Volunteer Role

REDESIGN
Guide for Social Service Agencies
Foreword

Effective and agile volunteer management is key to achieving success within the social service sector. With strong volunteer management, we would be able to unlock volunteers’ potential to augment manpower, build the capabilities of our Social Service Agencies (SSAs) and most importantly, enhance the quality of life of our service users.

In an ever-changing landscape of evolving needs, restrictions, and engagement modes, volunteer management practitioners play a crucial role in ensuring a steady stream of meaningfully engaged volunteers. In an online poll conducted by NCSS among 203 SSA Executive Directors in July 2020, we noted that almost 80% of the respondents reported that their SSAs still required volunteers during the COVID-19 pandemic. Two-thirds of these SSAs saw a decrease in their number of volunteers, while 87% of them felt that there was a negative impact on their agency from the loss of volunteers. On the other hand, SSAs who were supported by volunteers continued their volunteering activities through virtual facilitation and tele-befriending, largely unheard of when physical volunteering was possible.

It is evident that these challenges have presented opportunities for our sector to pivot to new ways of engaging volunteers. This calls for the need for volunteer management practitioners to redesign existing volunteering roles to adapt to changing needs and develop new roles to foster new and sustainable volunteer partnerships, through Volunteer Role Redesigning.

As we live in a world of constant change, let us rethink and redesign volunteering roles to enhance the existing needs of the social service agencies and create new roles to meet evolving needs, be it services or capability building. With new and adapted roles, more volunteers can be attracted to the sector and volunteers will be encouraged to stay for the longer term.

We hope this Guide is timely in helping you embark on volunteer role redesign to define clearer roles to facilitate recruitment and retention of volunteers, not just in times of crises but also in peacetime. We wish you all the best in your volunteer management journey!

Ms Tan Li San
Chief Executive Officer
National Council of Social Service
The Volunteer Role Redesign Guide provides a structured approach for Social Service Agencies (SSAs) to create new volunteer roles or adapt existing volunteer roles to better fit agency needs and enhance volunteer engagement.

What can you find in this guide?

- Useful scenarios and tips on redesigning volunteer roles
- Step-by-step guide with template and tools to create/redesign volunteer roles
- Case examples of SSAs who embarked on volunteer role redesign

Who is this guide for?

- Volunteer Management Practitioners: Role redesign is typically led by Volunteer Managers and supported by Volunteer Executives and Programme staff.
- Anyone who is interested in using volunteer role redesign to supplement the agency’s volunteer partnership goals (e.g. Partnerships Executive, Centre Manager, etc.)

*Programme staff may not have volunteer management in their portfolio, but often work with volunteer executives and volunteer managers to develop and implement strategies for recruiting and managing volunteers in programmes.

Why consider role redesign?

- Help your SSA to enhance and support programme delivery and service users’ experience through volunteerism.
- Enhance the volunteer engagement and experience in your SSA for a stronger volunteer culture and retention.
- Augment manpower and alleviate staff workload through volunteers.

The 5-step approach to role redesign:

1. **Step 1**: Identify Areas to Redesign
   - Set the objectives, consult stakeholders and identify areas for redesign.

2. **Step 2**: Design the Role
   - Identify different ways which roles can be redesigned to suit your objectives.

3. **Step 3**: Study Impact
   - Analyse impact of the redesign. Address challenges and develop mitigation strategies.

4. **Step 4**: Pilot Test
   - Develop and implement a pilot redesign plan on a small scale to assess and refine the redesigned role.

5. **Step 5**: Rollout
   - Monitor and track success of implementation for continuous improvement and enhancement of redesign efforts.
What is volunteer role redesign?

Volunteer role redesign includes:

1) **Creation of new volunteer roles** – development of new roles or redesigning existing full-time staff roles to enable volunteer partnership while alleviating staff workload.
2) **Adaptation of existing volunteer roles** – adjusting existing volunteer roles to better fit agency needs and enhance volunteer engagement.

When should my SSA consider volunteer role redesign?

Some common scenarios where volunteer role redesign can be helpful:

**Enhance and Support Programme Delivery**

- Develop new programmes with the support of new volunteer roles
- Increase frequency of existing programmes
- Adapt to programme changes due to situational demands (e.g. virtual volunteering due to need for social distancing)

**Enhance Service User Experience**

- Create opportunities for community to interact with service users meaningfully
- Enhance the variety, frequency and quality of programmes for service users by tapping on new volunteer skills

**Enhance Volunteer Experience**

- Develop meaningful roles with development opportunities
- Increase satisfaction, retention and sustained volunteerism
- Cater to needs of different volunteer groups, e.g. corporate volunteers, senior volunteers

**Alleviate Staff Workload**

- Supplement and alleviate workload of SSA staff by reassigning tasks from staff to volunteers
- Reduce staff burnout and increase staff satisfaction and motivation
- Increase skills and productivity of staff by allowing them to focus on value-added tasks

How do I know if volunteer role redesign is for me?

It is important to understand your SSA’s current state, challenges and objectives you wish to achieve through role redesign.
There are instances where volunteer role redesign may not be the most suitable solution to address the agency’s needs.

Some questions to ask yourself before beginning:

✓ Am I clear about why I am embarking on volunteer role redesign?
✓ Are there other solutions which are more effective to achieve my outcome?
  Some examples are:

- Improve volunteer management to enhance volunteer satisfaction and engagement
- Streamline work processes to improve productivity and alleviate staff workload
- Digitalisation and adopt ready technologies to improve service user experience and raise productivity

Quick Tip

You can utilise the Volunteer Management Toolkit 2.0 to identify other possible process improvement for your agency’s consideration.
You can also use the Volunteer Management Maturity Matrix to assess the current state of your agency’s volunteer management practices and get suggestions on opportunities for improvement.
If you would like to find out more about leveraging on technology, innovation and productivity improvement, you may also refer to the Industry Digital Plan for Social Services and the Social Innovation Starter Kit.
This guide introduces SSAs to a 5-step volunteer role redesign process. At each step, the guide outlines key concepts and activities that can be applied in your own role redesign process.

Throughout the guide, you will find links to templates and samples for your use. The navigation bar at the top of this guide also allows you to jump quickly to any steps, or to return to the introduction page.
Step 1: Identify Areas to Redesign

This step helps SSAs identify the case for redesign, performed through stakeholder engagements and identification of opportunities and gaps.

Key Objectives

Gather stakeholders’ inputs to set out the strategic goals and scope out areas for role redesign

Ensure alignment and buy-in from stakeholders on the strategy, purpose and approach of redesign

Key Outcomes

Gathering stakeholders’ inputs is a crucial first step in the volunteer role redesign process. It allows for a better understanding of the current challenges, opportunities present and long-term volunteer management objective.

Key stakeholder groups to consult include:

**Senior Management**
- Provides the overall strategic goals for volunteerism
- Sets clear direction for the redesign effort
- Helps you to gain management’s buy-in at an early stage

**Programme Staff**
- Provides inputs on current challenges and potential opportunities on the ground
- Address any concerns / resistance to the redesign process at an early stage

**Service Users**
- Provide inputs on areas where service delivery can be enhanced (where applicable)
- Additional benefit of empowering service users through involvement

**Volunteers**
- Provide feedback on current volunteer role and potential opportunities for role development
- Helps you to design roles that volunteers are interested to take up and find meaningful

Templates Provided

Stakeholder Engagement Interview Guide – Page 41 - 43
Opportunity and Gap Analysis Template - Page 44

Refer to the ‘Stakeholder Engagement Interview Guide’ on page 41 - 43 to plan your engagement strategy. You will also find suggested interview questions for each stakeholder group.
Once you have received stakeholder inputs on the need and purpose for redesign, shortlist your potential areas for redesign.

Document the redesign objectives, desired outcome and current challenges to further solidify your case for redesign.

In shortlisting the areas to redesign, consider...

**Purpose for Redesign**
- What are the most pressing gaps or pain points in your agency?
- Which areas in your agency would benefit most through involvement of volunteers (e.g. programmes experiencing high demand, specific skill requirements to enhance service delivery)?
- How impactful is the area for redesign to the agency (e.g. similar programmes in different centres, programmes which are very short staffed, or involve many administrative tasks)?

**Impact on Service Delivery**
- What are some potential benefits and risks to service users for volunteer involvement in this area?
- How can volunteer involvement augment manpower and alleviate staff workload?
- What is the potential impact of volunteer involvement on service delivery (e.g. more programmes can be run, increased range of programmes available to service users)?

**Impact on Volunteers**
- Are there any volunteers currently already involved in the area?
- Will volunteers find the work in this area meaningful and practical?
- Do staff in this area have experience in engaging and managing volunteers?

Use the ‘Opportunity and Gap Analysis Template’ on page 44 to help identify and document areas for redesign. This template outlines your Case for Redesign.

**C A S E E X A M P L E**

**Singapore Anglican Community Services (SACS) | Making a Case for Redesign**

**Purpose for redesign**
SACS was keen to enhance service user experience through the involvement of volunteers. They also wanted to consider how volunteers could be efficiently deployed to alleviate staff workload.

