.

From mass mobilisation of volunteers to support nationwide events to having them partner with social workers through home intervention programmes, their importance cannot be undermined at each step of the service delivery.

NKF's Volunteer Management team works closely with the training arms of the Nursing and Social Work teams to develop content that is directly relevant to volunteers' interactions with patients. The team, too, actively approaches existing and new partners to curate volunteer training. The goal is to help upskill volunteers with the end objective of partnering with them to address immediate needs or identify gaps to support patients better.

Volunteer trainings in NKF can be categorised into two categories:

1. **General training** equips volunteers with information and skills to better engage with NKF's service users. Examples of general training include understanding kidney failure and dietary restrictions of kidney failure patients, as well as befriending and communication skills.
2. **Curated training** upsills volunteers in the delivery of their volunteering work. Examples of curated training include wheelchair transfers, emotional management and managing conversations about end-of-life.

Beyond preparing volunteers for volunteer work through general and curated training, NKF provides training focusing on personal growth. Examples of such training include caregiver skills, avoiding burnout and facilitation skills. These trainings are a platform for NKF to nurture and appreciate volunteers. Feedback sessions are also conducted with volunteers after each training so NKF can better understand their needs and improve future training curriculums.

NKF invests time and resources in volunteer training because they view their volunteers as an extension of their workforce. NKF curates training as an intentional part of the volunteer journey as they recognise that volunteers augment manpower and enable the agency to multiply its impact.

“We see our volunteers as our partners and an integral part of NKF's mission of “Giving Life and Hope”. It is then only natural that we give our volunteers the right skillsets through training and development, as with all of our employees, so that they are well-equipped to support our patients.”

Mr Tim Oei
Chief Executive Officer
The National Kidney Foundation



Planning Volunteer Learning and Development

Additional Learning and Development

Step 4 Keep a Record of Uptake

Agencies should keep records of volunteers who have undergone learning initiatives in their volunteer management system. It can help to:

- 1. Track volunteer progress:** Keeping records of learning initiatives that volunteers have attended can help agencies track how volunteers have progressed. This helps to ensure that volunteers develop the needed skills and competencies to carry out their roles effectively.
- 2. Recognise volunteer achievements:** Some volunteers are motivated by personal and professional growth. By keeping records of the learning initiatives attended and allowing volunteers to see the learning they have accomplished, agencies can help volunteers feel more fulfilled and motivated to continue volunteering.
- 3. Identify volunteers who can support with learning initiatives:** Agencies can tap on the expertise of volunteers who have undergone the necessary learning to support staff in delivering subsequent learning initiatives. For example, volunteers who have undergone training in wheelchair handling and are familiar with operating wheelchairs can be invited to assist in training the next batch of volunteers. They can also be invited to co-develop the training to make it more engaging for fellow volunteers.

By tracking volunteer progress, recognising volunteer achievements, and identifying volunteers who can support the learning initiatives, agencies can create a more effective and impactful volunteer learning and development plan that supports the agency's mission and goals.

Overcoming Challenges in Absenteeism

Challenge	Potential mitigation measures
If volunteers sign up for the learning but are absent, other volunteers may have missed the opportunity to participate in the learning initiative.	Agencies can communicate the importance of attendance to volunteers, highlighting the impact that their absence can have. This can help to motivate volunteers to take their commitment seriously.
If volunteers attend the learning initiative but do not continue to volunteer for the agency, the agency will not be able to tap on the trained volunteers. This may affect the effectiveness of the agency in delivering its services.	Agencies can schedule learning at times convenient for volunteers, taking into account their work and family commitments. Agencies can also communicate the dates in advance, allowing volunteers to work around scheduling conflicts.
If the learning initiative is mandatory before volunteering, it may affect the start of the volunteering programme or the scale of volunteers deployed as not all the volunteers are trained.	Agencies can provide make-up sessions for volunteers who cannot attend due to unforeseen circumstances. They can also highlight different ways that the volunteer can catch up on their learning, such as training slides or individual discussions with the staff, volunteer leaders or other experienced volunteer leaders. The goal is to ensure that volunteers are well-prepared to carry out their roles effectively, even if they cannot attend a training session.

Planning Volunteer Learning and Development

Additional Learning and Development

Step 5 Evaluate the Learning Provided

It is important for agencies to evaluate the learning provided to ensure accountability and work towards continuous improvement:

- **Ensuring accountability:** Evaluating the delivered learning allows agencies to establish accountability for the resources invested, including course fees or stakeholders' time to develop the learning initiative. Equally important is showcasing the value of the learning initiative to stakeholders and verifying the efficient deployment of resources.
- **Continuous improvement:** By identifying areas for improvement and implementing changes, the agency can create more effective and impactful learning initiatives to advance the agency's mission and goals.

This is how agencies can evaluate the effectiveness of the learning:

Assessing Trainees

Evaluating trainees can help to determine whether they have acquired the necessary knowledge and skills through coaching, workshops, etc. This can help identify areas where trainees may need additional support or training and ensure they are well-prepared to carry out their roles effectively.

Formal Testing

Certain workshops or training require a minimum passing score/grade to certify the attendees. A low passing rate may indicate difficulty in learning, meaning either a review of the material or a review of the mode of training may be required.

Group Evaluations

Conduct simulated evaluations for volunteer groups to understand how well the information has been absorbed. For example, group role plays could be a useful way of assessing learning for high-touch roles such as befrienders and hotline volunteers.

Assessing the Learning Method

Evaluating the learning initiatives conducted can help to identify areas for improvement. This can help to identify areas where the learning initiative should be further improved so that it is effective in achieving its goals.

Attendee's Feedback

– Understand Trainees' Experience

Survey volunteers on whether the shadowing, coaching or workshop was impactful. The survey could cover whether the session was conducted well, whether the trainer communicated effectively, and whether the materials used were of good quality. This information may be gathered through verbal feedback or a survey form.

Field Testing

– Test Application of Training Materials

Seek feedback from the trainer regarding the trainees' receptiveness and the format of the learning initiative. For example, the mentor can offer insights into the mentee's progress and the overall effectiveness of the mentoring process. This feedback loop can also unveil opportunities for enhancing the mentoring program, such as the appropriateness of the mentor-mentee matching process.



Planning Volunteer Learning and Development

Additional Learning and Development

Step 5 Evaluate the Learning Provided

Assessing How Much Learning Has Been Applied

Even when the learning initiative was conducted successfully, evaluating how much learning has been applied afterwards is essential. This can help identify areas where the initiative may need to be revised and improved, or whether the staff or fellow volunteers can better reinforce the knowledge during their volunteering.

Field Testing – Test application of training materials

Evaluate volunteers' performance in simulated or real-life situations on-ground to assess how well they absorbed the training. This should be done sometime after training has been conducted.

Overcoming Difficulties Faced in Understanding and Applying Learning

Challenge	Potential mitigation measures
Volunteers may be unable to perform their roles effectively if they have difficulty understanding and applying the materials or skills learnt.	Agencies can survey volunteers to learn more about the specific areas that volunteers want to learn more about. If the volunteers are interested in the content or already know why it is important to go for the learning, they may be more motivated to engage with the content.
Volunteers who cannot apply their learning may become less motivated, impacting their morale. This might cause them to make mistakes during volunteering or unintentionally take actions not aligned with the agency's policies or procedures.	<p>Agencies can also use interactive and engaging learning methods, such as role-playing, case studies or group discussions, to help volunteers apply the learning. This allows volunteers to learn from their peers as well.</p> <p>Agencies can engage programme staff to seek their support to monitor and give additional guidance to volunteers. This is because volunteers may need some hands-on practice to internalise their learning better.</p>

CASE STUDY 6

Singapore Red Cross Society – Developing a Niche in Volunteer Training

Singapore Red Cross Society (SRC) is an independent humanitarian organisation dedicated to serving communities in need and responding to local and international emergencies. Volunteers are the backbone of their programmes to serve the community.

The importance of investing in upskilling and training volunteers was two-fold. The skills and knowledge acquired through training enabled volunteers to perform their duties and assist service users well. Further, it contributes to volunteers' personal and professional growth.

Having identified the importance of building the skills and competencies of their volunteers through training, SRC established the Singapore Red Cross Academy to offer a range of training, resulting in the steady growth of a skilled pool of volunteers to be deployed.

Some of the key training courses that the Academy offers include:

- **First Aid Training** with more than 10 courses on topics related to First Aid, Cardiopulmonary Resuscitation (CPR) and Automated External Defibrillator (AED). This training equips volunteers with skills to volunteer in programmes such as Community First Aid and First Aiders on Wheels.
- **Humanitarian Education and Disaster Management Training** which includes several courses, and a Humanitarian Lecture Series that promotes public interest and understanding of humanitarian activities, as well as talks and workshops on related topics. These training equip volunteers with in-depth training to take on complex duties when overseas deployment is needed.

