JOB DESCRIPTION

Programme Name	Corporate Services
Section	Community Engagement
Reports to	Group Head, Sustainability & Partnership
Job Title	**Senior Manager, Volunteer Partnership & Engagement**

GENERAL SUMMARY

The Senior Manager, Volunteer Partnership & Engagement is responsible for building, leading and institutionalising HCSA's organisation-wide Volunteer Partnership & Engagement Framework across the 4Ts – **Ties** (connections)**, Talent** (skills)**, Treasures** (donations) **and Time**.

This role transforms volunteer management into a coordinated, governance-driven, data-enabled **Volunteer Management System (VMS)** that positions volunteers as a **strategic resource multiplier**, amplifying HCSA's mission impact, strengthening sustainability in alignment with HCSA's strategic goals and Theory of Change.

The role designs and governs volunteer policies, systems, culture, partnerships and reporting in alignment with **National Council of Social Services (NCSS) Volunteer Management Maturity Matrix (VMMM)**, ensuring HCSA demonstrates progressive maturity across all 7 VMMM dimensions.

The Senior Manager is also a HCSA ambassador, cultivating strategic partnerships and positioning HCSA as a partner of choice for individuals and organisations seeking meaningful contribution.

CORE PURPOSE OF THE ROLE

The Senior Volunteer Manager is responsible in developing and implementing strategies to

1. Build and institutionalise HCSA's **Volunteer Management Framework (VMF)**.
2. Strengthen organisational readiness and culture for volunteer partnership.
3. Design and govern a robust VMS as the single source of truth.
4. Quantify and articulate volunteer contribution value and cost-savings.
5. Position volunteers as a sustainability lever in cost savings, fundraising, and sector engagement.

DUTIES AND RESPONSIBILITIES

1. Leadership, Governance and Organisational Culture

- Build, document and implement HCSA's organisation-wide VMF aligned with NCSS VMMM.
- Establish volunteer governance including:
  - Policies and Best Practices
  - Volunteer Code of Conduct
  - Risk management and insurance standards
  - Personal Data Protection compliance
  - Safeguarding and beneficiary protection protocols
- Drive a volunteer-friendly organisational culture by:
  - Engaging leadership to champion volunteer partnership
  - Equipping staff through training and coaching
  - Addressing integration challenges between staff and volunteers
- Convene and lead a **matrixed Volunteer Leads Team** (programme and functional representatives) to harmonise practices across the organisation.
- Embed structured review processes (feedback, satisfaction surveys, exit interviews) as governance requirements.

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2. Strategic Planning, Organisational Readiness and Role Design

- Develop a multi-year Volunteer Partnership roadmap aligned with HCSA's strategic goals.
- Conduct regular cross-programme needs assessments to identify:
  - Manpower augmentation opportunities
  - Skilled/pro-bono professional deployment
  - Cost-reduction opportunities
  - Service enhancement opportunities
- Lead redesign and creation of meaningful, safe and outcome-aligned volunteer roles.
- Design volunteer pathways across the 4Ts, enabling progression from general volunteering to leadership or skilled contribution or donations.

- Collaborate with **Partnership & Strategic Communications (PSC)** to position HCSA as a partner of choice for individuals and corporates.

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3. Volunteer Recruitment, Selection, Onboarding and Development

- Develop organisation-wide recruitment strategies for:
    - General volunteers
    - Skills-based volunteers
    - Highly specialised/pro-bono professionals
- Establish standardised screening and matching processes based on:
    - Risk profile
    - Role requirements
    - Skill alignment
    - Organisational safeguards
- Define and oversee onboarding and training standards.
- Design volunteer development pathways (e.g., volunteer leaders, mentors, project leads).
- Support staff capability in supervising and partnering effectively with volunteers.

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4. Volunteer Experience, Engagement, Retention and Recognition

- Implement a coherent volunteer engagement strategy covering:
    - Communication
    - Supervision
    - Recognition
    - Retention
- Establish structured tools for:
    - Satisfaction surveys
    - Performance feedback
    - Exit interviews

- Analyse data to improve retention and volunteer experience.
- Coordinate organisation-wide recognition aligned with both:
    - Hours served
    - Value contributed (skills deployed, outcomes enabled)

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5. Volunteer Management System (VMS), Data Governance and Reporting

- Serve as **process owner** of HCSA's VMS.
- Design and configure the VMS data model to capture:
    - Volunteer demographics
    - Role type (general / skills-based / specialised)
    - Skills and qualifications
    - Hours served (by skill level)
    - Contribution value
    - Satisfaction and retention indicators
- Ensure data quality through validation rules and regular audits.
- Integrate volunteer metrics into:
    - Organisational dashboards
    - Impact reporting
    - Board reports
- Deliver VMS training and adoption support.
- Ensure compliance with NCSS VMMM and related reporting standards.