**Current state and challenges**
To identify areas for volunteer role redesign, the team at SACS consulted senior management and programme staff to obtain their insights on ways in which volunteers could contribute meaningfully at the Anglican Care Centres (ACC):

**Senior Management**
The Executive Director of SACS Psychiatric Services highlighted how volunteer partnership was a key strategy to explore how volunteers may support the building of a recovery-oriented practice culture for service users, aligned to SACS vision and mission.

**Programme Staff**
Staff at two centres shared key challenges faced in their daily tasks and proposed how volunteers could support their work. They were also keen to explore how volunteers can help service users recognise and take responsibility for their own recovery and wellbeing.

**Proposed programme and volunteer roles**
Through the interviews, two programmes identified were the Something Old Something New (SOSN) thrift stores and the Happy Gifts Arts and Crafts programme. These programmes were heavy on staff manpower but also had areas that were suitable for more volunteer involvement, especially in terms of interacting and encouraging service users in their recovery journey.

For example, volunteers could be trained to mentor service users while assisting in operational tasks in the thrift stores. They could also teach craft skills in the arts and crafts programme. These were tasks originally performed by staff, who can then be freed to focus on other critical work. Having volunteers also help service users hone interpersonal skills and remain socially engaged and connected with the community.

**Potential impact on processes**
To alleviate staff’s need for constant training and onboarding new volunteers recruited for the new volunteer roles, SACS will be updating their volunteer responsibilities in the existing standard operating procedures, and also preparing a guide on the coaching aspect to ensure that volunteers are more equipped, while also including clear description for store management and operations. All these would support them in engaging different groups of volunteers more effectively and sustainably.

SACS’s case for redesign is further strengthened because it is part of the empowerment approach the agency is taking. Other than redesigning volunteer roles, check out other Empowerment practices in the Empowerment Guide [here](#).
Step 2: Design the Role

This step focuses on how to design new volunteer roles and modify existing ones.

Based on the list of opportunities identified in Step 1, redesign interventions are identified and applied to volunteer roles as guided by the redesign objectives.

**Key Objectives**

Design new volunteer roles or modify existing volunteer roles

- Employ redesign strategies to create new or modify existing volunteer roles to fit for purpose
- Develop clear role description of new/redesigned volunteer roles

**Key Outcomes**

- Employ redesign strategies to create new or modify existing volunteer roles to fit for purpose
- Develop clear role description of new/redesigned volunteer roles

**Templates Provided**

- Role Analysis Template – Page 45
- Position Description Template – Page 46 - 47

**Understand the Roles for Redesign**

After identifying the areas for redesign in Step 1, understand and document the roles involved in the shortlisted area. Key things to take note of:

- What are the existing staff / volunteer roles?
- What are the tasks and responsibilities involved?

The following activities can be conducted to have a deeper understanding of the tasks and key responsibilities of the roles to be redesigned:

**Job Shadowing**

Job shadowing involves observing an incumbent as they work to get a better understanding of their roles.

**Interviews with Staff / Volunteers**

Staff and volunteers can explain the key activities of the role in detail through interviews. Seek their insights on how their roles can be redesigned or improved.

**Review of Documents**

Review existing documents and data such as role descriptions, SOP of work processes, volunteer and staff feedback.

Use the 'Role Analysis Template' on page 45 to document the tasks and responsibilities involved in the current volunteer role, and identify which tasks to be retained, modified, added, or removed.

**Quick Tip**

Outside of your agency context, you can also actively broaden your understanding of different volunteer roles in the sector. Some useful activities could be conducting desktop research or networking with other Volunteer Managers in the sector.
Step 1: Identify Areas to Redesign
Step 2: Design the Role
Step 3: Study Impact
Step 4: Pilot Test
Step 5: Rollout

Key Activity 2.2
Develop Recommendations on Redesigned Roles

Once the roles have been identified, brainstorm ideas on how to modify or create new roles to meet the desired objectives. The following are some interventions that you can consider.

**ROLE REDISEIGN INTERVENTIONS**

**ROLE UNCOUPLING**
Breaking down of tasks to two or more roles
*E.g. Scenario 4*

**ROLE SIMPLIFICATION**
Eliminating components of the role to make it more focused
*E.g. Scenario 5*

**ROLE ENRICHMENT**
Addition of tasks / responsibilities to the role
*E.g. Scenario 2, 3*

**ROLE CREATION**
Creating new tasks to develop new roles
*E.g. Scenario 2, 4, 6*

**ROLE ADAPTATION**
The process in which the role is executed is modified, without changes to the existing tasks. Some examples of role adaptation are:

- **Rotation**
  Moving volunteers into different roles over the course of time
  *E.g. Scenario 1*

- **Flexible Volunteering Hours**
  Creating flexibility in volunteer schedules

- **Virtual Volunteering**
  Adapting in-person roles to virtual roles, or a hybrid of both
  *E.g. Scenario 6*

Consider the objectives of your role redesign. The objectives of your role redesign will guide the type of interventions you can consider. Here are some examples of common scenarios faced by SSAs:

**Scenario 1 – Redesigning to enhance corporate partnerships**

**Objective**: Adapt service-based roles to facilitate and encourage corporates to volunteer on a more sustained basis.

**Role redesign intervention**: Role Adaptation - Adapt service-based volunteer roles to make it easier for corporates to commit to a sustainable volunteer partnership. For example, corporates can volunteer in pairs or small groups on a rotational basis.

**Making it work**: Create a common visual identity for the corporate volunteers (e.g. through badge, T-shirt etc) to enable service users to easily identify them. Tap on corporate volunteer leaders to manage the coordination and handover within volunteering teams.

**Quick Tip**
Refer to the “Volunteer Management Toolkit 2.0” – Creating a Sustainable Corporate Partnership, to find out more about building corporate partnerships with organisations.

**Scenario 2 – Redesigning to attract new skills / capabilities**

**Objective**: Bring in volunteers to supplement skills / capabilities which may be lacking in the agency.

**Role redesign intervention**: 1. Role Creation – Identify skill gaps within the agency and design roles for skilled volunteers in terms of service-related work or organisational development work. 2. Role Enrichment – Identify ways in which existing roles can be enriched to tap on volunteers’ skills.

**Making it work**: Recruitment for skilled roles may need to be more targeted, depending on the nature of the skills required. Consider approaching Institutes of Higher Learning (IHLs), professional associations and corporates in addition to your usual recruitment channels.

See case example on the following page of how HCSA used role enrichment to redesign the befriender volunteer role, to tap on volunteers’ skills in service.
**Objective:** Design volunteer roles to supplement full-time staff and enable them to focus on core professional work.

**Scenario 4 – Redesigning to supplement staff workload**

**Objective:** Design volunteer roles to supplement full-time staff and enable them to focus on core professional work.

**Role redesign intervention:** Role Uncoupling and Role Creation – break down the full-time role into components, and identify tasks which volunteers can take on.

**Making it work:** Consult the full-time staff in the design of the volunteer roles. Identify tasks which do not require specialised skills or qualifications. Ensure that the impact on processes and full-time roles, as well as risks and mitigating strategies are understood fully.

**Role redesign intervention:** Role Uncoupling and Role Creation – break down the full-time role into components, and identify tasks which volunteers can take on.

**Making it work:** Consult the full-time staff in the design of the volunteer roles. Identify tasks which do not require specialised skills or qualifications. Ensure that the impact on processes and full-time roles, as well as risks and mitigating strategies are understood fully.

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**Objective:** Enrich volunteer experience and allow them to contribute more meaningfully to the agency.

**Scenario 3 – Redesigning to increase volunteer engagement**

**Objective:** Enrich volunteer experience and allow them to contribute more meaningfully to the agency.

**Role redesign intervention:** Role Enrichment - identify tasks that can be added to volunteer roles to make the roles more meaningful and impactful.

**Making it work:** Consult volunteers on ways in which they would like to contribute more meaningfully. When marketing and onboarding volunteers for the enriched roles, highlight the desired impact / higher purpose of the roles in addition to the tasks.

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**Objective:** Encourage service users to contribute as volunteers.

**Scenario 5 – Redesigning to encourage service-users to volunteer**

**Objective:** Encourage service users to contribute as volunteers.

**Role redesign intervention:** Role Adaptation and Role Simplification – identify ways in which service-based volunteering roles can be adapted to encourage current or past service users to volunteer. Service users can volunteer at a different programme, or within the same programme. Roles may be simplified (e.g. removing some onerous or physically demanding tasks) to make it suitable for service users to take on.

**Making it work:** Consult your service users on the type of tasks which they are comfortable contributing. Ensure that the risks are analysed and mitigations put in place. Set clearly the expectations, do’s / don’ts of a volunteer before they take on the roles to ensure safety.