SRC also designed mandatory training workshops for all volunteer leaders, which were established for the Volunteer Leadership Programme in 2019. This programme trains volunteer leaders with the skills and knowledge to perform better. It includes communication techniques, project management and team management, among other topics, to ensure they are ready to take on their enhanced roles and responsibilities. Through the relevant training, volunteer leaders are better equipped to partner and support the Programme Heads and staff more effectively as co-leads.

SRC's expertise and keen focus on volunteer training have established them as one of the local advocates of volunteer development. SRC also collaborates with other social service agencies to further uplift volunteer development capability within the sector. An example of such inter-agency volunteer training occurred in March 2023, where SRC conducted a combined First Aid training for the Responders for Resilience Initiative for volunteers from both SRC and the Children-At-Risk Empowerment Association (CARE Singapore).

SRC's commitment to training volunteers has shown how investing in volunteer development results in the growth of volunteer's skills and ability to assist service users. Training volunteers effectively also alleviates staff workload and paves the way for the agency to serve the community meaningfully by creating a pool of active and trained volunteers ready for deployment.

“Volunteer development is a long-term investment and commitment. It is crucial that we ensure an enabling environment for volunteers to thrive in, and to do their best work for the community. It is with this mindset that the Singapore Red Cross has established a framework within which we can effectively recruit, train, and retain volunteers. Our volunteers are the driving force behind our work and are invaluable assets for the delivery of our humanitarian services. The impact of their work is both immediate and long-lasting - saving lives and dignity, and at the same time creating bonds that shape, transform lives of individuals and families”

Mr Benjamin William

Secretary General and Chief Executive Officer
Singapore Red Cross Society



Creating Enhanced Volunteer Roles

Agencies can create enhanced volunteer roles that empower existing volunteers to take on new responsibilities. Volunteers in enhanced volunteer roles can greatly support social service agencies by augmenting service delivery and supporting organisational development.

The enhanced volunteer roles usually fall under the three volunteer development pathways:



Some benefits of having enhanced volunteer roles in the agency include:



Creating Enhanced Volunteer Roles

Step 1 Understanding the Need for Enhanced Volunteer Roles

Before defining the enhanced volunteer roles, consider the role that volunteers will play in your agency with the following questions:



You can start by engaging stakeholders:

Senior Management

Understand your agency's vision for enhancing volunteer contribution and overall strategic goals for volunteerism.

Programme Heads

Explore current challenges and potential opportunities to use volunteers to improve them.

Volunteers

Ask volunteers for feedback on improving support for them and use their inputs when crafting the enhanced volunteer roles.

Service users

Understand areas where the agency can enhance service delivery through volunteer support.

While volunteer efforts cannot resolve all stakeholder needs, there will be specific ones you can effectively address by creating enhanced volunteer roles.

After identifying these specific needs, it is necessary to establish a consensus on the approach to address them. Communicate and share the envisioned roles with the stakeholders to ensure all relevant parties are aligned and supportive of the proposed volunteer initiatives.

Start by preparing the following:

Identifying the Needs	Approach
Why are we creating this enhanced volunteer role?	Share challenges or aspirations and explain how the enhanced volunteer role helps address these needs.
Whom would this enhanced volunteer role support?	Share information about the role's impact on programmes, the volunteer management team, and other volunteers.
How would filling this enhanced volunteer role increase agency capacity?	Share how it contributes to ensuring higher quality of service delivery, supports volunteer management processes, or assists volunteers.



Creating Enhanced Volunteer Roles

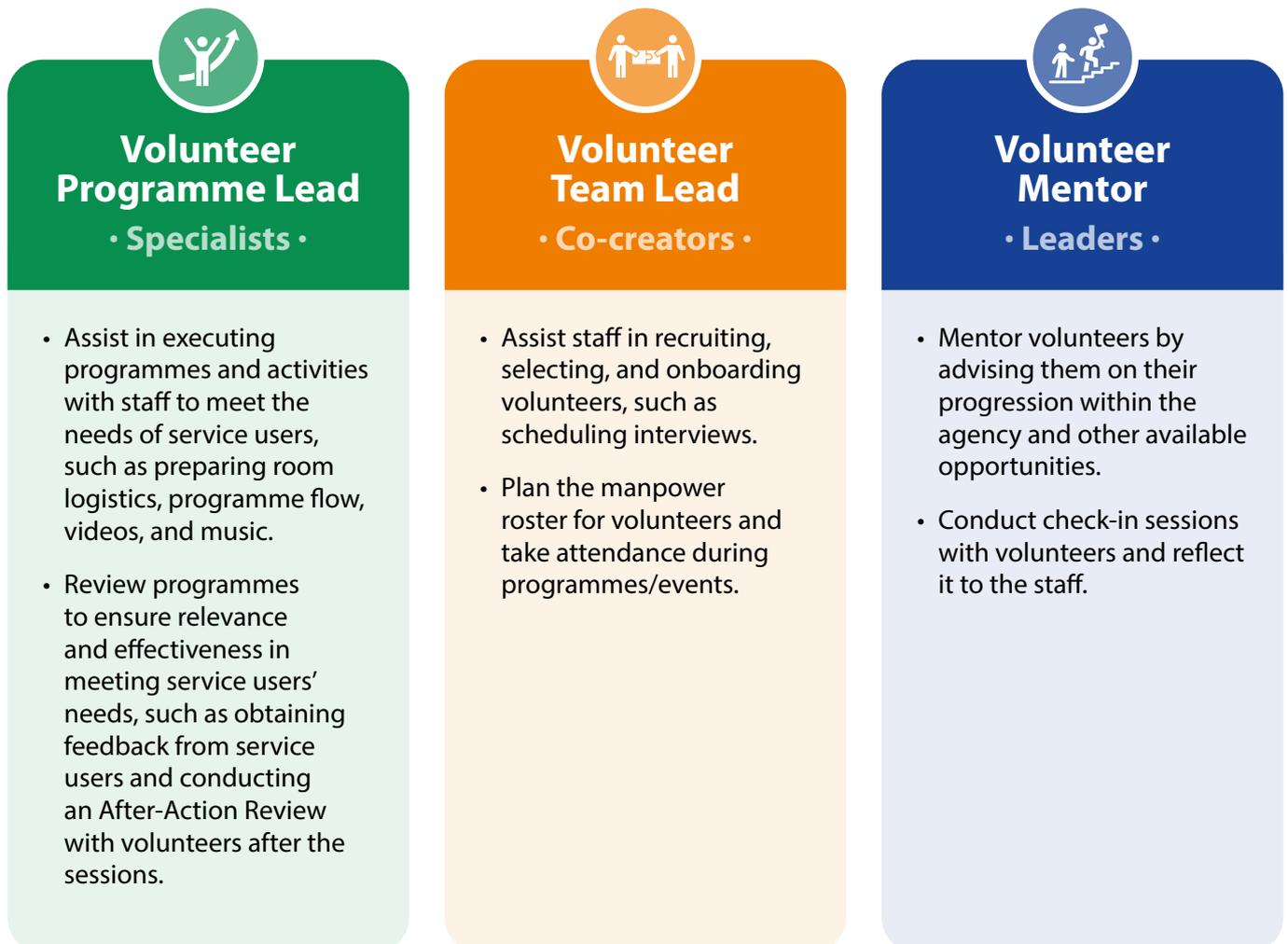
Step 1 Understanding the Need for Enhanced Volunteer Roles

Your agency can map the newly created enhanced volunteer roles to the Volunteer Development Pathways from Chapter 2:

- **Specialists** support programme implementation with their experience and expertise
- **Co-Creators** support staff in designing new programmes or improving volunteer management practices
- **Leaders** help staff in managing fellow volunteers

Your agency can envision the many enhanced volunteer roles within a pathway. It is also normal to find that some enhanced volunteer roles fall within a few different pathways, as the enhanced volunteer role takes on various types of responsibilities.

The following are examples of roles that volunteers in enhanced roles can take on:



Creating Enhanced Volunteer Roles

Step 2 Identifying Critical Core Skills Needed

Based on the envisioned roles and responsibilities of the enhanced volunteer role, identify the critical core skills needed to take on these roles. Critical core skills are essential at workplaces and span three skill clusters: Thinking Critically, Interacting with Others, and Staying Relevant.

These are the necessary critical core skills that enhanced volunteer roles will probably need:



Adaptability

Exercise flexibility in behaviours or approaches to respond to changes and evolving contexts.



Collaboration

Manage relationships, and work collaboratively and effectively with others to achieve goals.



Communication

Convey and exchange thoughts, ideas and information effectively through various mediums and approaches.



Customer Orientation

Identify the needs of customers, both internal and external, to deliver an effective customer experience.



Decision Making

Choose a course of action from several alternatives developed through a structured process to achieve the intended goals.