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6. Volunteer Contribution Pricing Framework & Impact Measurement

- Develop and maintain an organisation-wide framework to price volunteer contributions based on objective benchmarks (e.g. average skilled professional salary cost rates), with conceptual bands (e.g., general, skills-based, highly specialised).
- Configure VMS to auto-generate:
    - Replacement cost estimates

  - Cost-savings metrics
  - Programme-level and organisational-level contribution value
- Work with Finance and Impact teams to validate assumptions and align metrics with HCSA's Theory of Change.
- Produce regular analytical reports on:
  - Volunteer numbers and hours
  - Retention rates
  - Contribution value
  - Links to service coverage and beneficiary outcomes
- Use insights to guide strategic decisions on volunteer investment and role professionalisation.

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7. Sustainability, Fundraising and Organisational Narrative

- Translate volunteer data into compelling narratives and visuals for:
  - Grant applications
  - Donor reports
  - Annual reports
  - Corporate partnership proposals
- Position volunteers as a strategic sustainability lever that:
  - Extends service capacity
  - Reduces cost pressures
  - Enhances beneficiary outcomes
- Ensure alignment with NCSS sector language and benchmarking standards.

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8. External Engagement and Sector Collaboration

- Represent HCSA to:
  - Volunteers and Donors
  - NCSS

  - SG Cares Volunteer Centres
  - Corporate, Foundation and Community partners
  - Social Service Agencies Sector platforms
- Position HCSA as a learning and sharing partner in volunteer management.
- Develop and sustain strategic external partnerships.
- Contribute to sector pilots, best practice adoption and collaborative initiatives.

KEY PERFORMANCE INDICATORS

The role will be measured against:

Contribution & Growth

- Growth in active volunteers across all 4Ts
- Total volunteer hours by skill band
- Increase in multi-T engagement

Value & Sustainability

- Estimated volunteer contribution value (replacement cost)
- Cost-savings achieved
- Volunteer metrics integrated into fundraising and reporting

Retention & Experience

- Volunteer retention rate
- Volunteer satisfaction scores
- Progression of volunteers into leadership/skilled roles

Governance & Maturity

- Improvement in NCSS VMMM maturity scores
- Proportion of programmes with documented VM practices
- Data completeness and VMS adoption rates

Partnerships

- Depth and quality of strategic volunteer partnerships

- Skilled/pro-bono engagement secured

QUALIFICATIONS

- Bachelor's degree.
- Minimum 8 years of relevant experience, with at least 3 years in leadership or organisation-wide coordination.
- Experience designing and implementing frameworks across multiple teams.
- Experience and **enjoy** engaging individual, corporate and skilled volunteers.
- Proficiency in using digital tools and driving continuous improvements.
- Strong stakeholder engagement and influence skills.

COMPETENCIES

- Volunteer Management & Sector Knowledge
- Framework & Policy Design
- Strategic Planning & Systems Thinking
- Stakeholder Engagement & Influence
- Digital & Data Literacy
- Change Leadership, Cultural Transformation, Learner Mindset, Continuous Improvement
- Partnership Development & Public Representation

WORKING CONDITIONS

Full-time role requiring occasional evening or weekend work to support volunteer activities, engagement events and training. Regular visits to programme sites to support ground implementation.

ALIGNMENT WITH NCSS VOLUNTEER MANAGEMENT MATURITY MATRIX

This role strengthens HCSA's maturity across all seven dimensions of the NCSS Volunteer Management Maturity Matrix:

1. Organisational Culture
2. Organisational Readiness
3. Volunteer Recruitment & Selection
4. Volunteer Onboarding & Training
5. Volunteer Experience & Engagement
6. Review of Volunteer Management
7. Collaboration

The role ensures HCSA progresses toward and sustains at least **Level 3 Established maturity**, with a trajectory toward higher levels of strategic integration.