



Volunteer Management Toolkit 2.0

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In This Toolkit...

| | |
|----------|---|
| Foreword | 1 |
|----------|---|

| | |
|--------|--------------|
| Part 1 | Introduction |
|--------|--------------|

| | |
|----------------------------------|----|
| Introduction to Volunteerism | 5 |
| Effective Volunteer Management | 9 |
| Volunteer Management Toolkit 2.0 | 11 |

| | |
|--------|---|
| Part 2 | Implementing the Volunteer Management Framework (VMF) |
|--------|---|

| | |
|--|-----|
| Chapter 1: Getting Your Agency Volunteer-Ready | 15 |
| Chapter 2: Conducting Needs Assessment | 40 |
| Chapter 3: Recruiting and Selecting Volunteers | 55 |
| Chapter 4: On-Boarding and Training Volunteers | 74 |
| Chapter 5: Supporting and Recognising Volunteers | 84 |
| Chapter 6: Reviewing Volunteer Management | 103 |

| | | |
|--------|--|-----|
| Part 3 | Creating A Sustainable Corporate Partnership | 125 |
|--------|--|-----|

| | |
|------------|-----|
| Conclusion | 138 |
|------------|-----|



Foreword by

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The National Council of Social Service (NCSS) developed the Volunteer Management Toolkit in 2015 to help social service agencies (SSAs) put in place good volunteer management practices and identify ways of strengthening volunteer partnerships. We are encouraged that many SSAs have found the tools, templates and case studies useful in their volunteer management journey.

Over the past 5 years, the volunteerism landscape has grown rapidly with new challenges. For example, while advancements in technology have unlocked numerous possibilities, better safeguards are needed to protect against potential breaches in data privacy. More SSAs have also developed in maturity and are now searching for solutions to tackle more complex volunteer management challenges and develop new volunteering opportunities.

Recognising the evolving landscape in volunteerism and volunteer management, NCSS has enhanced the Volunteer Management Toolkit to address some of these challenges. A new section with information on how SSAs can grow and sustain partnerships with their corporate volunteers has been included to guide them towards sustained corporate volunteerism.

For many SSAs, the migration to more online applications and recruitment brings about a higher risk of data breaches. In the enhanced Toolkit, we have included a section on best practices and guidelines according to the data protection law in Singapore to help SSAs manage data more securely.

We would like to express our sincere gratitude to Lions Befrienders, Rainbow Centre, RSVP, Singapore Red Cross, TOUCH Community Services, Trybe, and YMCA who have shared valuable feedback that contributed to the development of this enhanced Toolkit.

We hope you will find the enhanced Toolkit useful and wish you continued success in your volunteer management journey.



About The Volunteer Management Toolkit 2.0

Introduction To Volunteer Management Toolkit 2.0

The Volunteer Management Toolkit 2.0 aims to help social service agencies (SSAs) put in place practices to attract, retain and manage regular volunteers, through the provision of practical tools and guidelines. This enhanced version includes new content and elements across the Volunteer Management Framework to reflect the latest practices as the sector continues to evolve. Also included in this toolkit is an all new chapter on “Creating a Sustainable Corporate Partnership”.

Benefits Of Using The Volunteer Management Toolkit 2.0

- ✓ SSAs would be better able to **identify opportunities for volunteer partnership** within the agency.
- ✓ SSAs would be **better equipped with relevant and updated materials** to start volunteer partnerships.
- ✓ **Sector would be better aligned** in volunteer management practices for a greater collective impact.

1. Getting Your Agency Volunteer-Ready

- A **clear volunteer vision** and strategic plan will guide your agency towards better clarity and more successful volunteer partnerships.
- Put in place **policies** for effective volunteer management.
- Keep staff engaged and build a **volunteer-friendly culture**.

3. Recruiting and Selecting Volunteers

- **Profile your agency and volunteers** to attract and select the right volunteers.
- **Track your volunteer numbers** to assess the effectiveness of recruitment efforts.



What type of volunteers are you looking for? Are there any specific requirements?



2. Conducting Needs Assessment

- Define your **agency's needs** and identify areas which require volunteer support.
- **Identifying potential risks and mitigation** steps early would help reduce your agency's liabilities.



What are your agency's volunteering needs and goals? How can volunteers play a part to support this?



Who is this Toolkit for?

If you are an individual or are part of a team that helps with the management or attraction of volunteers in your agency, this Toolkit is for you!



