

# Diploma in Social Service

## Volunteer Programme Management

SSC-CFC-4047-1.1

### Reflective Practice Assignment Cover Sheet

<b>Name of Candidate</b>	<b>Host Organisation</b>
<b>Name of Assessor</b>	<b>Contact Details</b>
<b>Name of IA Supervisor</b>	<b>Date of Submission</b>
<b>CANDIDATE'S DECLARATION</b>  a. I, hereby declare that all the entries in this journal are my own effort and do not involve plagiarism or works of other people whose services I have engaged.  b. I have not allowed and will not allow anyone to copy any of my Written Assignments with the intention of passing it off as his/her own works.  Signature: _____ Date: _____ _____  <i>*Attach this Assignment Cover sheet to your RP journal.</i>	

## Introduction to Reflective Practice Assignment

A reflective journal is a personal record of your learning experiences. It is a tool which enables you to record and reflect upon your observations and responses to situations, which can then be used later to explore and analyse ways of thinking and being in contexts. Journals, although generally written, can also contain images, drawings and other types of reference materials.

This Reflective Journal uses the basic framework for self-reflection which is *description, reflect and application*. For this Reflective Practice assignment, you are required to complete this reflective journal of experiences gathered during the industrial attachment.

## Instructions

### *Pre-Attachment*

1. You will be assigned to a Host Organisation (HO) for your industrial attachment (IA). A HO supervisor will be appointed to mentor you.
2. If you have any questions regarding the entries in the RPJ, email your assessor for clarifications.
3. HMTA office will contact you to book the date for the Final Assessment before the IA. The date and timeslot selected by you is final. Any changes may incur an administrative fee.

### *During Attachment*

4. A week prior to your IA, craft some guiding questions related to the TSC listed in the journal. You may gather in groups of 2 or 3 to design the questions. These questions will help you to target the areas you would like to learn during the attachment.
5. Preferable to make an appointment with your IA-Supervisor within the

first week of attachment to gather the information related to the TSC. In addition, reflect on your work roles (if any) performed each workday which are related to any of the TSC in the RP journal.

6. Document the information gathered from your IA-supervisor, your personal observations or the work roles you performed every day in Column 2 of the RPJ for the respective modules.
7. **The writing of the RPJ is an individual and personal assignment.**
8. The RPJ should be used to explore situations from a personal perspective, but generally within the context of learning from your experiences. Write your personal reflections in Column 3 on the information gathered in Column 2 of the RPJ. To guide you in writing your entry, you may find the following sample questions useful:
  - *Is there a framework?*
    - (a) *If no, why not? What would you have recommended to the HO?*
    - (b) *If yes, does it serve its intended purpose? Is there a set of principles to guide the organisation in managing the framework? What would you have recommended to the HO?*
  - *What were the incidents? What were the outcomes? Were these incidents preventable? If yes, what could be done differently to prevent the incidents?*
9. You are advised to make your entries after each workday and at your own pace.

### *Post-Attachment*

10. Email the RPJ to your assessor **5 days after the end of the industrial attachment** and **cc to the Course Co-ordinator**.

### *During RP Presentation*

11. You have 30 mins to present your entries for each module to the assessor. The following sequence is recommended:
  - Provide a brief overview of the information gathered.
  - Share your thoughts and feelings on what you have learnt.
  - Highlight your key learning points from your experience.
12. Assessor may pose a few questions to clarify your entries.
13. You must demonstrate competency in both the RPJ and the RP presentation, in order to be deemed competent for this RP.

### Quality of the Journal Entries

Entries should:

- be clear and reflect your ability to think critically and objectively.
- be in complete sentences. You are allowed to number or bullet your entries for easy reading.
- demonstrate you have acquired the respective technical skills and competencies of this module.
- journal all interactions, experiences, thoughts, and relevant information which are deemed relevant
- not breach client confidentiality
- avoid using names when referring to people at the workplace

## Volunteer Programme Management (SSC-CFC-4047-1.1)

LOs & TSC	Design 2 guiding Questions per row	Summarise the Information	Reflect on the information and pen your observations, thoughts, and experiences in relation to the respective LOs and TSC.
<p><b>LO1</b> Learners will be able to adopt the best practices in volunteer management to develop volunteer management strategies, policies and procedures in consultation with the management to meet the strategic goals of the organisation.</p> <p><b>K1</b></p>			

LOs & TSC	Design 2 guiding Questions per row	Summarise the Information	Reflect on the information and pen your observations, thoughts, and experiences in relation to the respective LOs and TSC.
Best practices in volunteer management.			

<p><b>LO2</b> Learners will be able to develop a Volunteer Management Programme to deploy, orientate and train volunteers to achieve organizational goals with minimal risks.</p> <p><b>A3</b></p> <p>Deploy volunteers according to their interests and abilities and programme needs.</p> <p><b>A9</b></p> <p>Identify synergies across programmes and departments to</p>			
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LOs & TSC	Design 2 guiding Questions per row	Summarise the Information	Reflect on the information and pen your observations, thoughts, and experiences in relation to the respective LOs and TSC.
maximise the values and effectiveness of volunteer programmes.			



<p><b>LO3</b> Learners will be able to develop a feasible Volunteer Leadership Framework and pathways to identify and train volunteer leaders to lead community initiatives and activities.</p> <p><b>A8</b> Develop the framework and pathways for volunteer leadership</p> <p><b>K6</b></p> <p>Strategies and best practices for developing a</p>			
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LOs & TSC	Design 2 guiding Questions per row	Summarise the Information	Reflect on the information and pen your observations, thoughts, and experiences in relation to the respective LOs and TSC.
volunteer leadership network			

**LO1** Learners will be able to adopt the best practices in volunteer management to develop volunteer management strategies, policies and procedures in consultation with the management to meet the strategic goals of the organisation.