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**Case Example**

**HCSA Community Services | Enrichment of Befriender Role to Specialised Ally Befriender Role by Tapping on Volunteers’ Skills and Experience**

HCSA enriched their existing Ally Befriender role to make it more meaningful and impactful for the volunteers. The enhanced Specialised Ally Befriender role aims to leverage on the skills of volunteers that could be useful to the service users who are single mothers.

This Specialised Ally Befriender is able to share useful skills through the regular befriending sessions and can also be matched to service users who have specific needs. Specialised skills could include business and entrepreneurship skills, digitalisation skills, or career counselling and support.

Service users benefit through increased range of skills, knowledge and practical support shared with them. **Engagement between service users and volunteers is increased** in the befriending relationship through imparting of skills.

**Positive feedback was received** when the role was piloted with service users and volunteers. Service users felt that they have benefited from the befriending by learning new skills through engagement, and volunteers felt that their role was meaningful and enjoyed being able to create impact through sharing of their specialised skills.

Enrich volunteers’ engagement and experience by allowing them to share practical skills of interest. This could attract new groups of volunteers who are willing to share their skills, as well as corporate volunteers.

Service users benefit through increased range of skills, knowledge and practical support shared with them. **Engagement between service users and volunteers is increased** in the befriending relationship through imparting of skills.

**Positive feedback was received** when the role was piloted with service users and volunteers. Service users felt that they have benefited from the befriending by learning new skills through engagement, and volunteers felt that their role was meaningful and enjoyed being able to create impact through sharing of their specialised skills.

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**Step 1: Identify Areas to Redesign**

**Step 2: Design the Role**

**Step 3: Study Impact**

**Step 4: Pilot Test**

**Step 5: Rollout**
Scenario 6 – Redesigning to leverage on technology

Objective: Design virtual / hybrid roles.

Role redesign intervention: Role Adaptation and Role Creation – Identify ways in which existing roles or new roles can be created for a virtual setting, leveraging on technologies such as videoconferencing, recording, virtual platforms. Consider hybrid models – leveraging on a mix of virtual and in-person activities.

Making it work: Equip volunteers with tips and guidelines on making virtual sessions effective. Consider recording virtual sessions which can be re-used at a later juncture. Provide support to service users who may be less tech-savvy and tap on volunteers to guide them on the use of technology.

See case example below of how PPIS used role adaption to redesign roles that were a hybrid of virtual and in-person volunteering.

CASE EXAMPLE

Persatuan Pemudi Islam Singapura (PPIS) | Adaptation of Befriender and Activity Coordinator Roles for a Hybrid of Virtual and In-person Volunteering

To better maintain engagement with volunteers as well as to augment staff workload at the Bedok Student Care Centre, PPIS adapted the Befriender and Activity Coordinator volunteer roles to be carried out in a hybrid format (i.e. having both virtual and in-person volunteering activities).

Volunteers in these roles can virtually conduct or pre-record activities to engage service users with (e.g. reading, arts and craft) and volunteers on-site can support the virtual delivery of the pre-recorded activities.

Through adaptation of this role, PPIS is able to:

- Improve volunteer engagement by providing flexibility for relationship-building opportunities between volunteers and service users. Volunteers are able to maintain engagement with the agency and service users virtually, even if they are unable to volunteer on-site.
- Alleviate workload of staff in engaging service users at the centres through partnering with volunteers.
- Plan for expansion of service capabilities by scaling up the hybrid activities across PPIS programmes / centres. Through a virtual platform, Volunteers can easily share their expertise (e.g. conduct arts and crafts activity, reading lessons etc.) to multiple programmes / centres.

Feedback received from volunteers have been largely positive, as they enjoyed being able to maintain engagement with service users virtually, which also allowed them more flexibility in schedule. While some processes had to be adjusted, volunteers were able to adapt quickly with guidance from staff. Staff also noted that the hybrid format allowed activities to be more scalable across different centres to benefit more service users.

Key elements you should include in your volunteer role description

- Revised role title:
- Programme:
- Impact on Service Users / Agency:
- Tasks and Responsibilities:
- Frequency and Time Commitment:
- Skills and Competencies required:
- Training required:
- Volunteer’s profile / experience:

How will the role benefit service users, staff and volunteers?

E.g. minimum years of volunteering experience, experience working with people with disabilities etc.

To be discussed further in Step 3

Refer to the ‘Position Description Template’ on page 46 - 47 to document this step.
Step 3: Study Impact

Once the roles are redesigned, the next step is to understand the impact of the redesign to assess risks and mitigation strategies.

This is also where we will develop an action plan for implementation, incorporating stakeholder buy-in and change management.

Key Objectives

- Plan for the implementation of the role redesign, taking into consideration the impact of the redesign
- Obtain stakeholders’ alignment of the role redesign
- Identify ways to mitigate potential challenges that would impede the implementation of the volunteer role
- Plan for implementation and change management

Key Outcomes

Impact Analysis Template – Page 48
Training Needs Analysis Template – Page 49 – 50
Assessing Risk and Mitigations Template – Page 51
Implementation Plan Template – Page 52 - 53
Stakeholder Analysis & Engagement Template – Page 54 - 55

Templates Provided

Considerations when studying the impact of redesigned roles:

**Impact on Role**
- How will the current role change?
- Are other roles in the same programme / team affected?
- What do stakeholders need to stop, start and continue doing?

**Impact on Resources**
- What resources are required (e.g. budget, manpower, technology, knowledge / skill etc)?
- What training is required for the redesigned volunteer role?

**Impact on Processes**
- How will the current work processes and SOPs change?
- Will changes to processes affect other services or programmes?
- Are there downstream impact on HR and volunteer management processes – e.g. recruitment, performance management, KPIs?

**Impact on Stakeholders**
- How will the new role affect stakeholders, such as volunteers, staff, service users, and the community?

Use the ‘Impact Analysis Template’ on page 48 to document this step.

How to identify training required for the redesigned volunteer role:

- **Topic for training**
  - What are the topic or areas for volunteer training? (e.g. active listening skills, wheelchair handling)

- **Skills to build**
  - What are the skills required to work with the service user / role / programme?

- **SOPs**
  - Consider including instructions and SOPs – how is the work going to be done, and by whom?

- **Beyond Do’s and Don’ts**
  - Beyond the typical Do’s and Don’ts, how can I train volunteers to have a deeper understanding of service users?

- **Mode of training**
  - Can the skills be learned on-the-job? Is a briefing sufficient, or is there a need for a full-fledged training programme?

- **Quick Tip**
  - For suggestions on suitable volunteer training programmes, you can refer to NCSS’ Volunteer Training Courses Directory

Refer to the ‘Training Needs Analysis Template’ on page 49 - 50 to document these details.
Using your impact analysis, conduct discussions with staff and volunteers to:

- Share the redesigned role to seek alignment and support
- Obtain feedback and understand anticipated challenges

Topics to discuss with staff include:
- Feasibility and / or improvements to redesigned role
- Anticipated challenges in redesigned role implementation
- Support needed to make the redesigned roles work

Topics to discuss with volunteers include:
- Feedback on whether this is a role that volunteers are keen on
- Garner support needed by volunteers to execute the role
- Anticipated challenges in taking on the redesigned volunteer role

After engaging stakeholders within your agency, outline the potential challenges that may surface and develop mitigation actions to pre-empt the challenges.

What are some types of risks I might encounter in role redesign?

**People (staff, volunteers, service users)**
- Is there a risk of injury to volunteers or service users?
- How to ensure that volunteers have the right knowledge and skills to execute the role?

**Equipment**
- Is there a risk of damage to equipment and infrastructure?
- What if there is device or connectivity malfunction during virtual volunteering?

**Confidentiality**
- Do volunteers have access to confidential information?
- What happens if there is a PDPA or online security breach?

Use the ‘Assessing Risk and Mitigations Template’ on page 51 to identify risks and mitigation strategies specific for your role redesign.
After your considerations of the role impact, you are ready to consolidate your findings into a structured implementation plan. The implementation plan outlines your next steps and action plans to eventually lead to the roll out of redesigned role.

**Key activities** to roll out the redesign efforts, including process changes, role changes, mitigation strategies

- Timeframe of implementation and key checkpoints
- Stakeholders involved and roles and responsibilities for the implementation process
- Communication and change management activities

**Quick Tip**

SSAs can tap on grants provided by the Government and NCSS to defray costs related to innovation technology adoption.