How To Use This Toolkit?

This toolkit has been organised along the 6 stages of the volunteer management framework. This enhanced version of the toolkit will also provide guidance on how to create a sustainable corporate partnership.

5. Supporting and Recognising Volunteers

- Providing volunteers with the **relevant tools** and **showing appreciation** would help to engage and retain them in the long-run.

Creating A Sustainable Corporate Partnership

- **Align expectations early** for effective matching of needs.
- Have **regular and open communication** to identify what has been done well and any areas for improvement.



What is your agency's vision and purpose for engaging in corporate partnerships?



4. Onboarding and Training Volunteers

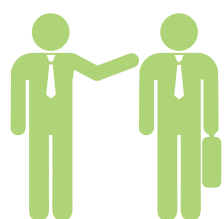
- Conduct **orientation sessions** for new volunteers for better assimilation and enhancement of their onboarding experience.
- **Investing in relevant training** would increase volunteers' skills and capabilities to play their roles well.

6. Reviewing Volunteer Management

- **Regular volunteer feedback** sessions help develop an effective long-term working relationship.
- **Timely programme evaluation** helps in assessing its sustainability.

Introduction





Introduction to volunteerism

Why do we need volunteers?

Volunteers contribute to community development by committing time and effort for the benefit of society. It is undertaken freely and without financial gain.

Volunteers play a significant role in community building and bring multiple benefits to agencies, communities and people. Agencies reap enormous contributions of time, talent and skills, and communities benefit by being more cohesive through active citizen engagement.

Generally, there are three types of volunteerism within the sector.

Service-based volunteerism

Volunteers support through interaction with service users or directly involved in services provided by the agency (e.g. befriending, therapy escort, exercise facilitator). Commitment of volunteers is usually on a regular basis.