### Knowledge K1: Best Practices in Volunteer Management

#### Do you do screening of volunteers and matching them to organizational tasks?

Screening of potential volunteers is important as this process helps to surface volunteers that may not align with organization vision, mission, and goals. Selected volunteers are then matched to organizational tasks according to their skillsets, areas of expertise, interests and aspirations

#### Does your center perform Recruitment Needs Analysis (RNA)?

It is important to **identify exactly the recruitment needs to what roles volunteers may take up to help fulfill the vision, mission, and goals of the organization**. The RNA involves asking management and staff what they see as the organization's current needs and these responses are then collated to arrive at a suggested list of priorities for volunteer recruitment. A volunteer job description comes in handy to map out clear expectations and communicate clear, fair boundaries for the volunteers. A good volunteer job description should explain the role thoroughly, outline the skills needed to perform the tasks successfully and specify the type of training and support they will receive.

**Recognizing volunteers' contributions**, whether through formal or informal types of recognition, will assure them they are valued and appreciated. It can be a plaque, an official awards ceremony, or a simple thank you note. Quarterly or semi-annual potluck is another good way

to show appreciation. Volunteers feel important when recognition is given after they have done an excellent job. This should be done after goal has been met. Share the mission, structure and program goals of the organization. Be transparent when sharing an organization's goals and strategies. Include them in staff meetings if the agenda involves them.

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LO 2 Learners will be able to develop volunteer management programs to deploy, orientate, and train volunteers to achieve organization goals with minimal risks

**Abilities A3:** Deploy volunteers according to their interests and abilities and programme needs.

**How does your center deploy volunteers according to their skillsets and interests to fulfill program needs?**

Volunteer deployment is based on a comprehensive needs analysis conducted with stakeholders. Following orientation, volunteers receive targeted training to align their skills and interests with program requirements. Studies have shown that volunteers who perform organizational tasks that are aligned to their skillsets, interests and aspirations have higher retention rates over the medium long term.

**Abilities A9:** Identify synergies across programmes and departments to maximise the values and effectiveness of volunteer programmes.

**Do the various departments within the center cooperate on volunteer programs to optimize and maximize the effectiveness of volunteer programs?**

To optimize volunteer program effectiveness, inter-departmental cooperation is crucial. Joint training sessions, such as Basic Life Saving and Workplace Safety & Health, can be conducted on-site. This approach reduces travel, standardizes instruction through consistent trainers, and allows for shared training costs across departments. A sufficient number of volunteers would then be trained within a stipulated timeframe and be ready for deployment.

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**LO 3** Learners will be able to develop a feasible Volunteer Leadership Framework and pathways to identify and train volunteer leaders to lead community initiatives and activities.

**Abilities A8:** Develop the framework and pathways for volunteer leadership

**Does your center have a Volunteer Leadership Development Framework?**

### **Recommended Volunteer Leadership Framework**

- **Header Notes:**
  - Skilled communicator
  - Manage Self
- **Core Principle:** At the heart of the Framework is the relationship between the team leader and team members. This is a ‘two-way, trusting, productive, working relationship focused on achieving the organisation’s goals with each person working to their full potential’.

### **Volunteer Leadership Framework Diagram**

The framework is structured as a central hub with six interconnected pillars of leadership competency:

Pillar	Key Competencies
Lead Strategically	Think strategically, Create a vision, Set goals & Objectives, Think analytically to solve problems
Lead People	Negotiation, Delegation, Supervision, Conflict Resolution
Lead Change	Thinking creatively, Foster Innovation, Managing Change, Influencing others
Lead Projects	Project Management, Project Planning, Offer Quality Services to Clients
Skilled Communicator	Positive, Giving and Receiving Feedback, Assertiveness, Listening
Manage Self	Emotional Intelligence, Understanding Self and Others, Managing time and stress

**Effectiveness Factors:** The effectiveness of this leadership framework relies on three factors: Organization Culture, Designed Leadership, and Organization Design.

## Volunteer Leadership Pathway

**Steps in the Volunteer Leadership Pathway may include:**

1. Introduce leadership opportunities to new volunteers to prepare them for their future roles.
2. Managers and supervisors observe to identify potential leaders.

3. Volunteers assess their leadership skills to identify training opportunities to close skill gaps.
4. The organisation selects leaders and train them for their roles.
5. Create opportunities for them to lead volunteer-led initiatives and activities.
6. Appraise and provide feedback to improve their leadership skills.

### Visual Representation of the Pathway

The visual roadmap illustrates the progression from a new recruit to a strategic leader:

- **Level 1: New Volunteer**
  - **Needs:** Orientation, induction, job roles & description.
  - **Action:** Introduce Leadership development opportunity.
- **Level 2: Team Member**
  - **Needs:** Teamwork, collaboration, Care services, Manage Self, Communication.
  - **Action:** Preparing for leadership.
- **Level 3: Volunteer Leader**
  - **Needs:** Lead strategically, Lead people, Lead change, Lead projects.
  - **Action:** Build strategic muscles, sharpening skills. Knowledge

**Knowledge K6:** Strategies and best practices for developing a volunteer leadership network

**What best practices does your center adopt for developing a Volunteer Leadership Network (VLN)?**

**Outline the Purpose and Goals of the VLN**

There should be clearly well-defined goals that are acknowledged and accepted by each member. They must support these goals for VLN to be effective. They are like-minded leaders who share similar aspirations with the rest of the group.

### **Give the VLN a structure**

The networking group needs to have a solid foundation that will aid in its success. Is there a need to select a name? Is it formal or informal? Who will chair the group? How frequently should you gather? What is the code of conduct?

When given a structure, every member will apply to be a part of the network knowing what is expected of them and what they can expect from the group.