Check out the Industry Digital Plan for Social Services (IDPSS) [here](#).
### Change management in implementation planning

Effective change management is critical to the implementation of role redesign interventions. When planning for change management activities in your role redesign implementation plan, it is important to consider the following:

<table>
<thead>
<tr>
<th>WHO are my stakeholders?</th>
<th>WHAT do they need?</th>
<th>HOW and WHEN to engage?</th>
</tr>
</thead>
</table>
| **Senior Management**    | - Is this aligned to the agency’s volunteer vision and strategic plan?  
- What are the key benefits to the agency? (e.g. is there an increase in no. of service users we can serve?)  
- How does this bring us closer to our volunteer partnership objectives?  
- Is this aligned to the agency’s volunteer vision and strategic plan?  
- What are the key benefits to the agency? (e.g. is there an increase in no. of service users we can serve?)  
- How does this bring us closer to our volunteer partnership objectives?  
- Am I expected to take on more volunteer management responsibilities?  
- How does this affect my programme / day to day operations? | - Identify the best methods to engage stakeholders. Different methods may be suitable for different purposes (e.g. EDM for disseminating broad information, small group consultation to receiving feedback, clinic sessions for addressing concerns).  
- Communication should be timely and aligned with different project phases. Schedule sufficient touchpoints pre, during and post role implementation.  
- Develop targeted and tailored communications to provide specific information on the project and its impact to stakeholders, depending on their concerns and how they will experience the change. |
| **Staff**                 | - Communicate clearly the changes to expect in staff roles and responsibilities  
- Provide two-way communication channel for staff to give feedback and seek support  
- Provide detailed implementation timeline and prepare them for any upcoming changes | - Consult with stakeholders for inputs on the project  
- Raise awareness and gather support for project  
- Highlight objectives, implementation timeline and expected activities  
- Conduct training and briefings  
- Check-in on impacted stakeholders for inputs  
- Update impacted stakeholders on progress of implementation  
- Update all impacted stakeholders on success of implementation and finalised deliverables  
- Share success measures tracked  
- Share key learning outcomes of project  
- Celebrate success and involve stakeholders in any improvement efforts |
| **Volunteers**            | - Communicate clearly the roles and responsibilities of volunteers and how it contributes to the mission  
- Share the expected benefits to service users  
- Provide two-way communication channel for volunteers to give feedback and seek support  
- Provide detailed implementation timeline around onboarding and training activities | - Agency meetings  
- Interviews  
- Small group consultation  
- Electronic Direct Mail (EDM)  
- Leverage Volunteer Leaders and programme staff  
- Agency meetings  
- Small group consultation  
- Clinic sessions  
- FAQ  
- Electronic Direct Mail (EDM)  
- Leverage Volunteer Leaders and programme staff  
- Agency meetings  
- Project Report  
- Feedback form |
| **Service Users**         | - Be specific about changes to expect in service delivery  
- Reassure and bolster confidence in service users on volunteers’ skill and competence  
- Provide two-way communication channel for service users to provide feedback | - Agency meetings  
- Small group consultation  
- Electronic Direct Mail (EDM)  
- Leverage Volunteer Leaders and programme staff  
- Agency meetings  
- Small group consultation  
- Clinic sessions  
- FAQ  
- Electronic Direct Mail (EDM)  
- Leverage Volunteer Leaders and programme staff  
- Agency meetings  
- Project Report  
- Feedback form |

**Methods**

- Identify the best methods to engage stakeholders. Different methods may be suitable for different purposes (e.g. EDM for disseminating broad information, small group consultation to receiving feedback, clinic sessions for addressing concerns).
- Communication should be timely and aligned with different project phases. Schedule sufficient touchpoints pre, during and post role implementation.
- Develop targeted and tailored communications to provide specific information on the project and its impact to stakeholders, depending on their concerns and how they will experience the change.

**Channels**

- Pre Role Implementation: Consult with stakeholders for inputs on the project. Raise awareness and gather support for project. Highlight objectives, implementation timeline and expected activities.
- During Role Implementation: Conduct training and briefings. Check-in on impacted stakeholders for inputs. Update impacted stakeholders on progress of implementation.
- Post Role Implementation: Update all impacted stakeholders on success of implementation and finalised deliverables. Share success measures tracked. Share key learning outcomes of project. Celebrate success and involve stakeholders in any improvement efforts.
Critical factors for successful change management

- Engage stakeholders as early as possible
- Align needs / expectations and customise change plans
- Continued emphasis on relaying benefits of role redesign
- Hands-on training / self-help resources for volunteers and staff
- Feedback platform for volunteers and staff
- Clear guidance on new workflows
- Real-time updates on upcoming changes and progress (e.g. through email, social media platforms, WhatsApp)

Refer to the ‘Stakeholder Analysis & Engagement Template’ on page 54 - 55 to document your change management and communication activities.

Quick Tip

In undertaking change management, it is important to communicate to stakeholders not just the operational changes but also how the role was redesigned to be impactful – for the organisation, service users, and volunteers.

Highlight the purpose and impact of the redesign to get staff / volunteers on board and inspire volunteers to take ownership of their new roles!

CASE EXAMPLE

PPIS | Conducting of Impact Study on Activity Coordinator Role

PPIS created the Activity Coordinator role to coordinate and plan events / activities across PPIS’ care centres. This role adaptation aimed to transit the ad-hoc volunteer roles to a regular volunteering role, as well as incorporate hybrid (mix of virtual and in-person) activities to increase flexibility and leverage on technology.

The agency identified the impact on other staff and volunteer roles and processes, and put in place the following mitigation and change communication plans:

Impact on roles and volunteer roles were considered, and the following change communication activities conducted:

- Engaging centre staff to realign staff role vs volunteer role and expected changes to prepare staff for volunteer partnership
- Sharing the benefits of volunteer partnership to gain staff buy-in
- Providing training to staff and volunteers on new areas - e.g. use of virtual conferencing technology, to increase staff and volunteers’ confidence in the role

Impact on processes were analysed and SOPs / documents updated:

- Revised volunteer job position, to be used for recruitment and onboarding processes
- Volunteer policies and SOPs updated to guide the use of virtual conferencing technology and agency-loaned or volunteers’ personal mobile devices

Through the impact study, PPIS was able to identify potential impact to plan mitigation strategies, as well as timely engagement and communication. This helped PPIS to gain support and positive sentiments from staff and volunteers as they were prepared for the redesigned role rollout.
Step 4: Pilot Test

This step focuses on piloting the redesign prior to implementation. A pilot serves as a small-scale test to understand what works and what does not. Post-pilot, outcomes can be reviewed to identify improvements required before larger-scale implementation.

Key Objectives

- Ensure that all impacted stakeholders are fully aligned with the purpose of volunteer role redesign, and are equipped and ready for the change
- Improve redesigned roles based on feedback received from pilot test

Key Outcomes

Test the redesign in a controlled environment to make improvements for implementation across the agency

Templates Provided

Post Volunteer Role Redesign Analysis – Page 56 - 59

PILOT TEST

1) Identify the centre or programme to run the pilot
2) Identify the scale and scope of the pilot and determine the number of volunteers needed
3) Develop timeline and plan for pilot implementation
4) Communicate to affected stakeholders
5) Recruit new or current volunteers to take on the role
6) Train staff and volunteers for the new role
7) Test out the new roles
8) Obtain feedback from staff and volunteers on the new roles

Pilot the Redesigned Roles

Piloting the redesigned role enables you to test out the roles on a small scale. This provides opportunities to review and improve the role prior to full implementation.

Key considerations in choosing pilot centre / programme

- Impact and objectives
  - Will the centre / programme benefit from the new role?
  - Does the new role support the centre / programme objectives?

- Experience with volunteer partnership
  - Does the centre have past experience with volunteer partnership?
  - Do they have the right resources to support the volunteers?

- Potential for scalability
  - Does the programme / centre have potential for scalability (e.g. role can be expanded to more volunteers in future in the centre)?

- Staff buy-in for pilots / centres
  - Does this programme / centre have strong staff buy-in for the pilot?

A good choice of pilot centre / programme would be one that will benefit from having the redesigned role, has experience in volunteer partnership and be able to support and engage the redesigned volunteer role, and has potential for scalability.
Piloting the redesigned role can help you to collect insights for a proof of concept. It can help to generate buy-in from the stakeholders on the role redesign and minimise volunteers’ resistance to change or lack of confidence later on in the implementation. A robust pilot should include the following steps:

1. **Formulate a coherent idea or vision** to be communicated to the volunteers when implementing the pilot test.
2. **Collect feedback** from volunteers and staff and consider them carefully.
3. **Amend your implementation plan** to better suit your staff and volunteers’ needs based on information collected.

**Review the pilot to identify success factors and improvements**

Collect feedback from the following perspectives to identify successful areas as well as areas for improvement. Consider whether data will be collected via quantitative (e.g. surveys and productivity measures) or qualitative (e.g. interviews) means.

### Volunteer Perspective
- Volunteer satisfaction and engagement
- Suitability and meaningfulness of the role for volunteers
- Areas of enhancement to the role / support provided

### Staff Perspective
- Suitability and usefulness of the role for staff
- Challenges and areas of enhancement to support volunteer management

### Agency Perspective
- Impact of the role on service delivery
- Effectiveness of the role in meeting strategic objectives of redesign effort

Refer to the 'Post Volunteer Role Redesign Analysis' on page 56 - 59 for examples on collecting feedback.

---

### Case Example

**Sathya Sai Social Service (4S) | Pilot Test of Care Support Role**

In their efforts to redesign volunteer roles that are senior-friendly, Sathya Sai Social Service (4S) redesigned an existing role to make it easier but still meaningful for volunteers who are aged 60 and above. They aim to empower their senior service users, and also other seniors by providing them meaningful ways to contribute.

