

# SSLEP Agency & Data Management Workshop Outlines

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## WORKSHOP TOPIC: MANAGEMENT ISSUES OF NPOS

Trainer: Dr Vincent Ng, CEO, AMKFSC Community Service Ltd

### Outline:

In this workshop we will discuss the contemporary management issues & problems of Non-Profit Organisations (NPOs). Examine some of the possible factors contributing to them. What are the approaches required of the Chief Executive Officer (CEO) to tackle future management issues & challenges faced by the organisation?

### Trainer Profile:

Dr Vincent Ng is Chief Executive Officer of AMKFSC Community Service Ltd. He completed his PhD in social work at the National University of Singapore. Prior to joining AMKFSC in 2009, Vincent worked as a social worker in both public and medical settings. Under his steady and personable leadership, AMKFSC has grown from three Family Service Centres in 2009, to a dynamic multi-service agency today, serving a diverse group of vulnerable populations ranging from children and youths-at-risk, troubled families, lonely and frail elderly, to even criminal and drug offenders. He has also overseen the corporatization of the agency from the former Ang Mo Kio Family Service Centres to AMKFSC Community Service Ltd in 2014.

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## WORKSHOP TOPIC: MANAGEMENT TOOLS FOR AGENCY DEVELOPMENT

Trainer: Mr Kitson Leonard Lee, Head, Centre for Non-Profit  
Leadership, NVPC

### Outline:

In this workshop we will cover the Organisational Development (OD) issues faced in Social Service Agencies (SSAs). For Agency Development, we will identify specific management tools, which can be applied to SSAs and the limitations of these tools in its application to appreciate OD.  
What are some of the approaches in helping SSAs to be proactive to meet future challenges?  
What are the leadership skills required to help in agency development?

## Trainer Profile:

Kitson is currently Head, Centre for Non-Profit Leadership, NVPC. He is also an Independent Director of SINHAN Holdings Pte Ltd and an appointed Member of the Industry Advisory Council of SSTC Institute. He is an active volunteer and serves on numerous community organisations. He was the former Secretary-General and Board Member (2013-20) of the Asian Network for Quality; and Coordinating Secretary (2013-14) of the World Alliance for Quality – both international non-profit organisations. He is a much sought-after Presenter and Facilitator on the topics of Leadership, Culture, Innovation, and Customer Experience. His passionate and interactive delivery on the insights and global best practices always captivates. Through his numerous years of corporate and consulting experiences — spanning across both Public (Government Agencies) and Private (Multinational Corporations and Small & Medium Enterprises) sectors — he understands the businesses and operational challenges faced by organisations and their employees. Kitson was also featured in The Straits Times and on News Radio 93.8FM for his strong entrepreneurship spirit and innovative ways of bringing organisational successes to greater heights.

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## WORKSHOP TOPIC: DATA MANAGEMENT AND ANALYTICS SKILLS

Trainer: A/P Leong Chan-Hoong, Centre for Applied Research,  
Singapore University of Social Sciences

### Outline:

In this workshop we will introduce the use of data management. Firstly identifying the different types of data (qualitative-ethnographic, quantitative-survey, primary vs secondary, admin/archive data, or spatial data) and discuss how different types of data can be harnessed holistically to make policy or programme decisions. What are some of the limitations of data management? We will introduce some of the softwares used for data management.

## Trainer Profile:

Leong Chan-Hoong is Associate Professor at the Centre for Applied Research, Singapore University of Social Sciences. Prior to this position, he was the Head of Social Lab – a survey research unit at the Institute of Policy Studies, National University of Singapore. Chan-Hoong is the Singapore national representative for the *World Association for Public Opinion Research*, and a Fellow and Elected Board member of the *International Academy for Intercultural Research*. He currently serves in the National Integration Workgroup on Community, an advisory board under the purview the Ministry of Culture,

Community and Youth, and was formerly on the board of the Singapore's National Council of Social Service's Advocacy and Research Group. A prolific writer, editor and reviewer, Chan-Hoong has served as Consultant Editor for the *International Journal of Intercultural Relations* and *Asian Journal of Social Psychology*. Chan-Hoong has multiple degrees in various academic disciplines. He read a PhD Psychology (2006) from Victoria University of Wellington, New Zealand, and MSc's in Statistics (2011) and Applied Geographic Information Systems (2019) from the National University of Singapore. Details of his research and professional consultancy can be found in <https://orcid.org/0000-0002-6337-2157>

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## WORKSHOP TOPIC: MEASURING SOCIAL IMPACT OF PROGRAMS

**Trainer: A/P Leong Chan-Hoong, Centre for Applied Research, Singapore University of Social Sciences**

### Outline:

In this workshop we will discuss the social outcomes of programs & projects and the importance of measuring the social impact. We will touch on the use of indicators in measuring social outcomes and their limitations. The type of measurements commonly applied for measuring outcomes will be discussed. The implications of social impact findings for service delivery will be touched.

### Trainer Profile:

As Above.

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## WORKSHOP TOPIC: CORPORATE GOVERNANCE ISSUES IN NPOS

**Trainer: Dr Isabel Sim**

### Outline:

This workshop focuses on charity governance. It provides an overview on the Singapore's Code of Governance for Charity and Institutions of A Public Character. The code covers the roles and responsibilities of the Board, as well as the Board and management's role in managing (i) conflict of interest, (ii) strategic planning, (iii) programme management, (iv) human resource and volunteer management, (v) financial management and internal controls, (vi) fund raising practices, (vii) disclosure and transparency and (viii) public image.

## Trainer Profile:

Dr Isabel Sim is Managing Director at Nonprofit Innovation Pte Ltd. She has published extensively in the area of corporate governance, charity governance and accountability of non-profit organisations. She was Senior Research Fellow, Department of Social Work, Faculty of Arts and Social Sciences, National University of Singapore as well as Director (Projects), Centre for Social Development (Asia) from 2015 to 2019. Prior to that, she was Head of Corporate Governance Practice, Centre for Governance, Institutions and Organizations (CGIO) and Senior Lecturer, Department of Strategy and Policy, NUS Business School. She is qualified with a Bachelor degree in Social Work (NUS) and PhD in Finance (University of Western Australia).

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## WORKSHOP TOPIC: CONDUCT OF ORGANIZATIONAL REVIEW

Trainer: Prof S Vasoo, Department of Social Work, National University of Singapore

### Outline:

The discussion will cover the rationale for organisational review and the usefulness.

In addition, the approaches in conduct of organisational review and their usefulness and limitations will be touched. Moving into action and strategies to strengthen organisations will be covered. The limitations of organisational review will be discussed.

## Trainer Profile:

Prof S Vasoo is Emeritus Professor at the Department of Social Work, National University of Singapore. He obtained his Doctorate and Master of Social Work from the University of Hong Kong and holds a Diploma in Social Studies with distinction from the University of Singapore. He authored a number of monographs on social issues and has published various articles both internationally and locally. He was awarded the Honorary Life member of the Singapore Association of Social Workers for his outstanding contributions to social work in Singapore. He was the Member of Parliament from 1984 to 2001 and he also served as Chairman of Government Parliamentary Committee for Community Development. He is Advisor to a number of Voluntary Welfare Organisations in Singapore.