Developing People

Empower others to learn and develop their capabilities, enhance their performance, and achieve personal or professional goals.



Digital Fluency

Leverage digital technology tools, systems, and software across work processes and activities to solve problems, drive efficiency, and facilitate information sharing.



Problem Solving

Generate effective and efficient solutions to solve problems and capitalise on new opportunities.



Self Management and Development

Take ownership of managing personal effectiveness, professional developmental needs, personal brand, and holistic physical, mental, emotional and social well-being.

There are three proficiency levels for all critical core skills: Basic, Intermediate and Advance. Your agency can refer to the Skills Future [Critical Core Skills Reference Documents](#) to identify the knowledge and abilities needed for each enhanced volunteer role. It can help your agency plan better learning and development initiatives to support volunteers in enhanced volunteer roles.



Creating Enhanced Volunteer Roles



Tips

When volunteers take on enhanced roles, there is an increased responsibility, particularly concerning agency and service-user-related data.

In Singapore, the Personal Data Protection Act (PDPA) provides the standard for protecting personal data, governing the collection, use, disclosure and care of personal data. Confidentiality is a set of rules that limits access to or restricts the use of certain types of information.

As volunteers in enhanced roles may act as your agency's representatives, ensuring their compliance with PDPA rules is crucial. This is to prevent any breaches of legal or ethical boundaries, especially concerning service users' privacy.

- Ensure that volunteers, especially those taking on enhanced roles, receive training on Data Governance and the PDPA.
- Define clear rules and guidelines regarding permissible actions when handling confidential data (e.g. specify who can disclose information and under what circumstances).
- Ensure that relevant staff and volunteers are thoroughly aware of and trained in your agency's confidentiality and data protection policies.
- Ensure early identification of non-compliance cases and take necessary actions to report and remediate breaches according to the relevant regulations (e.g. PDPA) and policies (e.g. funding policies).

Emphasise the severity of data breaches and ensure the team is trained to mitigate risks in case of confidentiality breaches.

Consider training volunteers at the beginning of their appointment and provide reminders for any updates and considerations throughout their journey. Refer to the PDPA Guide for Volunteers which indicates what volunteers should do to safeguard personal data of service users when volunteering: <https://go.gov.sg/pdpaguideforvolunteer>

Creating Enhanced Volunteer Roles

Step 3 Developing Descriptions of Enhanced Volunteer Roles

After engaging stakeholders to identify the necessary competencies for the enhanced volunteer roles, document the information with clear volunteer role descriptions.

Considerations	Volunteer role descriptions
How will the role benefit service users, staff and volunteers?	<p>Craft and document the following:</p> <ul style="list-style-type: none"> Revised role title Programme Impact on service users / agency Tasks and responsibilities Frequency and time commitment Skills and competencies required Learning and development required
Additional considerations	Enhanced volunteer role descriptions
Provide clarity for enhanced volunteer roles.	<p>Volunteer's profile / experience</p> <ul style="list-style-type: none"> Regularity of service with your agency Period of service within the Social Sector Professional experience in leadership positions Professional experience in related industries and fields <p>Benefits to volunteer Create benefits around the five key features of a quality volunteering experience: Enjoyment, Exposure, Impact, Connectedness and Flexibility.</p>

To provide clarity for enhanced volunteer roles, take the following actions:

Expectation Setting

Give clear role descriptions to guide volunteers in enhanced volunteer roles by outlining their responsibilities, tasks, and time commitments. It will also help other volunteers understand the role's expectations.

Performance Evaluation

Assess the volunteer's performance and contribution in the enhanced volunteer role by establishing criteria based on the role descriptions.

Volunteer Satisfaction

Equipping volunteers with a clear understanding of their roles and how they contribute to the agency's mission will likely increase their sense of satisfaction and fulfilment in their work.



Tips

[The Volunteer Role Redesign Guide](#) provides a structured approach for agencies to create new volunteer roles or redesign existing roles to meet agency needs. Read more about the volunteer role redesign process and use ready-made [templates](#).



Recruiting for Enhanced Volunteer Roles

After establishing clear agency needs and role descriptions, the next step is to select suitable candidates. Start internally by identifying volunteers within the agency. If necessary, consider recruiting externally if suitable candidates are not available internally.

Identify Suitable Volunteers from Your Existing Volunteer Pool

Agencies typically prefer this option as the primary choice because volunteers are usually already familiar with the agency, its goals, and the operating environment. Volunteer Management Practitioners can also assess the track records of volunteers through discussions with programme staff or centre managers.

Discuss with programme staff or centre managers to identify volunteers they have observed and could nurture for enhanced volunteer roles, such as:



Volunteers who have demonstrated the critical core skills and competencies needed to take on enhanced volunteer roles



Volunteers who have demonstrated a high level of commitment or passion towards the cause



Volunteers who have expressed interest in different pathways or different ways of contributing to the agency

Some identified volunteers may hesitate to step up for various reasons, including a perceived gap in skills and competency, lack of confidence, or unfamiliarity with new responsibilities.

Do encourage them by highlighting their qualities, strengths, and existing contributions to demonstrate their suitability for the enhanced role. It is essential to address their concerns, support their learning, and consider assigning smaller tasks initially or pairing them with another volunteer in an enhanced role.

If your agency already has volunteers in enhanced roles, showcase their contributions and invite them to inspire other volunteers to take on similar responsibilities.

Recruiting for Enhanced Volunteer Roles

Recruit Externally

This is usually the second option when agencies need to fill the enhanced volunteer role.

Word of mouth

Existing volunteers in enhanced volunteer roles may have peers they would recommend taking on the enhanced volunteer role. For example, a volunteer leader supporting a regular exercise programme for seniors may be able to identify another volunteer who is committed or able to support the programme in an enhanced volunteer role.

Your agency can also consider reaching out to people who know your agency, such as service users or past employees. These people would come with an understanding of the cause. They could take on enhanced volunteer roles or contribute as Committee or Board Members.

SG Cares Volunteer Centres

Through outreach and engagement efforts with community partners including Social Service Agencies (SSAs), SG Cares Volunteer Centres have a clear understanding and oversight of the town's volunteering needs and available volunteer resources. With this knowledge, SG Cares Volunteer Centres can match volunteers to areas of need, providing swift and targeted volunteer support for community partners who require volunteers for service delivery. To develop and sustain volunteers on a long-term basis, the SG Cares Volunteer Centres also strive to strengthen the volunteers' capabilities and enhance their volunteering journeys.

Visit <https://go.gov.sg/singaporecares> to find out more about the SG Cares movement and find the SG Cares Volunteer Centre that is closest to you.

As the volunteer might not have prior experience volunteering with the agency, your agency may need to:

- Have the candidate fill out application forms or go for an interview to understand their experience and what transferable skills they have for the role
- Conduct reference checks, such as through a basic search of the volunteer's name on the internet, calling the candidate's character referee or emailing another agency's volunteer manager
- Clarify expectations through an appointment letter with Terms of Reference (TOR) along with the agency's code of conduct confirming their roles and responsibilities, as well as period of service
- Provide further support through onboarding and briefing sessions similar to how your agency prepares new volunteers for their roles. Adapt the content of the sessions to the enhanced volunteer role



Tips

Find out more about volunteer sources and screening potential applicants in the [NCSS Volunteer Management Toolkit 2.0](#), covering recruitment, selection, onboarding, and training of volunteers.



CASE STUDY 7

Persatuan Permudi Islam Singapura (PPIS) – Empowering Service Users to Become Volunteer Leaders: Benedine’s Journey

Persatuan Pemudi Islam Singapura (PPIS) is an association that supports women’s empowerment. They also assist children and families through childcare support and counselling services.

Benedine, a university student, is a long-term volunteer of PPIS who was a service user and is now a Volunteer Leader at PPIS.

When Benedine was in primary school, she attended the 7oaks Student Care Bedok (previously Student Care Centre Bedok), which provides after-school care. She gained critical core skills like effective communication and decision-making, practised being independent and cultivated good moral values. Benedine also discovered her passion for volunteering after observing the volunteers who conducted the workshops and programmes. Her first volunteering stint was in her secondary school, where she joined the Values-in-Action (VIA) club and helped in coordinating events and activities.

As a 7oaks Student Care Bedok alumni, she was identified by the centre and invited to contribute as a volunteer. Benedine readily accepted and assisted as a Camp Facilitator at the school holiday annual camps, and helped out in other events at the centre during her school holidays.

With support from the centre, Benedine has now taken on a Volunteer Leader role where she conceptualises programmes and events. Her ideas are heard and acted upon, allowing her to co-produce programmes with staff for other service users. Benedine has been involved in annual camps, displayed her creativity through artwork, and contributed her IT expertise to reformat donated laptops. She has also stepped up to help as a tutor and mentor.

