

Formation of a Volunteer Management Sub-Committee

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Capability &
Capacity Series

Volunteer Management Sandbox Learning Resource:
Guiding SSAs in Forming a Volunteer Management Sub-Committee

Introduction and Background

About this Learning Resource

This learning resource was curated from the inaugural National Council of Social Service (NCSS) Volunteer Management Sandbox Series. The series brought together volunteer managers and sector leaders, through thematic workshops, promoting discussions on strategic alignment and resource development to address challenges in sustainable volunteerism. The Volunteer Management Sandbox Series aim to:

- Spark innovation and empower participants
- Foster collaboration and camaraderie among participants
- Co-create valuable learning resources for the sector

This learning resource on “**Formation of a Volunteer Management Sub-Committee**”, is a collection of volunteer management best practices and insights of 26 senior management and Board Members from 23 Social Service Agencies (SSAs), strengthened through NCSS and its appointed consulting partner – Empact's strategic perspectives to deliver comprehensive guidance for the social service sector.

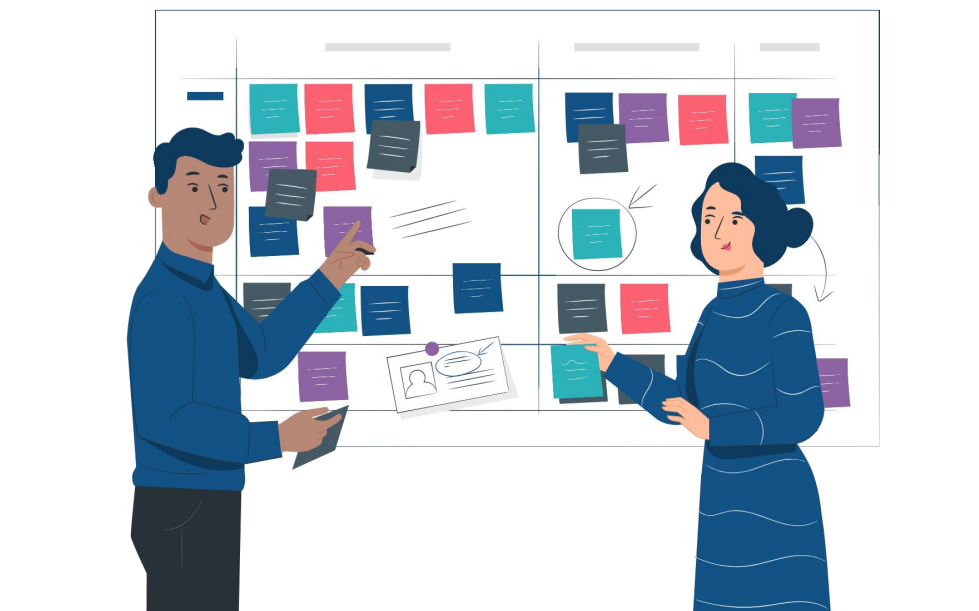
This learning resource serves as a comprehensive guide for SSAs to establish and develop their Volunteer Management Sub-Committee.

Who is this Learning Resource for

This learning resource is intended for the senior management team, volunteer managers and any staff in SSAs who are keen to establish a Volunteer Management Sub-Committee in their organisation.

Who does this Learning Resource cover

This Learning Resource covers the establishment and development of a Volunteer Management Sub-Committee. It explores different approaches to committee formation, key success factors, indicators of an effectively aligned committee, and provides guidance on developing terms of reference.



1. Volunteer Management Sub-Committee | 2 Approaches

Approach 1 – Form A Dedicated Volunteer Management Sub-Committee

A dedicated Volunteer Management Sub-Committee is established at the Board level, chaired by a Board Member. Non-Board Members can be co-opted to join the committee.

Pros

1. Strategic Focus and Board-level Attention

A dedicated Volunteer Management Sub-Committee positions volunteers as a vital component in advancing the organisation's strategic plan. By fostering focused discussions on volunteer management practices at a strategic level, it strengthens the alignment of volunteer management with organisational goals and strategies. Volunteers can be better positioned as part of a "twin-engine approach", augmenting staff manpower (i.e. increase the organisation's overall capacity) to secure service outcomes.