One example of a redesigned role is the Care Support volunteer role, where senior volunteers assisted care staff in supporting service users within the centre. 4S carved out bite-sized responsibilities based on the volunteers’ comfort level (e.g. handing out meals, engaging with service users during mealtimes, buying of groceries and other necessities for service users etc.) to ensure that they are comfortable with the role before progressing to more advanced responsibilities (e.g. feeding, assisting with toileting etc.). A point-based reward system to appreciate senior volunteers was also implemented to incentivise volunteering.

This role was piloted at the Tembusu Eldercare Centre (TEC). The following questions were asked to understand the effectiveness of the pilot.

**Did the pilot alleviate staff workload / increase capacity of care staff?**
- **Volunteer**: The volunteers felt engaged and well supported, and found the role of serving and engaging fellow seniors to be meaningful.
- **Staff**: Indicated that their workload was alleviated as volunteers were able to take on tasks such as serving meals to free up their time to focus on other responsibilities (e.g. bathing, changing etc.)

Based on the feedback collected, 4S decided to scale up and expand the role to more senior volunteers and to explore the feasibility of implementing the role at its residential care homes. The role may also be adapted to make it meaningful for other profiles of volunteers (e.g. younger volunteers may prefer to have more value-added duties and be able to take on more physical tasks).

**Did the service users benefit?**

**Was the role meaningful for the senior volunteers?**

**Quick Tip**

Curating volunteer roles where seniors can be involved in contributing back to the community is empowerment in practice. Check out the Empowerment guide for additional resources on adopting empowerment practices.
After piloting and refining the redesigned roles, the final step outlines how SSAs can roll out the larger-scale implementation of redesigned role. One important follow through of redesign implementation is tracking of implementation success against pre-defined metrics and making continuous improvements.

### Key Objectives
- Measure project success in a structured manner
- A redesigned volunteer role with updated SOPs, workflows and programmes

### Key Outcomes
Sample Tracking Metrics – Page 60 – 61

### Templates Provided

#### Step 5: Rollout

Following the pilot test, enhance and finalise your implementation plan to prepare for redesign role rollout.

**Revisit the implementation plan and review timelines for the final rollout**
- Revise the implementation plan created in Step 3 as necessary, confirming the centres / programmes for role implementation and key timelines and milestones
- Enhance the implementation plan to include volunteer management considerations (e.g. volunteer recruitment, onboarding, training) and process / SOP changes

**Engage stakeholders**
- Share the rationale and potential benefits of the role redesign
- Invite programme staff involved in the pilot to share learnings from pilot, and how stakeholder feedback have been addressed in the implementation
- Programme staff involved in the pilot could also address some concerns or questions which other programme staff (e.g. from different centres) have
- Communicate next steps to volunteers, staff and leadership across selected centres / programmes and changes to expect (e.g. modifications to SOPs, changes in role(s), volunteer-staff pairings, etc)
- Provide an avenue for questions and feedback during implementation

**Follow through with all implementation actions**
- Carry out the implementation activities (e.g. training, recruitment)
- 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
Finally, it is important to track the progress of implementation and to monitor if the overall objectives are met. Schedule regular check-ins with stakeholders such as volunteers and staff to seek their feedback to ensure that their needs are met and adequate support is provided.

Considerations and guiding questions when obtaining feedback and continuously improving role redesign:

1. Did the implementation help to achieve the desired objective?
2. How are stakeholders responding to the change?
3. How do we ensure new roles are sustainable?
4. Are there areas of the redesign which need to be improved?

Refer to the ‘Sample Tracking Metrics’ on page 60 – 61 for examples on evaluation metrics. Remember that the metrics identified should link closely to your strategic objective of the redesign.

Ensuring Sustainable Change

To enable a successful and sustainable implementation of volunteer role redesign, remember:

**Role-model desired behaviours**
Leadership and Volunteer Management team should demonstrate commitment to change

**Build capabilities**
Invest in and leverage support available for upskilling staff and volunteers

**Manage resistance**
Maintain open conversations to discuss and address any challenges raised by stakeholders.

**Calibrate practices**
Adjust practices to better reward, motivate and progress the redesigned roles for volunteers (development plans, performance metrics, recognition)

**Ensure a common understanding**
Cascade the purpose and benefits of redesign through consistent communication

Finally, volunteer role redesign as an iterative process which can be done on an ongoing basis whenever the needs arise. Regularly review your redesigned volunteer roles for continued relevance. You might find that your agency’s volunteer needs may change depending on factors such as your agency’s vision, programme design or changes in service user.

Quick Tip

After coming up with new or redesigned volunteer roles, remember to post your new volunteer opportunities on Giving.sg. Opportunities posted on Giving.sg will also be available on the SG Cares app.
### Frequently Asked Questions

This section addresses some Frequently Asked Questions to guide users while considering or redesigning their volunteer roles.

#### Question: Must all the steps of the Volunteer Role Redesign be completed—what if there are some steps that are not relevant to me/my SSA?

**Response / Solution:**

If you are creating completely new volunteer roles, we recommend that you follow the steps listed in the guide so as to gain a comprehensive understanding of the full Volunteer Role Redesign process.

If you are revising or making small tweaks to existing volunteer roles, you can jump straight into the parts of the process that are relevant for your redesign process. Refer to page 6–7 which provides an overview of the different sections.

#### Question: Can this guide be used to create completely new volunteer roles?

**Response / Solution:**

Yes—the guide can be used to create completely new volunteer roles. You can refer to Step 2—Design the Role (page 12), for more details around the redesign interventions you can implement to create new volunteer roles.

#### Question: How do I ensure buy-in of staff and management?

**Response / Solution:**

Volunteer Role Redesign impacts different stakeholders in the organisation. Stakeholder buy-in and change management are essential for the changes to be sustainable.

To obtain buy-in, do involve key stakeholders early on in the design process. You can refer to page 26–27 for more details on change management in implementation planning.

#### Question: Will the volunteer management process (e.g. recruitment of volunteers, volunteer experience, volunteer effectiveness, etc.) be affected by Role Redesign?

**Response / Solution:**

Yes—volunteer management processes are likely to be impacted by redesigned volunteer roles. For example, redesigned volunteer roles may require different volunteer recruitment channels, volunteer onboarding and training processes due to new skills required, as well as constant engagement of volunteers to check in on their comfort level with redesigned roles.

You may refer to Step 3—Study Impact (page 20), to identify impact of redesign roles to your volunteer management processes, and utilise other NCSS resources such as the Volunteer Management Toolkit 2.0 to strengthen your volunteer management process to support redesigned volunteer roles.

#### Question: When is a good time for me to engage in Volunteer Role Redesign (e.g. during new programme planning)?

**Response / Solution:**

Some of the key milestones at which Volunteer Role Redesign can be employed include:

- When development of new skills/services may be required from volunteers
- During periodic reviews of volunteer partnership, where stronger volunteer partnership or specific objectives (e.g. corporate partnerships, enhanced volunteer engagement) are desired
- During programme review, to identify how volunteers can help to support achievement of programme objectives
- When issues/opportunities arise—such as manpower constraint in meeting organisation goals, volunteer turnover etc.

#### Question: How do I know Volunteer Role Redesign is the right approach to tackle my agency’s challenges/objects?

**Response / Solution:**

In evaluating whether Volunteer Role Redesign is suitable for your agency’s needs, consider the following questions:

- What are my challenges/objectives?
- Is Volunteer Role Redesign the most effective method of achieving my objectives/addressing my challenges?
- Is Volunteer Role Redesign feasible? (e.g. are there any regulatory constraints? Is the cost of volunteer training required beneficial for my agency in the long run?)
- Do I have the necessary resources and support to undergo Volunteer Role Redesign?

You can refer to Step 1—Identify Areas to Redesign (page 8), to understand the considerations involved in more detail.

#### Question: Who is involved in the Volunteer Role Redesign?

**Response / Solution:**

Volunteer Role Redesign can be led by any of the following:

- Agency Management: In smaller agencies, role redesign might be led by management
- Programme Staff: Programme leads might lead Volunteer Role Redesign to create new volunteer roles or modify existing volunteer roles to better suit their programme needs
- Human Resource/ Organisation Development/ Head of Department
- Volunteer Manager/ Volunteer Executive/ Volunteer Coordinators

It can also be led by a project team comprising of members from the agency’s various departments.

#### Question: What are some additional resources that I can refer to when doing Volunteer Role Redesign?

**Response / Solution:**

Some useful resources you can refer to are listed here. You will also find them in the “Quick Tips” throughout the guide where relevant.

- Volunteer Management Toolkit 2.0
- NCSS’ Volunteer Training Courses Directory
- Volunteer Management Maturity Matrix
- Industry Digital Plan for Social Services
- Social Innovation Starter Kit
- Giving.sg
- SG Cares App
SSAs can refer to the templates provided in this section to guide them in the steps of Role Redesign. The templates include guidance, worksheets with examples, as well as checklists to ensure that each step of the process is well executed.