Her contributions are recognised and appreciated by 7oaks Student Care Bedok, who continue to support Benedine in her volunteer development:

“Benedine has always shown her good conduct - as a student then, and as a volunteer now. She is very dedicated and committed in her roles, regardless of how small it may be. Her resilience and positivity have developed her well and she is looked up to as a role model in the centre. She gets along very well with both the students and staff. Her motivation has also encouraged her friends to volunteer at the centre.

Even as a student, Benedine was well-liked by her peers and staff as she was always willing to help out whenever she could. Seeing her commitment and involvement in volunteering for the past 8 years, the centre gave her challenging roles which groomed her leadership and people management skills. Staff has also provided her guidance on handling children with challenges and those with special needs, which she has found useful.”

Apart from her ongoing volunteering services, Benedine also serves as a Part-Time Relief Programme Assistant, supervising classes and preparing activities for the students.

Benedine’s journey from being a service user to now being empowered to become a Volunteer Leader is a testament to how investing in developing volunteers contributes to their growth and, in turn, enhances the agency’s capacity to assist service users more effectively.

“Empowering volunteers to progress into enhanced roles including leadership is not just about supporting individuals; it is about investing in the sustainability and growth of your organisation’s mission.”

Mdm Tuminah Sapawi
CEO, Persatuan Pemudi Islam Singapura (PPIS)



Learn how you can empower your volunteers and service users to co-design and co-produce services in the NCSS *Empowerment Deconstructed!* Guide at <https://go.gov.sg/empowermentguide>.



Supporting Volunteers in Enhanced Volunteer Roles

As many of your agency's services depend on volunteers performing their jobs successfully, it is crucial to effectively support volunteers, especially those who are in enhanced volunteer roles.

Volunteers who take on enhanced volunteer roles may work in even closer partnership with service users, volunteers, other volunteers in enhanced roles and agency staff. These may also lead to situations where the volunteers taking on enhanced volunteer roles must solve difficulties raised by service users or volunteers or negotiate with other volunteers in enhanced roles and agency staff.

It is important to support volunteers taking on enhanced volunteer roles, and here are some ways your agency can do so:

Establish a Regular Feedback Cycle and Set Up Check-Ins

Check with volunteers on their experience in the role, and what they have done well or not so well. The discussion should also address their challenges and aim to provide additional guidance/support they may need.

Acknowledge Their Good Work

Appreciate their commitment and contribution to the agency and role.

Create Clear Feedback Channels

Ensure they are in contact with someone whom they can readily reach out to ask questions or raise concerns

Overcoming Interpersonal Conflict

Challenge	Potential mitigation measures
<p>Long-serving volunteers or staff at an agency may resist changes introduced when newly appointed volunteers assume enhanced volunteer roles.</p> <p>It may result in a disharmonious environment due to the conflict in perspective.</p>	<p>Volunteer Management staff can mediate by understanding all parties' points of view, taking a neutral stand, and explaining how the volunteers taking on the enhanced volunteer roles play a role in supporting the agency.</p> <p>Volunteer Management staff can also bring together both parties to cordially address the situation, encourage parties to work together and come to an agreement about the terms of the solution decided upon. Depending on the severity of the problem, escalate it to the relevant stakeholders.</p>

Supporting Volunteers in Enhanced Volunteer Roles

Apart from your agency's support for volunteers taking on enhanced volunteer roles, these volunteers can also tap into other volunteers' knowledge and experience to support each other. Your agency can consider building a community to facilitate this.



Volunteer community within the organisation for enhanced volunteer roles

This can provide volunteers in enhanced volunteer roles with a network to rely on for emotional support, bonding and knowledge sharing. If the community comprises volunteers from across various centres, it can help volunteers to know one another and support learning across centres. Having a community can also help with succession planning so that there is familiarity and openness to support other centres if required.



Volunteer community with other organisations

Consider building a community of enhanced volunteer roles with partnering agencies or agencies with similar causes and service users. It helps to foster connections to encourage cross-project collaboration. Volunteers can share logistics and exchange ideas and best practices from their agency.

Building a strong volunteer community involves creating a welcoming and inclusive environment where volunteers feel valued. This can start off with organising group events like networking or bonding sessions. Communication channels are also important to provide avenues for volunteers to support each other, such as through group chats. Your agency can also share about the work and impact created by volunteers on social media platforms to showcase the contributions of volunteers taking on enhanced volunteer roles.

Performance Management for Volunteers in Enhanced Volunteer Roles

Managing volunteer performance is crucial for gaining insights into volunteer experience and identifying agency gaps. Actively seeking and acting upon feedback can significantly elevate volunteer performance within the agency. This is particularly important for volunteers undertaking enhanced roles, as improving their performance and addressing any obstacles can enhance their overall contribution to the agency.

These are the key elements of a good volunteer performance management process:



Conducting Volunteer Performance Evaluations

There are two ways to do this:

Formal Evaluation

This is a planned and scheduled evaluation process that may include a development plan to document the volunteers' goals and milestones they aim to achieve during their volunteering journey. It also involves self-evaluation on the volunteer's part.

Informal Evaluation

Informal check-ins are conducted casually and in real time. They are ad-hoc and require less effort than formal evaluations. This approach also involves self-evaluation on the volunteer's part.

Performance Management for Volunteers in Enhanced Volunteer Roles

When preparing for the volunteer performance evaluations with volunteers taking on enhanced volunteer roles:

Understand the volunteer roles and responsibilities	<ul style="list-style-type: none"> Identify the key performance areas and expectations
Gather data and feedback on the volunteer's performance	<ul style="list-style-type: none"> Consolidate information like the number of volunteer hours, completed tasks and attended training Determine the volunteers' areas of strength and where they have excelled in their roles Identify areas of weakness where volunteers may need additional support

Discuss the following with volunteers taking on enhanced volunteer roles during the volunteer performance evaluations:

Understand volunteers' goals and aspirations	<ul style="list-style-type: none"> What are the volunteers' personal goals, aspirations, and motivations for their volunteer journey? How can the volunteers improve in personal and professional contexts?
Determine where and how to provide better support for volunteers	<ul style="list-style-type: none"> What other support or learning and development initiatives can help volunteers to enhance performance? What other improvements can the agency implement for volunteers to feel better supported?
Set future goals and key performance indicators	<ul style="list-style-type: none"> What new initiatives or recommendations do volunteers have to improve service delivery, organisational capacity or volunteer experience?
Benchmark volunteers' future performance	<ul style="list-style-type: none"> What mechanisms can be implemented to recognise exceptional performance and address performance gaps?

Adapt the guiding questions to reflect your agency's values, culture, and commitment to volunteer development and support. Remember to frame questions in a way that reinforces the agency's appreciation for contributions by volunteers taking on enhanced volunteer roles.

Role Clarity and Boundaries

Challenge	Potential mitigation measures
<p>Lack of clarity among staff regarding the responsibilities of volunteers taking on enhanced volunteer roles.</p> <p>This can lead to misconceptions about potential duplication of work or concerns about job security being impacted by volunteers, especially when volunteers are involved in tasks that traditionally fall within the purview of paid staff.</p>	<p>It is important to gain staff support from the beginning when envisioning enhanced volunteer roles, taking feedback where staff could need extra support to alleviate staff workload. This collaborative approach can help staff understand where volunteer support is most beneficial.</p> <p>When implementing enhanced volunteer roles, conduct staff-sharing sessions and informal chats to help staff clarify the differences between volunteer duties and staff roles. This open communication can help dispel misconceptions and foster a better understanding of the volunteer's contributions.</p> <p>Introduce the volunteer taking on the enhanced volunteer roles and ensure that formal handover and succession planning processes are in place. This process can provide a structured transition and clear delineation of responsibilities, ensuring alignment between staff and volunteers on their respective roles and contributions.</p>

Managing Underperforming Volunteers

Agencies may notice underperformance in volunteers taking on enhanced volunteer roles. Programme staff or centre managers should promptly communicate their concerns to Volunteer Management Practitioners, who can then address the issue by considering the following:

1

Understand the Context

Engage staff to understand the processes and evaluate:

- What are specific examples of situations where the volunteer has underperformed?
- Are any instructions given unclear?
- Does this volunteer have an adequate understanding of the expectations required of him/her?
- Does this volunteer lack the skills, knowledge or ability to perform this role?
- Is there a lack of resources available for the volunteer to access?
- Has sufficient support been provided to the volunteer to perform the role effectively?

How has this affected the functioning of the agency? (e.g. quality/quantity of service delivery, operational effectiveness, the reputation of the agency, etc.)

2

Hear from the Volunteer

Sit down with the volunteer and talk about the challenges faced. Speaking in a collaborative tone will help them feel supported and more comfortable in sharing about the challenges they are facing, such as:

- I noticed XYZ wasn't completed this week, what happened?
- What issues did you face in completing the task?
- How can we work together to solve this?