2. Greater Expertise and Stronger Decision-Making

The Volunteer Management Sub-Committee enables the inclusion of industry experts who can offer strategic direction to guide informed decision-making on volunteer-related matters. This enhances the development of effective volunteer policies and strengthens risk management processes.

3. Better Resource Allocation and Accountability

A dedicated Volunteer Management Sub-Committee establishes clearer accountability for volunteer management outcomes within the governance framework. It can champion the allocation of adequate resources to volunteer management initiatives and drive continuous improvement through regular evaluation and refinement of volunteer programmes.

4. Allows Volunteer Culture to Better Permeate throughout Organisation

The Volunteer Management Sub-Committee underscores the vital role of volunteers within the organisation, fostering a culture that values their contributions. It establishes a formal platform for volunteer perspectives at the board level and enhances the coordination of volunteer management practices to align with and advance organisational development goals.

Cons

1. Increase Efforts in Coordination Across Organisation

As volunteers contribute to both service delivery and corporate functions across the organisation, the Volunteer Management Sub-Committee must regularly stay updated on the evolving needs of various departments, resulting in need for more internal coordination and updating by staff.

2. Increase in Administrative Burden on Staff

Newly co-opted sub-committee members will need comprehensive onboarding to ensure they fully understand and align with the organisation's vision, mission, and values. This increases the administrative responsibilities on staff who support the committee.

Approach 2 – Integrate Volunteer Management agenda within Other Sub-Committee

The volunteer management focus area is often included as part of the agenda of other sub-committees, such as Fundraising, Community Partnerships, Human Resource Sub-Committees, where volunteer management-related issues are commonly addressed.

Pros	Cons
1. When volunteer management is included as part of the agenda, volunteers can be more effectively identified, matched, and deployed to support the organisation's functions.	1. Volunteers may not be intentionally considered in discussions within sub-committees where volunteer management is not a primary focus. 1. Volunteer management often gets relegated to less prominent agenda items, such as “Any Other Business,” limiting the time allocated for meaningful discussion. 1. Discussions around volunteer management may tend to focus on operational support rather than strategic approaches to advance organisational development goals.



2. Critical Success Factors for the Formation of a Volunteer Management Sub-Committee

The establishment of a successful Volunteer Management Sub-Committee hinges upon several critical success factors:

1 Establishing the Foundation



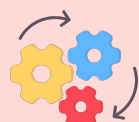
- A dedicated Volunteer Management team should be in place before the formation of the Volunteer Management Sub-Committee. This affirms the organisation's commitment to volunteer management and provides support to the sub-committee.
- The sub-committee members should possess a diverse range of relevant experiences, knowledge, and skills in volunteer management, ensuring a diversity of perspectives.
- Clear roles and responsibilities for the sub-committee are crucial to avoid confusion and promote efficient collaboration.
- Implementing a well-structured "People-Process-System" framework will empower members to effectively manage and support volunteers.

2 Aligning to Strategic Goals



- To maximise the impact of the Volunteer Management Sub-Committee to the organisation, its objectives must align fully to the organisational strategy and the organisation's vision & mission.
- The sub-committee should recognise the value of volunteers not merely as cost-saving measures, but as integral contributors and catalysts for achieving the organisation's goals.
- Sub-committee members should be capable of providing strategic direction while maintaining a practical understanding of daily operations, effectively bridging the gap between vision and execution.

3 Operationalising the Volunteer Management Sub-Committee



- The Volunteer Management Sub-Committee should prioritise agility and avoid impacting daily operational efficiency. It should operate as a strategic advisory body, focusing on high-level decision-making and long-term planning.
- To ensure its influence and ability to integrate volunteer perspectives into strategic decision making, the Volunteer Management Sub-Committee should have representation on the Board, giving it a voice in organisational governance and allowing it to advocate for the needs and interests of volunteers.