You can also access the templates here to easily document your activities in an editable format.

**Step 1: Identify Areas to Redesign**

<table>
<thead>
<tr>
<th>Step</th>
<th>Template</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>01. Identify Areas to Redesign</td>
<td>Stakeholder Engagement Interview Guide</td>
<td>41-43</td>
</tr>
<tr>
<td></td>
<td>Opportunity and Gap Analysis Template</td>
<td>44</td>
</tr>
<tr>
<td>02. Design the Role</td>
<td>Role Analysis Template</td>
<td>45</td>
</tr>
<tr>
<td></td>
<td>Position Description Template</td>
<td>46 – 47</td>
</tr>
<tr>
<td>03. Study Impact</td>
<td>Impact Analysis Template</td>
<td>48</td>
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<td></td>
<td>Training Needs Analysis Template</td>
<td>49 – 50</td>
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<td></td>
<td>Assessing Risk &amp; Mitigations Template</td>
<td>51</td>
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<td></td>
<td>Implementation Plan Template</td>
<td>52 – 53</td>
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<td></td>
<td>Stakeholder Analysis &amp; Engagement Template</td>
<td>54 – 55</td>
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<td>04. Pilot Test</td>
<td>Post Volunteer Role Redesign Analysis</td>
<td>56 - 59</td>
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<tr>
<td>05. Rollout</td>
<td>Sample Tracking Metrics</td>
<td>60 – 61</td>
</tr>
</tbody>
</table>

**Stakeholder Engagement Interview Guide**

**Instructions:** Identify the different stakeholders that are expected to be impacted by the role redesign effort and interview them to understand their concerns (see subsequent pages for sample interview templates).

Summarise the inputs gathered in the table below. Under ‘Engagement Strategy’, list the various ways you plan on communicating to these stakeholders to address their concerns during the implementation phase. Be sure to include the objectives and mode of communication, objective, and target stakeholders.

**Stakeholder Engagement Interview Guide**

<table>
<thead>
<tr>
<th>#</th>
<th>Stakeholder(s)</th>
<th>Nature of Impact</th>
<th>Role</th>
<th>Concerns</th>
<th>Engagement Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Volunteers</td>
<td>Volunteers would be required to take on additional responsibilities</td>
<td>Therapy Aide, Therapy Assistant</td>
<td>Volunteers require training to take up tasks traditionally held by full-time therapists and teachers</td>
<td>• Check-in with volunteers to assist with transition • Emails to communicate the impact of the role redesign on volunteers and the new role requirements</td>
</tr>
<tr>
<td></td>
<td>Full-time staff</td>
<td>Role redesign to alleviate staff workload requires volunteers to take on additional responsibilities</td>
<td>Therapy Aide, Therapy Assistant</td>
<td>Volunteers may not be equipped with necessary skills and add to the workload of full-time staff in having to teach and supervise</td>
<td>• Engage full-time staff in identifying training needs and carrying out onboarding and training of volunteers after design recommendations</td>
</tr>
</tbody>
</table>

1

2

3

Cont’d on next page
### Stakeholder Engagement Interview Guide (cont’d)

### Interview with Senior Management on Role Redesign

- **a.** What are your overall strategic goals for volunteer partnership in the agency? Are there any areas that you want to enhance in particular?

- **b.** Do you foresee any challenges in achieving these goals? 
  *For e.g. insufficient manpower, lack of relevant skills, need for more corporate funding or support, etc.*

- **c.** What are some areas where you see the biggest opportunity for redesign? 
  *Note: You may want to prepare a list of ideas to seek management’s views on, for e.g. programme XX, corporate volunteers, skills-based volunteers, etc. Their answer to question (b) may also offer some ideas of areas that can be redesigned or enhanced*

- **d.** What is the desired outcome of the role redesign?

- **e.** Do you have any concerns or worries about the redesign?

---

### Interview with Staff on Role Redesign

- **a.** What are some key challenges and pain points of your current daily tasks and/or responsibilities?

- **b.** What support do you need in your daily tasks and/or responsibilities?

- **c.** In your opinion, what do you think are the current skills / capability / manpower gaps in your programme?

- **d.** Can the above be supplemented by volunteers?
Instructions:
Guided by your objectives, conduct an opportunity and gap analysis by identifying the current state and to be state, and action needed to close the gap.
Upon completing this template, you will have your Case for Redesign -
- What is your purpose for embarking on volunteer role redesign?
- What are your existing challenges that led you to embark on volunteer role redesign?
- What are the areas for role redesign within your agency for volunteer partnership?
- What are the outcomes you aim to achieve with volunteer role redesign?

### Opportunity and Gap Analysis

<table>
<thead>
<tr>
<th>#</th>
<th>Programme</th>
<th>Role</th>
<th>Objectives / Purpose</th>
<th>Current State / Challenges</th>
<th>To-be State / Outcome</th>
<th>Gap Identification</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Senior Community Home</td>
<td>Physiotherapists</td>
<td>To enhance the service delivery to service users – provide more personal attention during therapy sessions</td>
<td>Limited number of physiotherapists make it difficult to provide all service users with the frequency of therapy and personal attention</td>
<td>Provide more frequent physiotherapy sessions, group sessions to have better facilitator: service user ratio</td>
<td>Develop volunteer roles to support physiotherapists in areas which do not require professional training, to enable physiotherapists to focus on core roles</td>
</tr>
<tr>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td></td>
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<td></td>
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<tr>
<td>4</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Role Analysis Summary

<table>
<thead>
<tr>
<th>#</th>
<th>Role for redesign</th>
<th>Purpose for redesign</th>
<th>Key tasks</th>
<th>Other Impacted Roles</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Mentor</td>
<td>To enhance volunteer experience</td>
<td>- Delivery of tutor and mentor programmes (Keep) - Curation of scope and syllabus for tutor and mentor programmes (Added) - Scheduling of tutor / tutee or mentor / mentee programme sessions (removed)</td>
<td>Programme staff</td>
</tr>
<tr>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Position Description Template

| Title: |  |
| Programme: |  |
| Supervisor: |  |

#### 1. Position Purpose

*Summarise in one sentence why the position is needed, and how it contributes to the overall mission / objective of the agency*

The therapy assistant role is to support the therapist in conducting and documenting group therapy sessions. Volunteers help to facilitate the smooth running of the sessions so that the students are able to have a meaningful time. They also record the students’ progressions to understand how it contributes to their recovery.

#### 2. Key Roles and Responsibilities

*(Insert Position title here)* **Therapy Assistant** is responsible for:

- Set up the session and prepare materials
- Accompany students on breaks
- Record the session on video
- Record data on student progression
- File documentation for all completed tasks

#### 3. Specific qualifications / behavioural competencies needed (if any)

- Comfortable to speak, read and write in English (additional Mother Tongue language is a plus)
- Able to show genuine concern and provide a listening ear without judgment
- Desire to support students in distress or empower them during recovery
- Desire to be equipped with basic mental health literacy and peer helping skills

#### 4. Time commitment of role

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

- 3 hours per week for 3 months (1 term of group sessions)

---

A sample Position Description template is provided on the next page.
**Impact Analysis Template**

**Instructions:** In the template below, input the desired impact of the redesign effort on people and processes under the ‘Anticipated Impact’ section. Next, establish metrics to measure the success of this impact. These metrics will be measured during and after implementation to provide insights on how the redesign activities can be adjusted to better meet desired outcomes.

<table>
<thead>
<tr>
<th>#</th>
<th>Recommended Intervention</th>
<th>Anticipated Impact</th>
<th>Metrics to measure impact</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Impacted Roles</td>
<td>People Impact</td>
</tr>
<tr>
<td>1</td>
<td>Role simplification – Break down therapist responsibilities and delegate the routine tasks to volunteers</td>
<td>Therapist, Therapy Aide, Therapy Assistant</td>
<td>• Full-time therapist staff are less stressed due to decreased workload</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>People Impact</td>
</tr>
<tr>
<td>2</td>
<td></td>
<td>• Volunteers have more meaningful opportunities involving direct interaction with service users; possible need for more training</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td></td>
<td>Routine tasks are delegated to volunteers</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

A sample Training Needs Analysis template is provided on the next page.

**Training Needs Analysis Template**

**Instructions:** Fill in each section in the template below to identify the transferrable skills between the current and redesigned role, as well as the new skills that need to be developed or acquired for the new role. Documenting these training needs can help plan for required trainings ahead of time, and equip the incumbents of the redesigned role to take on their new tasks.
### Assessing Risk & Mitigations Template

Instructions: In the template below:
- List the redesigned roles / new role
- Identify the potential risks
- Assess the severity of the risk using the guidelines in Table 1
- Identify mitigation strategies

**Table 1: Assessment of risk guidelines.** For each risk identified, assess the potential impact and likelihood of risk occurring. This will help to determine the level of mitigations actions you would undertake.