Provide support with words of encouragement, offer personal guidance, or appoint a mentor within the agency if necessary.

Prioritise the needs of your volunteer as their advocate to ensure they receive the necessary support. This benefits the volunteers and contributes to the agency's organisational capacity and service delivery. Strive to find mutually beneficial solutions, even if it involves negotiation or compromise.

3

Evaluation and Review

Give the volunteer enough time to learn, tap on the avenues for support and review their progress.

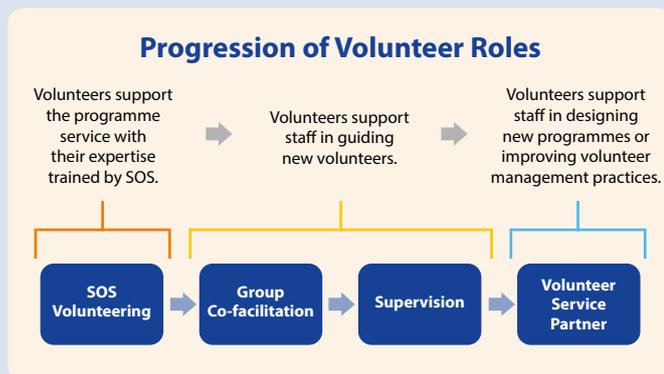
- Review their performance and understand how they improved after a specific period agreed upon with the programme staff or centre manager
- Communicate openly on how they can be better supported going forward or if a redesignation of roles is necessary. Termination should only occur as the worst-case scenario.

CASE STUDY 8

Samaritans of Singapore Limited (SOS) – Investing in Volunteer Growth for Greater Impact: Ms C's Journey

SOS provides two main helpline services that are widely known to the public. Both the 24-hour Hotline and CareText services seek to provide confidential emotional support and a listening ear to anyone in distress. Since starting operations in 1969, SOS helpline has supported over 1,400,000 calls and texts in the last 55 years.

Maintaining the 24-hour services are volunteers trained in-house in SOS, who play a crucial role in ensuring a high standard of service delivery to service users. On top of that, the volunteers must abide by a strict confidentiality and anonymity policy where their identities as volunteers are kept anonymous to everyone except their lived-in family members. To show appreciation and recognition to volunteers, SOS seeks to invest in the growth of their volunteers who silently contribute their time in supporting those in crisis.



Ms C joined SOS as a volunteer in 2016 and completed her training in 2017. Even though it was her first year of service in SOS, it was easy to identify her as a dedicated volunteer with good phone skills.

With her competency and commitment to the service, Ms C was invited to assist in training new volunteers through group co-facilitation. SOS provided training to support her transition into the role, and she shadowed existing facilitators.

Ms C quickly progressed from conducting group facilitations to providing one-on-one supervision to new volunteers. In these roles, her mentees highlighted how her clarity and nurturing personality helped them learn more about themselves and their role in SOS.

Observing and recognising her dedication to the work of SOS, Ms C was again invited to expand her volunteering role to become a Volunteer Service Partner. In this role, Ms C supports the volunteer management team in overseeing the functional areas of recruitment, looking into outreach and discussing

relevant policies and procedures related to volunteers. Since then, Ms C has also been invited to deepen her volunteering at SOS as a certified trainer and receive Advanced Certificate in Learning and Performance (ACLPL) training.

Ms C is one of the many dedicated individuals who volunteer with SOS. Volunteers are a big part of SOS, and the agency supports their important role by recognising their strengths and focusing on their growth and development. Beyond the primary volunteering role, SOS helps volunteers explore progression pathways and continuous training so interested volunteers can be more active in the organisation.

Having seasoned volunteers share their experiences and knowledge with new volunteers also helps create a sense of community and bond between them. This allows SOS to curate a unique pre-service training experience, give volunteers greater meaning to their contribution, and make them feel more connected to the organisation.

One key enabler for successful volunteer development is the culture of the organisation. Creating a culture for mutual feedback and communication in SOS shapes the environment for open conversations. Regardless of the volunteers' role, the culture of providing and receiving feedback is an opportunity for growth. Encouraging dialogue between people helps one another and, in turn, allows SOS to improve as an organisation.

Another key enabler is identifying and recognising the volunteers' strengths. Within SOS, every volunteer's strengths are carefully considered. By building on the existing volunteer experience and expertise, a positive ecosystem is created to promote ownership amidst the facilitating volunteers and ensure that the best person for the job is chosen to help lead the development of others.

"I am deeply grateful to SOS for providing me the chance to not only expand my skills but also to foster my personal growth. These opportunities have really meant a lot to me, and I am excited to use these new skills to make a meaningful impact on society."

Ms C
Volunteer Service Partner,
Samaritans of Singapore Limited (SOS)



How to Pilot Test and Implement the Volunteer Development Strategy

After creating the framework for your volunteer development strategy, it is time to test it through a pilot. Pilot testing provides opportunities to review and improve the volunteer development pathways, volunteer learning and development initiatives, and enhanced volunteer roles. It can also highlight pain points or areas for improvement that would affect a larger group before the full implementation. Making adjustments, drawing lessons, and achieving small wins can ultimately help your agency to have a more successful full-scale implementation.

Utilise these steps to pilot and implement the volunteer development pathways, volunteer learning and development initiatives and enhanced volunteer roles:



How to Pilot Test and Implement the Volunteer Development Strategy

Step 1 Identify Volunteer Development Initiative to Pilot

1. Test out changes to Volunteer Management processes at a small scale to understand the strengths and weaknesses of the plan before a full roll-out
2. Determine how long the pilot will be run, including the evaluation period
3. Determine the centre/programme which would be involved in the pilot. Consider:

Impact and Potential for Scalability

- Impact on the centre/programme
- Potential for scalability at the centre/programme

Staff buy-in and Experience with Volunteer Partnership

- Staff buy-in for the volunteer development pathways, volunteer learning and development initiatives
- Experience with volunteer partnership and ability to support volunteers



How to Pilot Test and Implement the Volunteer Development Strategy

Step 2 Prepare Stakeholders for the Pilot

1. Identify the reasons for running the pilot and the stakeholders who need to endorse the pilot for initiation
2. Understand their concerns and highlight the upcoming engagements that can serve as a progress update
3. Brief high-impact stakeholders as they are pivotal to a successful pilot implementation. In the briefing, share their respective roles and available support, and provide contact information for any questions or concerns

Impact Groups	Low Impact	Medium Impact	High Impact
Definition of Group	<ul style="list-style-type: none"> • Minimal effort and involvement required • Need to be kept informed on the progress of implementation 	<ul style="list-style-type: none"> • Moderate effort and involvement required • Oversees the implementation 	<ul style="list-style-type: none"> • Significant effort and involvement required • Involved in the continued execution of implementation
Stakeholders	<ul style="list-style-type: none"> • Board Members • Executive Directors 	<ul style="list-style-type: none"> • Programme Leads • Centre Managers • Department Heads • Rest of the VM Team (not involved in operationalising volunteer development strategy) 	<ul style="list-style-type: none"> • Volunteers involved in pilot • Volunteers in enhanced volunteer roles involved in pilot • Ground Staff of programmes involved in pilot • Programme leads / Centre Managers involved in pilot
Purpose of Engagement	<ul style="list-style-type: none"> • Update on the progress of the project via management meetings 	<ul style="list-style-type: none"> • Update on the progress of the pilot • Update on the success of the pilot 	<ul style="list-style-type: none"> • Feedback sessions to seek inputs • Update on the solutions incorporating the feedback • Regular updates on the progress of pilot
Engagement Methods	<ul style="list-style-type: none"> • Management Meetings 	<ul style="list-style-type: none"> • Quarterly staff meeting • Email communications 	<ul style="list-style-type: none"> • Feedback sessions – interviews • Monthly meetings • Email communications



How to Pilot Test and Implement the Volunteer Development Strategy

Step 3 Establish Method of Collecting Feedback and Learnings

1. Consider the suitability of different methods to draw learnings, including surveys, informal check-ins, focus group discussions
2. Design the process for collecting feedback on the success of the pilot and determine the specific timing for collecting it

Area	Outcomes	Questions to Ask	Method of Collection
Volunteer Perspective	Volunteer satisfaction and engagement	Did the volunteers have a good experience with the: <ul style="list-style-type: none"> • Volunteer development pathways? • Volunteer learning and development initiatives? • Enhanced volunteer roles? 	Volunteer survey and/or interview
	Suitability and meaningfulness of the initiative for volunteers	<ul style="list-style-type: none"> • Are the volunteer development initiatives suitable for volunteers? • Are the volunteer development initiatives meaningful for volunteers in terms of their personal and professional development? • Are the volunteer development initiatives useful in equipping volunteers to perform their roles? 	
	Areas of enhancement to the support provided	<ul style="list-style-type: none"> • Are any tweaks required for the design of the initiative or the support provided to volunteers? 	
Staff Perspective	Usefulness for staff	<ul style="list-style-type: none"> • Did the staff find the volunteer development initiative suitable for the centre/programme? • Did the staff find the volunteer development initiatives helpful to engage and develop volunteers? • Did the staff find it easy working with volunteers, volunteers in enhanced volunteer roles and volunteer management team? 	Staff survey and/or interview
	Areas of enhancement to support volunteer management	<ul style="list-style-type: none"> • Are any tweaks required for the design of the initiative or the support provided to volunteers? 	
Agency Perspective	Impact on service delivery	<ul style="list-style-type: none"> • Do the volunteer development initiatives enhance service delivery, and benefit the service user or Agency? 	Programme statistics OR qualitative assessment by staff or Volunteer Manager
	Effectiveness in meeting strategic objectives of volunteer development	<ul style="list-style-type: none"> • Do the volunteer development initiatives help the centre/programme meet its objectives? • Do the volunteer development initiatives help to improve volunteer retention and other volunteer management outcomes? 	