3. How does Success look like for an Organisation with a Fully Aligned Volunteer Management Sub-Committee

A fully aligned Volunteer Management Sub-Committee with the organisational goals will result in:

1 A Thriving Volunteerism Culture



- The organisation's leadership actively communicates the importance of volunteers in achieving its mission.
- Volunteers feel deeply appreciated and remain highly committed to their roles, fostering a positive and engaged volunteer community.
- The organisation achieves tangible benefits, including evident cost and manpower savings through effective utilisation of volunteer resources.
- The organisation achieves better outcomes, with staff reporting increased job satisfaction, volunteers being valued for their contributions, service users receiving enhanced support, and the community benefiting from improved services. Additionally, the organisation's reputation and achievements in its chosen causes are noticeably strengthened.

2 Prioritised and Better Supported Volunteer Management Practices



- The Volunteer Management Sub-Committee and staff work seamlessly, ensuring that volunteer management is integrated into the organisation's overall goals and operations. The value placed on volunteer contributions is evident in the successful progression of volunteers into donors, ambassadors, or staff members, further solidifying their commitment to the organisation's mission.
- Volunteer management goals are prioritised in strategic decisions and better supported across the organisation. This ensures that volunteer engagement strategies receive the necessary resources and attention to thrive.
- The organisation prioritises volunteer engagement and development, investing in comprehensive training, recognition programmes, and enhanced support for volunteers.

3 Broader Organisational Impact



- An organisation with a fully aligned Volunteer Management Sub-Committee becomes a beacon for good volunteer management practices, promoting and inspiring the adoption of good volunteer management practices nationwide and fostering a broader culture of social responsibility and civic engagement among the population.
- By demonstrating the transformative power of volunteerism, the SSA not only achieves its organisational goals but also contributes to a more compassionate and connected society.
- The organisation develops enhanced volunteer management capabilities to effectively engage skills-based volunteers, who bring diverse expertise and perspectives in supporting challenges in growing organisational capacity.

4. Proposed Terms of Reference for Volunteer Management Sub-Committee

1 Intent/ Purpose 	• Provide oversight to the SSA's volunteer management processes, and report their programmes, activities, and impact to the Board. • Assist the board in its responsibilities to oversee and govern volunteer management processes which include recruitment, onboarding, deployment, training, engagement, appreciation and exit management.
2 Roles and Responsibilities 	a. <u>Strategic Level</u> • Provide high-level direction and governance for the organisation's volunteer management efforts, including strategic guidance, budget approval, risk management, and advocacy for volunteer integration across all organisational functions and services. a. <u>Operational Level</u> • Provide advisory to the the development, execution, and evaluation of volunteer programmes, fostering cross-departmental collaboration and external partnerships. • Promote volunteer initiatives both internally and externally to enhance the organisation's volunteer engagement and impact. a. <u>Tactical Level</u> • Identify volunteers who have the potential to contribute at the sub-committee level, and develop them to step up in the future. • Mobilise volunteers from members' networks to be part of the organisation's volunteer resource.
3 Areas of Advisory 	a. <u>Strategic Level</u> • Alignment of volunteer management strategies with SSA's vision, mission and objectives. • Formulation of volunteer management strategies and provision of monitoring and evaluation oversight. • Management of governance and risk matters relating to volunteer management. • Development of strategies and tactics to improve organisational readiness and culture for volunteer engagement. a. <u>Operational Level</u> • Implementation of the Volunteer Management Framework. • Creation and revision of volunteer-related policies and procedures. • Development of metrics and methodologies to measure and communicate the impact of volunteer contributions. a. <u>Tactical Level</u> • Adoption of technological solutions and innovative practices in volunteer management.

4 Selection Criteria



Members of the Volunteer Management Sub-Committee shall possess, but are not limited to, the following skills and experiences in:

- Strategic Thinking
- Human Resource/People Management
- Event Management
- The cause(s) and/or Services of the SSA
- Non-profit and charity management

5 Other components of a Volunteer Management Sub-committee to be considered



a. Committee Composition

- Chairperson, who is a Board member, nominated by the Board
- Members of the committee should include elected members from the Board and members co-opted by the Chairperson of the Volunteer Management Sub-Committee

a. Tenure

- Match the tenure period to the Board and other sub committees

a. Meeting Frequency

- 4 times a year
- Additional meetings may be initiated by the Chairperson of the Volunteer Management Sub-Committee



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