<table>
<thead>
<tr>
<th>Risk Impact</th>
<th>Potential frequency of risk occurring</th>
<th>Severity of risk should it occur</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low</td>
<td>Rare or unusual risk, very unlikely to occur</td>
<td>Little damage should the risk be realised</td>
</tr>
<tr>
<td>Medium</td>
<td>Risk has occurred before, but is not realised often</td>
<td>Moderate impact to the agency should risk be realised, but may still be tolerable</td>
</tr>
<tr>
<td>High</td>
<td>Risk has high probability of occurring in the future</td>
<td>Catastrophic impact on the agency</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>#</th>
<th>Redesigned role / New Role</th>
<th>Risk</th>
<th>Level of risk</th>
<th>Mitigation strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Therapy Assistant</td>
<td>May spread COVID-19 to vulnerable populations if safe distancing procedures are not adhered to</td>
<td>Medium</td>
<td>Training of volunteer therapy assistants should include education on safe distancing procedures and policies</td>
</tr>
</tbody>
</table>
Instructions: Below is a sample Implementation Plan template, which can serve as a baseline reference point for your implementation planning.

When drafting your implementation plan, include a detailed timeline of your planned activities, as well as their expected outcomes. Be sure to include activity owners to drive accountability from the start, and supplement the plan with change management activities to mitigate any foreseeable challenges.

NOTE: The implementation plan can be revised through the course of the redesign effort based on ongoing feedback and changing needs. However, it is important to align the plan with all involved stakeholders upfront.

### Implementation Plan Template

<table>
<thead>
<tr>
<th>#</th>
<th>Project Activities</th>
<th>Outcome of activities</th>
<th>Activity owner</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Planning for project implementation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>1.1 Identify key stakeholders involved</td>
<td>Collected list of impacted</td>
<td>John Doe</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>stakeholders</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>1.2 Discuss with key stakeholders on</td>
<td>Aligned stakeholders</td>
<td>John Doe</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Project objectives and desired outcomes</td>
<td>and buy-in</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>for implementation</td>
<td>Refined project plan</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>1.3 Identify potential risks and mitigation steps</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>1.4 Outline plan for change management</td>
<td>(To be populated)</td>
<td></td>
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<tr>
<td></td>
<td>1.5 Finalise implementation plan</td>
<td>(To be populated)</td>
<td></td>
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</tr>
<tr>
<td>2</td>
<td>Pilot</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>2.1 Communicate to stakeholders</td>
<td>(To be populated)</td>
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<td></td>
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<td>(To be populated)</td>
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<tr>
<td></td>
<td>2.2 Train staff and volunteers on the new role</td>
<td></td>
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<td></td>
<td></td>
<td>(To be populated)</td>
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<tr>
<td></td>
<td>2.3 Pairing of full-time staff with volunteers</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>(To be populated)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2.4 Monitor progress of pilot against success metrics</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>(To be populated)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2.5 Create refined action plan based on pilot feedback</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>(To be populated)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Rollout</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>3.1 Communicate to stakeholders</td>
<td>(To be populated)</td>
<td></td>
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<td></td>
<td></td>
<td>(To be populated)</td>
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</tr>
<tr>
<td></td>
<td>3.2 Provide training and briefing sessions</td>
<td>(To be populated)</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>(To be populated)</td>
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</tr>
<tr>
<td></td>
<td>3.3 Schedule check-ins with impacted stakeholders</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>(To be populated)</td>
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<tr>
<td></td>
<td>3.4 Roll out continual adjustments / enhancements based on stakeholder feedback</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>(To be populated)</td>
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</tr>
</tbody>
</table>

### Step 3: Study Impact

<table>
<thead>
<tr>
<th>Step 3: Study Impact</th>
<th>Implementation Plan Template</th>
<th>Implementation Plan Template (cont'd)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Reference to Guide: Page 24</td>
<td>SAMPLE</td>
</tr>
</tbody>
</table>

**Notes:**
- **Step 3: Study Impact**
- **Implementation Plan Template**
- **Implementation Plan Template (cont’d)**
Instructions: You would have completed an initial stakeholder engagement in your previous touchpoints – the template below may look familiar to you! Use the additional columns in this template to document how you will engage these stakeholders.

Identify potential stakeholders who will be impacted / involved across the development and implementation phase under the 'Stakeholder group' column. Understand the nature of impact to them, identify potential concerns and agree on an engagement strategy for this stakeholder during the implementation in the subsequent columns.

**Definition of impact**
- **High Impact** – Significantly and directly involved with volunteers (effort and time)
- **Medium Impact** – Moderately involved with volunteers (effort and time); Collates or provides inputs on volunteer management
- **Low Impact** – Minimally involved with volunteers (effort and time); Kept informed on volunteer management

Next, establish the method and frequency with which stakeholders will be engaged (e.g. weekly briefings).

### Stakeholder Analysis & Engagement Template

<table>
<thead>
<tr>
<th>#</th>
<th>Stakeholder group / individual</th>
<th>Nature of impact</th>
<th>Potential concerns</th>
<th>Engagement strategy</th>
<th>Purpose of engagement</th>
<th>Method of engagement</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>e.g. Staff who guides mentor volunteers in youth programmes</td>
<td>High</td>
<td>The introduction of a communication guide book will benefit staff interacting with volunteers (however, it may be perceived as additional work for staff)</td>
<td>Low adoption of the guidebook</td>
<td>Seek staff inputs during development phase on what they would like to see in the guidebook</td>
<td>Obtain staff’s buy-in by engaging them in the development and ensuring it is useful for their purposes</td>
</tr>
<tr>
<td></td>
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<td></td>
</tr>
<tr>
<td>2</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

### Stakeholder Analysis & Engagement Template (cont’d)

**Impact Groups**
- **High Impact**
  - Significant effort and involvement required
  - Involved in the continuous execution of implementation
- **Medium Impact**
  - Moderate effort and involvement required
  - Oversees the implementation
- **Low Impact**
  - Minimal effort and involvement required
  - Need to be kept informed on the progress of implementation

**Stakeholders**
- Volunteers involved in pilot
- Volunteer Leaders involved in pilot
- Ground Staff of programmes involved in pilot
- Programme leads / Centre Managers involved in pilot
- Programme Leads
- Centre Managers
- Department Heads
- Rest of the VM Team (not involved in volunteer role redesign)
- Board Members
- Executive Directors
- Service Users

**Purpose of Engagement**
- Feedback sessions to seek inputs
- Updates on the progress of the pilot
- Updates on the success of the pilot
- Updates on the progress of the project via management meetings

**Engagement Methods**
- Feedback sessions - interviews
- Monthly meetings
- Email communications
- Quarterly staff meeting
- Email communications
- Management Meetings
Instructions: Monitor the effectiveness of each redesign intervention using the Post Role Redesign Impact Analysis template. Obtain feedback from volunteers and staff on the pilot role. In the next pages, survey templates and sample questions are included for your use.

### Post Volunteer Role Redesign Analysis - Template

<table>
<thead>
<tr>
<th>#</th>
<th>Programme / Role</th>
<th>Objectives</th>
<th>Perspective</th>
<th>Key Success Metrics (KSM)</th>
<th>Feedback Received (see next page for templates)</th>
<th>Improvement Areas</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Physiotherapy Support at Eldercare Centre</td>
<td>Alleviate workload of full time physiotherapists</td>
<td>Staff</td>
<td>• % of full-time physiotherapist staff who indicate that the volunteers helped to alleviate workload</td>
<td>All full-time physiotherapists (4) agreed that their workload was alleviated. Suggestion to improve role by providing more comprehensive training</td>
<td>Further training of volunteers so that they are more equipped to manage service users and require less supervision from full-time staff, and can also be given more responsibilities to improve volunteer engagement and further alleviate staff workload</td>
</tr>
<tr>
<td>2</td>
<td>Volunteer Engagement</td>
<td>Volunteers</td>
<td></td>
<td>50% of the volunteers felt that the role was beneficial</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td></td>
<td></td>
<td></td>
<td>100% will continue to volunteer in this role</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### Sample

**Volunteer Engagement**
- % of volunteers who felt that the role was beneficial for them
- % of volunteers who would continue to volunteer in this role
- % of volunteers who would recommend this volunteer role to their peers

**Objectives**
- Alleviate workload of full time physiotherapists

**Perspective**
- Staff

**Key Success Metrics (KSM)**
- % of full-time physiotherapist staff who indicate that the volunteers helped to alleviate workload
- % of staff / social workers who would want the role to continue beyond the pilot

**Feedback Received (see next page for templates)**
- All full-time physiotherapists (4) agreed that their workload was alleviated.
- Suggestion to improve role by providing more comprehensive training

**Improvement Areas**
- Further training of volunteers so that they are more equipped to manage service users and require less supervision from full-time staff, and can also be given more responsibilities to improve volunteer engagement and further alleviate staff workload

---

### Post Volunteer Role Redesign Analysis – Template for Programme Staff Survey

**Survey of Programme Staff Post-Pilot**

a. Was this volunteer role useful for your programme? (Yes/No)

b. If Yes, how was it useful? For example:
   - It helped alleviate my workload
   - It helped when the volunteer contributed additional skills/perspectives
   - It allowed us to improve service delivery to the service user
   - Others

c. What were the challenges faced when partnering with the new volunteer lead roles?

d. What are the areas that can be improved about partnering with the new volunteer lead role?

e. Would you recommend this role to continue in your programme? Please provide the reasons for your recommendation.