How to Pilot Test and Implement the Volunteer Development Strategy

Step 4 Execute Pilot and Refine Next Steps

1. Provide staff and other stakeholders the opportunity to experience the volunteer development strategy at a small scale and understand its impact on them
2. Provide the opportunity to identify areas to improve for long-term implementation. Use the feedback to refine the initiatives

Example:

Programme/ Role – Volunteer Team Leads at Eldercare Centre

Objectives	Perspective	Key Success Metrics (KSM)	Feedback Received	Improvement Areas
Alleviate the workload of staff	Staff	<ul style="list-style-type: none"> • Percentage (%) of staff who indicate that the volunteers helped to alleviate the workload. • Percentage (%) of staff who would want the role to continue beyond the pilot. 	<ul style="list-style-type: none"> • All full-time staff agreed that their workload was alleviated. • Suggestion to improve role by providing more comprehensive training. 	Provide additional training to equip volunteers to manage service users with less supervision from full-time staff. Empower Volunteer Team Leads with additional responsibilities to improve volunteer engagement through casual check-ins with new volunteers.
Volunteer Engagement	Volunteers	<ul style="list-style-type: none"> • Percentage (%) of volunteers taking on enhanced roles who felt that the role was beneficial for them. • Percentage (%) of volunteers taking on enhanced roles who would continue to volunteer in this role. 	<ul style="list-style-type: none"> • 50% of the volunteers felt that the role was beneficial. • 100% will continue to volunteer in this role. • Suggestion to improve role by assigning more higher-level responsibilities to allow volunteers to enhance skills through volunteering. 	

How to Pilot Test and Implement the Volunteer Development Strategy

Step 5 Roll-out full implementation

1



Through learnings from the pilot, identify potential risks and mitigation to full-scale implementation. Revisit the steps in *Chapters 2, 3 and 4* to redesign or improve the initiatives based on your agency's needs.

2



Identify goals for volunteer development in the next 12 months, including short-term and long-term goals for volunteer development pathways, volunteer learning and development initiatives and enhanced volunteer roles.

3



Identify and prioritise centres for the next implementation stage (*Refer to Step 3*).

4



Secure further buy-in from stakeholders before formalising the initiatives and rolling them out in full. These would include senior management, centre managers, programme staff and existing volunteers.

5



Conduct sharing sessions with relevant stakeholders, including what to expect, successes and learnings from the pilot.

6



Train other staff or Volunteer Management team members to support the full-scale implementation across the whole agency to standardise practices.

7



Monitor timelines and milestones to ensure that the implementation is progressing as planned, and conduct periodic check-ins to ensure that staff and volunteers are comfortable with changes.

CASE STUDY 9

Filos Community Services Ltd – Empowering Experienced Volunteers Through the Volunteer Peer Mentoring Programme

Filos Community Services (Filos) is a multi-service social service agency that focuses on building resilience and empowering individuals and families to live more fulfilling and happier lives. One of the services that Filos provides is senior befriending.

To tackle the issue of social isolation amongst seniors, Filos relies on dedicated volunteer befrienders to check in with the seniors regularly to ensure their well-being. However, senior befriending can be a challenging and high-commitment role, and new volunteers may feel disheartened by the initial difficulties in building rapport with the elderly. This could, in turn, lead to an early volunteer exit.

Over time, Filos identified the first three months of senior befriending as the critical adjustment period for new befrienders and saw the opportunity to both (a) provide peer support for new befrienders, as well as (b) provide volunteer leadership opportunities for experienced befrienders. With these objectives in mind, the Volunteer Peer Mentoring Programme (VPMP) was developed. The VPMP also goes hand-in-hand with existing volunteer training at Filos to support its volunteer befrienders better on their journey.

Besides leveraging the expertise of experienced befrienders to provide one-to-one peer mentorship for new befrienders over three months, the VPMP also provided a new avenue for experienced befrienders to contribute differently. Some experienced befrienders who would usually shy away from the limelight of traditional leadership positions also found such mentorship roles to be more palatable.

Some key considerations that facilitated the success of the programme include:

- **Opt-in basis:** Recognising that not all new volunteers at Filos are new to befriending. Filos avoids unintentionally creating a higher barrier of entry to joining the befriending programme by allowing new befrienders to opt into VPMP voluntarily.
- **Clarity of roles:** A mentor briefing session and mentor-mentee induction session are conducted at the start of the mentorship stint, so mentors and mentees know their roles and responsibilities.
- **Reasonable requirements:** The monthly activity logs are designed to be simple and easy for the mentees to complete. The VPMP only runs for three months for each pair of mentor-mentees, so it does not add to the mentors' load indefinitely as well.
- **Flexibility:** The mentors and mentees are free to discuss and decide on their preferred mode of engagement, be it physical meetups, zoom chats or even text messages.
- **Feedback:** Each pair of mentor-mentees must separately submit a feedback form at the end of the mentorship stint. Filos continues to review and improve on the VPMP through the feedback received.

Since its launch in September 2022, Filos has received positive feedback from its mentors and mentees, showing how a structured plan for guiding volunteers on new volunteering responsibilities was well received. Such intentional learning and development initiatives play a vital role in supporting, developing and retaining volunteers, ultimately contributing to the success and sustainability of volunteer programmes and service delivery.



“The wealth of experience and information that existing volunteers have, enables new volunteers to settle and adapt to their role quickly. Being totally new to volunteering, I find it very reassuring that I can reach out to my mentor whenever I have queries. I have learnt a lot from her and with her guidance, I am very much settled and more confident in my befriender role in a short span of 3 months.”

Debra Lim
Filos Volunteer Befriender and VPMP mentee
Filos Community Services



Measuring the Effectiveness of the Volunteer Development Strategy

It is important to evaluate your volunteer development initiatives to review their impact and how they help to achieve your agency's goals of sustainable manpower development. Below are some ways you can measure the effectiveness of your agency's volunteer development strategy.

Tracking Indicators

Create a list of success metrics to measure the effectiveness of the volunteer development pathways, initiatives for volunteer learning and development, and enhanced volunteer roles in achieving the desired outcomes of your volunteer development strategy.

Monitor these metrics throughout the implementation to assess the degree to which the desired outcomes are achieved and to identify any necessary adjustments to the implementation plan. Consider the frequency of data collection based on the nature and utility of the information.

The following represents a sample list of metrics to measure outcomes in various areas of interest. Tailor your focus to areas aligning with your volunteer development objective and incorporate additional metrics relevant to your agency.

Agency Impact	Percentage (%) of increase in the number of volunteer hours
Volunteer Experience	Percentage (%) of volunteers who indicated that they have enjoyed volunteering in the agency
Staff Experience	Percentage (%) of staff who indicated they have a positive experience working with volunteers and volunteers taking on enhanced volunteer roles
Operational Processes	Number of projects and programmes that are volunteer-led
Volunteer Development Pathways	Number of volunteers on each volunteer development pathway
Volunteer Learning and Development	<ul style="list-style-type: none"> • Number of trainings conducted • Total certifications received • Number of volunteer mentor-mentee pairs
Enhanced Volunteer Roles	<ul style="list-style-type: none"> • Percentage (%) of increase in volunteer leaders • Increase in programme capacity: <ul style="list-style-type: none"> » Percentage (%) increase in service users benefited » Number of new programmes

Measuring the Effectiveness of the Volunteer Development Strategy

Consistency of Practices

It is important to improve the consistency of volunteer management practices across the whole organisation. By putting in place consistent practices at each centre and programme, the Volunteer Management Practitioners can help volunteers get a more standardised experience volunteering with your agency. It can also help to facilitate smoother coordination for volunteer development initiatives among different centres and programmes. A consistent approach can also help the agency better track and evaluate the impact of volunteer development initiatives over time.

By evaluating the impact of your volunteer development strategy, your agency will gain valuable insights into what works and where improvements are needed, enabling you to fine-tune your approach for improved efficiency and impact. Remember that measuring effectiveness is about tracking numbers and drawing insights and trends to create sustainable manpower deployment, improve volunteer impact, and further your agency's impact on the community.



Tips

The **Volunteer Management Maturity (VMM) Matrix** is a digital self-assessment tool that allows your agency to ascertain strengths and gaps in volunteer management practices and receive recommendations to plan and deploy volunteers strategically. Agencies are encouraged to use the VMM Matrix annually to track progress and use the results for annual volunteer management work planning.



CASE STUDY 10

**Babes Pregnancy Crisis Support Limited –
Shaping a Volunteer-led Programme**

Babes Pregnancy Crisis Support Limited (Babes) provides support to teenagers dealing with unplanned pregnancies. Babes has a 24-hour crisis Helpline overseen directly by the casework team and fully operated by a team of well-trained volunteers to provide a safe platform for service users to seek support on pregnancy-related matters.

When Babes initially operationalised the Helpline, the Helpline team comprised case workers and interns, with the Volunteer Management (VM) team stepping in as needed.

Babes saw an opportunity to leverage volunteers in running the Helpline to alleviate the case workers' workload, who could then focus on case management work for service users. As such, Babes saw the importance of introducing new initiatives and practices to develop and train volunteers so that volunteers may take on enhanced roles in running the Helpline. Since inducting volunteers to run the Helpline, it has now grown to be entirely volunteer-run, with the strong support of case workers, as well as the Volunteer Management team.

This has significantly impacted the organisational capacity, resulting in a faster response time for service users calling the Helpline.

Some key enablers which were instrumental in the Helpline to become fully volunteer-run include:

- Providing platforms for case workers and volunteers to communicate and promote the sharing of knowledge, as well as actively seeking volunteers' feedback and inputs to equip volunteers better to run the Helpline
- Mentoring volunteers and training them on the subject matter of dealing with young, scared teens accompanied by pre-requisite readings and training
- Setting up systems and infrastructure to support service delivery by volunteers

Babes also adopts a continuous improvement approach, where they test new practices, receive feedback from stakeholders, and refine them.

An example is piloting a new volunteer leader role, titled 'Helpline Assistant Team Lead', to support the current Helpline Team Lead and enhance succession planning for the Helpline programme. The VM team sought feedback from the current Team Lead. It incorporated the feedback to refine the roles and responsibilities for the new role. After that, the VM team sought input from the new Assistant Team Lead to continue improving the implementation of the role.

By adopting this approach of testing new initiatives, actively collating feedback and refining current practices, Babes is able to continuously improve its operations and augment its volunteer development practices to meet the evolving needs of its service users.

“Volunteer development goes hand in hand with staff development. Empowering volunteers to lead strengthens our organization and nurtures a synergy that fuels our collective mission. The impact of ‘Babes’ volunteer leaders inspires a chain reaction of learning and mutual support among volunteers and staff, propelling us to better serve our cause and communities.”

Ms Melisa Wong
Executive Director
Babes Pregnancy Crisis Support



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Babes Pregnancy Crisis Support Ltd

Children-At-Risk Empowerment Association

Centre For Fathering Limited

Dementia Singapore Ltd

Filos Community Services Ltd, *SG Cares Volunteer Centre @ Bedok*

Foundation Of Rotary Clubs (Singapore) Ltd, *SG Cares Volunteer Centre @ Clementi*

HCA Hospice Limited

Loving Heart Multi-Service Centre, *SG Cares Volunteer Centre @ Jurong East*

Persatuan Pemuda Islam Singapura (PPIS)

Prison Fellowship Singapore Limited

SAGE Counselling Centre

Samaritans Of Singapore Limited

Singapore Anti-Narcotics Association

Singapore Children's Society

Singapore Indian Development Association (SINDA)

Singapore Red Cross Society

SingHealth

St Luke's Eldercare Ltd

The National Kidney Foundation

Thye Hua Kwan Moral Charities Limited, *SG Cares Volunteer Centre @ Boon Lay*

TOUCH Community Services Limited

Yong-en Care Centre

Youth Corps Singapore

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Appendix

About Singapore Cares (SG Cares) Movement

SG Cares is a national movement dedicated to guide and support the goodwill of all who live in Singapore to better help those in need. From daily acts of kindness to volunteering together with friends, colleagues, neighbours, and others — every action matters. Together, we can all play a part, big and small, to make Singapore a more caring and inclusive home for all.

SG Cares Community Network

As a national movement, SG Cares provides a wide-reaching platform, known as the SG Cares Community Network, to recognise and amplify the good work and impact by like-minded individuals and organisations. The SG Cares Community Network comprises partners across different sectors such as the SG Cares Volunteer Centres (SG Cares VCs), SG Cares National Intermediaries (NIs), corporates, educational institutions, grassroots, ground-up groups, government agencies, healthcare institutions, religious organisations, social enterprises and Social Service Agencies. Partners within this network collaborate to collectively harness and optimise resources to enhance the giving ecosystem and meet the communities' needs in a coordinated and efficient manner.

A central and key partner in the SG Cares Community Network is the SG Cares Volunteer Centre (VC), a community-based organisation appointed by MCCY to coordinate resources and volunteerism efforts at the town-level.



The SG Cares VC is a synergising node in the SG Cares Community Network, facilitating greater coordination among the partners and bridging the gap between community's needs and available resources. There are a total of 24 SG Cares VCs appointed, with one SG Cares VC in every town in Singapore.

Role of SG Cares Volunteer Centres

The SG Cares VCs fulfil three main roles, as follows:



Appendix

1

Build Volunteer Capacity

Through outreach and engagement efforts with community partners including Social Service Agencies (SSAs), SG Cares VCs have a clear understanding and oversight of the town's volunteering needs and available volunteer resources. With this knowledge, SG Cares VCs can match volunteers to areas of need, providing swift and targeted volunteer support for community partners who require volunteers for service delivery. To develop and sustain volunteers on a long-term basis, the SG Cares VCs also strive to strengthen the volunteers' capabilities and enhance their volunteering journeys.



SG Cares VC @ Kreta Ayer, operated by New Hope Community Services, worked with volunteers from the Ministry of Trade and Industry (MTI) to engage senior beneficiaries from a senior activity centre in Kreta Ayer town.



SG Cares VC @ Sengkang, operated by AMKFSC Community Services, organised a Volunteer Leaders' Get-Together-Session to engage Volunteer Leaders residing in Sengkang and discuss potential initiatives for the town.

2

Foster Community Partnerships to Meet the Community's Needs

SG Cares VCs play the role of central nodes within the community by brokering and facilitating sustained collaborations with community partners. This allows SG Cares VCs to harness resources and allocate them in an optimised manner to meet the community needs.



For example, **SG Cares VC @ Clementi** collaborated with Building and Construction Authority (BCA) to organise the *Kids' Wishlist* involving 25 BCA staff. They befriended and engaged 25 children beneficiaries through games and activities, and presented each beneficiary with a gift of their choice.



SG Cares VC @ Sembawang brought together 47 partners for *Ready, Set, GOLD 2022*, a community charity walk for the town. More than 400 volunteers were deployed to encourage Healthy Active Ageing among 1,200 seniors and residents.



Appendix

3

Develop Community Partners' Volunteer Management Capabilities

The enhancement of the town's volunteerism ecosystem requires the commitment of all community partners to be involved in the development of their capabilities. SG Cares VCs take the lead in facilitating the sharing of resources and best practices among community partners to build the volunteer management capabilities of community partners.

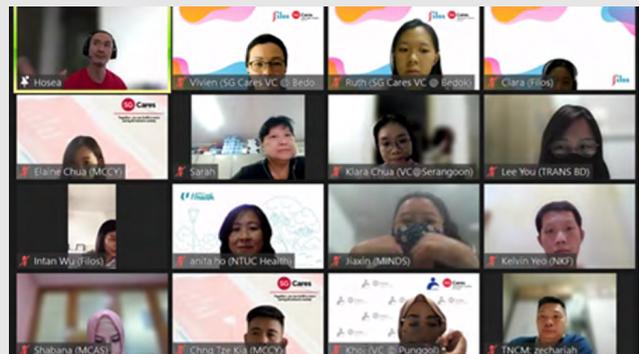
For example, the SG Cares VCs organise regular networking sessions with community partners operating within their town. These sessions serve as platforms for community partners to understand more about one another's services and resources, share best practices and explore potential areas of collaboration to meet the communities' identified needs.



SG Cares VC @ Bedok organised the East Zone Cluster Meeting for community partners in Bedok town to discuss about their hopes and vision for Bedok, potential plans and possible areas of collaboration. 52 participants from 27 community partners participated in this session.