Cont’d on next page
Post Volunteer Role Redesign Analysis – Template for Volunteers Survey

Survey of Volunteers Post-Pilot

a. How would you rate your level of satisfaction for this role?
   1 = Not satisfied, I would not be interested in continuing the role
   2 = Somewhat satisfied, I would be willing to continue the role with some modifications
   3 = Satisfied, I would be interested in continuing the role

b. Did you feel supported and sufficiently equipped to perform your role? (e.g. sufficient check ins with staff / social workers, sufficient training)? What additional area(s) of support would you find useful?

c. Did this role allow you to meaningfully contribute your skills and knowledge?

d. What did you like about the role?

e. What were the areas that can be improved about this role?

f. What were some of the challenges you faced in this role?

e. Would you recommend this role to other volunteers? Why or Why not?

Below is a sample table of the areas of perspective you should seek feedback from, and the potential outcomes, questions to ask and method of data collection

<table>
<thead>
<tr>
<th>Area</th>
<th>Outcomes</th>
<th>Questions to ask</th>
<th>Method of collection</th>
</tr>
</thead>
<tbody>
<tr>
<td>Volunteer Perspective</td>
<td>Volunteer satisfaction and engagement</td>
<td>• Did the volunteers have a good experience?</td>
<td>Volunteer survey and/or interview</td>
</tr>
<tr>
<td></td>
<td>Suitability and meaningfulness of the role for volunteers</td>
<td>• Is the role suitable for volunteers?</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Areas of enhancement to the role / support provided</td>
<td>• Are any tweaks required for the role itself or the support provided to volunteers?</td>
<td></td>
</tr>
<tr>
<td>Staff Perspective</td>
<td>Suitability and usefulness of the role for staff</td>
<td>• Did staff find the volunteer role helpful?</td>
<td>Staff survey and/or interview</td>
</tr>
<tr>
<td></td>
<td>Areas of enhancement to support volunteer management</td>
<td>• Does the role complement their scope of work?</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• What were some challenges and improvement areas to help them manage volunteers in these roles better?</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Did the volunteers need to be better equipped?</td>
<td></td>
</tr>
<tr>
<td>Agency Perspective</td>
<td>Impact of the role on service delivery</td>
<td>• Does the role enhance services delivery, benefit the service user or agency?</td>
<td>Programme statistics or qualitative assessment by staff / Volunteer Manager</td>
</tr>
</tbody>
</table>
**Step 5: Roll Out**

**Sample Tracking Metrics**

Instructions: Establish a list of success metrics to help measure how well the redesigned roles meet the desired outcomes of your role redesign.

Track the metrics during implementation to gauge how well the desired outcomes have been met, and if any adjustments are needed in the implementation plan. Consider the frequency of collection vis-à-vis the nature and usefulness of the data.

The following are a sample list of metrics to measure outcomes across various areas of interest. You may wish to focus on 1-2 areas which is most aligned to your redesign objective, and to include additional metrics relevant to your redesign.

<table>
<thead>
<tr>
<th>Project Success Metrics Tracker</th>
<th>SAMPLE</th>
</tr>
</thead>
</table>

### Objectives

<table>
<thead>
<tr>
<th>Improve Volunteer Engagement and Enhance Volunteer Experience</th>
<th>Success Metrics</th>
<th>Data to be collected</th>
<th>Data collection method</th>
<th>Data collection responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>% of volunteers indicating the volunteer programme had been beneficial / engaging</td>
<td>Volunteer survey</td>
<td>Programme leads</td>
<td></td>
<td></td>
</tr>
<tr>
<td>% of volunteers indicating they would like to continue volunteering at the agency</td>
<td>Volunteer survey</td>
<td>Programme leads</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase in volunteer Average Tenure length</td>
<td>Volunteer database</td>
<td>VM team</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase in number of regular volunteers who stay beyond certain no. of years</td>
<td>Volunteer database</td>
<td>VM team</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Augment manpower</th>
<th>Success Metrics</th>
<th>Data to be collected</th>
<th>Data collection method</th>
<th>Data collection responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>% of staff who feel the redesign initiative has been beneficial for them / complements their work</td>
<td>Staff survey</td>
<td>Programme leads</td>
<td></td>
<td></td>
</tr>
<tr>
<td>% of staff who feel that their workload has improved / they have more capacity to focus on value-adding work</td>
<td>Staff survey</td>
<td>Programme leads</td>
<td></td>
<td></td>
</tr>
<tr>
<td>% of staff who feel they are better equipped to interact with service users</td>
<td>Staff survey</td>
<td>Programme leads</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Objectives

<table>
<thead>
<tr>
<th>Enhance Corporate Partnerships</th>
<th>Success Metrics</th>
<th>Data to be collected</th>
<th>Data collection method</th>
<th>Data collection responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>% of corporate volunteers indicating the volunteer programme had been beneficial / engaging</td>
<td>Volunteer survey</td>
<td>Programme leads</td>
<td></td>
<td></td>
</tr>
<tr>
<td>% of corporate volunteers indicating they would like to continue volunteering at the agency</td>
<td>Volunteer survey</td>
<td>Programme leads</td>
<td></td>
<td></td>
</tr>
<tr>
<td>% of corporates indicating the volunteer programme had been beneficial for the company</td>
<td>Volunteer Survey (with corporate partner)</td>
<td>VM / Partnerships team</td>
<td></td>
<td></td>
</tr>
<tr>
<td>% of corporates indicating they would like to continue the partnership with the agency</td>
<td>Volunteer Survey (with corporate partner)</td>
<td>VM / Partnerships team</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase in no. of corporate partners</td>
<td>Volunteer database</td>
<td>VM / Partnerships team</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Objectives

<table>
<thead>
<tr>
<th>Attract new skills/capabilities</th>
<th>Success Metrics</th>
<th>Data to be collected</th>
<th>Data collection method</th>
<th>Data collection responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase in number / length of activities provided by agency</td>
<td>Programme records</td>
<td>Programme leads</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase in number of service users served</td>
<td>Programme records</td>
<td>Programme leads</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase in availability of services offered to agency / service users (e.g. technology implementation, dentist, hairdressing etc.)</td>
<td>Programme records</td>
<td>Programme leads</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Objectives

<table>
<thead>
<tr>
<th>Encourage service users to volunteer</th>
<th>Success Metrics</th>
<th>Data to be collected</th>
<th>Data collection method</th>
<th>Data collection responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>% of service users turned volunteers who feel that the initiative has been beneficial for them</td>
<td>Volunteer survey</td>
<td>VM team</td>
<td></td>
<td></td>
</tr>
<tr>
<td>% of service users turned volunteers who indicate that they will continue volunteering</td>
<td>Volunteer survey</td>
<td>VM team</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase in no. of service users volunteering</td>
<td>Programme records</td>
<td>Programme leads</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Objectives

<table>
<thead>
<tr>
<th>Leverage on technology for volunteer roles</th>
<th>Success Metrics</th>
<th>Data to be collected</th>
<th>Data collection method</th>
<th>Data collection responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. of programmes leveraging on technology to improve service</td>
<td>Programme records</td>
<td>Programme leads / VM team</td>
<td></td>
<td></td>
</tr>
<tr>
<td>% of volunteers who feel the use of technology has improved the volunteering experience</td>
<td>Volunteer Survey</td>
<td>Programme leads</td>
<td></td>
<td></td>
</tr>
<tr>
<td>% of service users who feel the use of technology has improved the service delivery</td>
<td>Feedback form</td>
<td>Programme leads</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Reference to Guide: Page 36*
Acknowledgements

We thank the following organisations for their contribution to the development of the Volunteer Role Redesign Guide:

1. AMKFSC Community Services Ltd, SG Cares Volunteer Centre @ Ang Mo Kio
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5. Care Corner Singapore Ltd, SG Cares Volunteer Centre @ Toa Payoh & Woodlands
6. HCSA Community Services
7. Home Nursing Foundation
8. Methodist Welfare Services
9. New Hope Community Services, SG Cares Volunteer Centre @ Kreta Ayer, in partnership with Kreta Ayer-Kim Seng Citizens’ Consultative Committees
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11. Singapore Anglican Community Services
12. Sathya Sai Social Service (Singapore)
13. Singapore Children’s Society
14. Samaritans of Singapore
15. SUN-DAC
16. Thye Hua Kuan Moral Charities, SG Cares Volunteer Centre @ Boon Lay