SG Cares VCs also enhance the volunteer management capabilities of community partners by providing them with training and guidance. These efforts equip community partners with skills to engage, train and retain their volunteers to support service delivery.

For example, **SG Cares VC @ Bedok** conducted a Volunteer Management training session for SSAs and other SG Cares VCs.



You may visit <https://go.gov.sg/sgcaresmovement> or scan the QR code for more information on SG Cares and the SG Cares VCs.



Appendix

Volunteer Development Pathways Planning Template

Centre / Programme		
Types of Volunteers	<input type="checkbox"/> New Volunteer	<input type="checkbox"/> Experienced Volunteer
	<input type="checkbox"/> Others, please specify:	

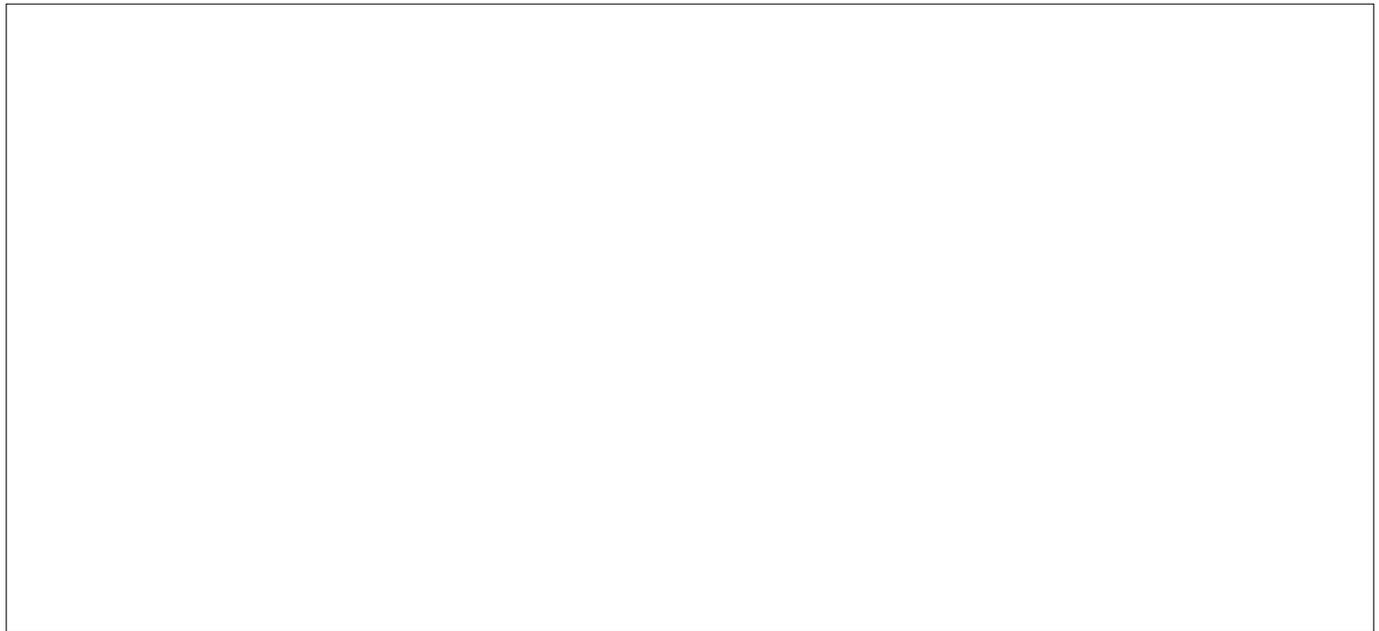
Elements of Volunteer Development Pathways

Explorers	
Goals of volunteers	
How this pathway will help to address volunteer and agency goals	
Roles on this pathway	
Learning and development for volunteers on this pathway	
Recognition for volunteers on this pathway	
Specialists	
Goals of volunteers	
How this pathway will help to address volunteer and agency goals	
Roles on this pathway	
Learning and development for volunteers on this pathway	
Recognition for volunteers on this pathway	
Co-creators	
Goals of volunteers:	
How this pathway will help to address volunteer and agency goals	
Roles on this pathway	
Learning and development for volunteers on this pathway	
Recognition for volunteers on this pathway:	
Leaders	
Goals of volunteers	
How this pathway will help to address volunteer and agency goals	
Roles on this pathway	
Learning and development for volunteers on this pathway	
Recognition for volunteers on this pathway:	



Volunteer Development Pathways Planning Template

Visualisation of Volunteer Development Pathways



Example 1



Agency A wants to craft volunteer development pathways where Explorers are developed to specialise in a specific programme. Thereafter, with in depth knowledge of the programme, they are developed to manage fellow volunteers in the same programme. With the insights from working with fellow volunteers, they will then be developed to co-create with staff to enhance programmes or support for volunteers.

Example 2



Agency B wants to craft volunteer development pathways where experienced volunteers serving a specific programme will be developed to contribute as Co-creator, Specialist or Leader. As volunteers only serve in one type of programme for this centre, Explorers are not included in the pathway.



Appendix

Volunteer Learning and Development Planning Template

Centre / Programme	
---------------------------	--

Step 1: Identify the Need for Training

- Equipping volunteers with basic information and awareness about working with a particular group of service users, programmes or how to fulfil their volunteer role.
- Equipping volunteers with more in-depth training to enable them to take on more complex roles or duties.
- Equipping volunteers with skills and knowledge so that they can perform better in the enhanced volunteer roles they have taken on, e.g. Volunteer Leader
- Others, please specify:

Step 2: Identify the Methods to Conduct Learning

Indicate the topic for training, selected trainer, and logistics required for the selected method (e.g. on-the-job training, shadowing, coaching/mentoring, Workshops or courses)

Step 3: Develop and Execute Learning Initiatives

Identify Learning Needs

Volunteer role

Groups served

Skills and competencies to fulfil the role

Additional information needed to perform the role well

Types of learning method chosen

Step 4: Keep a Record of Uptake

Indicate name list of registrants for reminders and to track attendance

Step 5: Evaluate the Learning Provided

Feedback and insights from assessing trainees, assessing learning methods and assessing how much learning has been applied



Appendix

Position Description Template for Enhanced Volunteer Roles

Role Title	
Programme	
Supervisor	

1. Purpose of the Position

Summarise in one sentence why the position is needed, its impact on service users and how it contributes to the overall mission/objective of the agency

2. Tasks and Responsibilities

Summarise in a few points the main tasks and responsibilities of the position.

[Insert position title here] _____ is responsible for:

3. Frequency and Time Commitment

State the time commitment for the position, e.g. hours per week/month, specific duration of time, etc.

4. Skills and Competencies Required

List the skills, competencies and critical core skills needed for the role.

5. Learning and Development Required

State the formal training, feedback and coaching as well as on-the-job learning needed to fulfil the required skills and competencies.

6. Volunteer's Profile and Experience

List the additional considerations, such as professional experience in leadership positions or experience in related industries and fields.

7. Benefits to Volunteer

State the benefits to the volunteers that help them to get a quality volunteering experience.



Appendix

Pilot Initiative Prioritisation Template

Centre / Programme	
---------------------------	--

Impact and Potential for Scalability	Staff Buy-in and Experience with Volunteer Partnership
Staff buy-in for the volunteer development pathways, volunteer learning and development initiatives	Impact on the centre/ programme
Experience with volunteer partnership and ability to support volunteers	Potential for scalability at the centre/programme

Identify suitable Volunteer Development Strategy for pilot testing and implementation using the diagram below, with considerations of the above factors.



Stakeholder Engagement and Analysis Template

Impact Groups	Low Impact	Medium Impact	High Impact
Definition of Group			
Stakeholders			
Purpose of Engagement			
Engagement Methods			

Appendix

Post-Pilot Analysis Template

Volunteer Development Initiative 1: _____

Objectives	Perspective	Key Success Metrics (KSM)	Feedback Received	Improvement Areas

Volunteer Development Initiative 2: _____

Objectives	Perspective	Key Success Metrics (KSM)	Feedback Received	Improvement Areas

Volunteer Development Initiative 3: _____

Objectives	Perspective	Key Success Metrics (KSM)	Feedback Received	Improvement Areas

Appendix

Implementation Timeline Template

	Project Activities	Outcome of Activities	Activity Owner	Timeline							
				Month 1				Month 2			
				1	2	3	4	1	2	3	4
1.0	Planning Phase										
1.1											
1.2											
1.3											
2.0	Pilot Phase										
2.1											
2.2											
2.3											
3.0	Evaluation Phase										
3.1											
3.2											
3.3											
4.0	Implementation Phase										
4.1											
4.2											
4.3											



Training Resources by Social Service Institute

Scan the QR code or visit <https://go.gov.sg/ssivdm> to find the training courses available for volunteers and volunteer management practitioners.



Together, Because  Cares



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