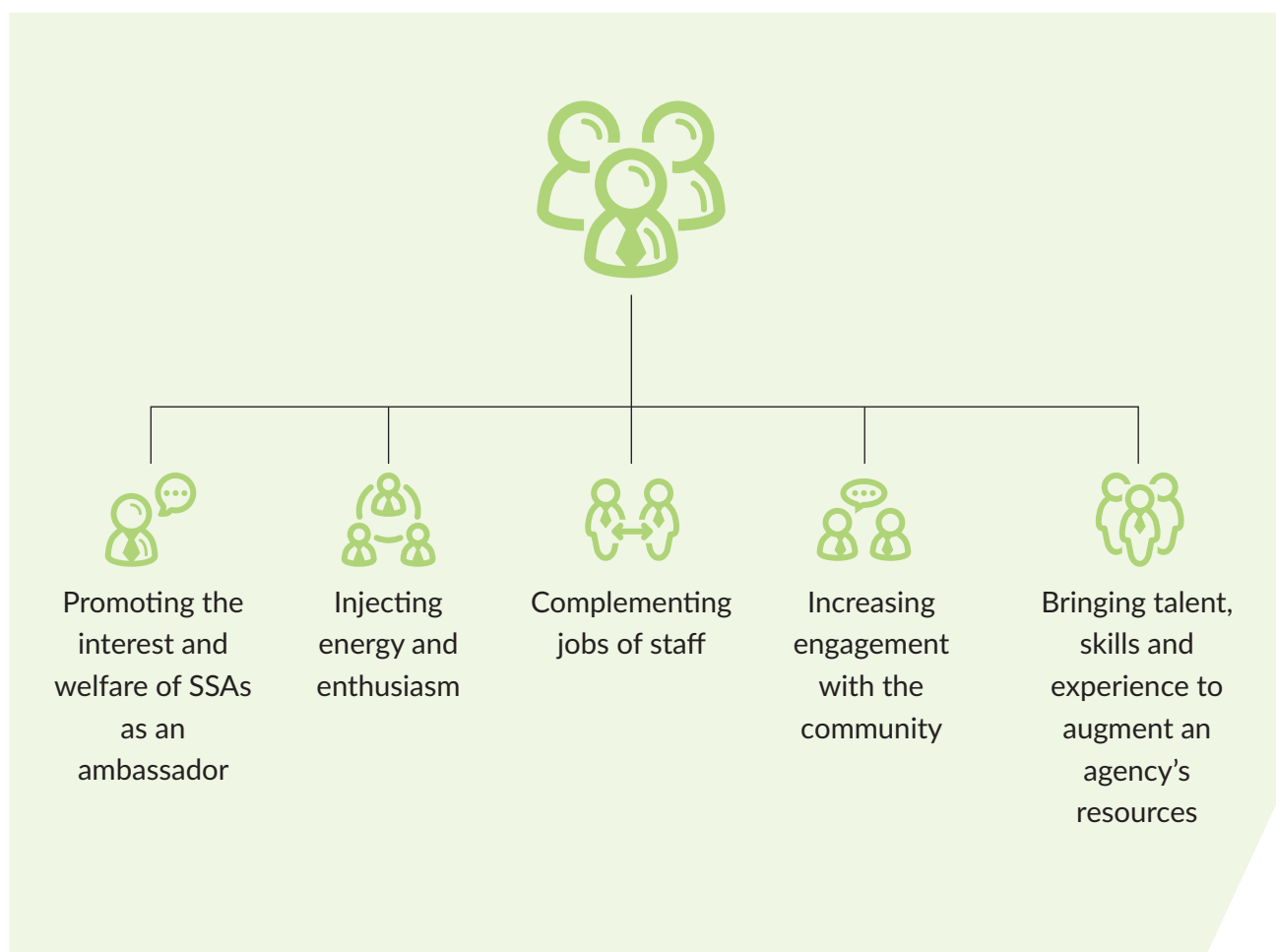
Skills-based volunteerism

Volunteers support through their talents, experiences and resources to strengthen the capabilities of the agency (e.g. web designers, photographers, accountants). Commitment of volunteers is usually on a needs basis.

Events-based volunteerism

Volunteers support through events or activities (e.g. ushering, fundraising, organising camps). Commitment of volunteers is usually on an ad-hoc basis.

A volunteer can bring significant contributions to an agency, including:





Overview of volunteerism in Singapore and the increase in regular volunteers

Stats at a Glance

2014



1 in 6 persons
volunteered



6 in 10 volunteered
occasionally

Total of
66 million hours
spent volunteering

2018



1 in 3 persons
volunteered



7 in 10 volunteered
occasionally

Total of
122 million hours
spent volunteering

Despite fluctuations in growth, the volunteerism rate in Singapore has been on an upward trajectory since 2014.

Between 2014 and 2018, the total number of volunteering hours have almost doubled, with more volunteers exploring informal volunteering in addition to formal volunteering channels. While there is a slight dip in average volunteer hours in 2016, total number of hours and the occasional volunteerism had increased.

Volunteers play an integral part in supporting our society and social service agencies (SSAs). Not only do volunteers provide an additional source of manpower, but they also enable SSAs to effectively reach out and respond to service users.

It is therefore important for SSAs to create a positive experience for volunteers by fostering a sense of belonging and recognising their contributions. In that way, volunteers will be encouraged to continue contributing towards the respective missions and service users of agencies.



Corporate giving at a glance

In the past years, corporate giving has been gaining traction in Singapore. Based on the Corporate Giving Survey conducted by the National Volunteer & Philanthropy Centre (NVPC) in 2017, the following are some key highlights:



The most common way of giving among companies is through philanthropy at 89%, followed by volunteering at 39%.

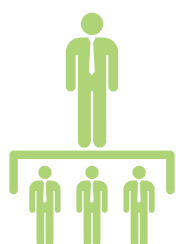


The most common sector supported by companies is the social service sector at 49%, which far exceeds the rest of the sectors. The second and third most common sectors are health and education at 24% and 23% respectively.



The most common group of service users supported by companies are elderly (59%), children (44%), physically and/or mentally disabled (40%).

The statistics suggests that the social service sector is a key priority amongst companies for corporate giving and thus it is important for social service agencies to continue to enhance and facilitate its partnerships with companies.



Effective Volunteer Management

Why do people volunteer?

Volunteers can come from all walks of life. They could be seniors, students, home makers and professionals, to name a few. The motivation for volunteering for each volunteer can be very different.

That said, it is helpful to understand why the volunteers in your agencies volunteer. Understanding their motivations will help you to better engage and motivate your volunteers.

Some common reasons for volunteering include:

To give
back to the
community

To learn
new things

For volunteer's
own personal
growth and
sense of
achievement

To make a
difference

To make new
friends and be
part of an agency
or community

Importance of volunteer management

What is it?

Volunteer management is the effective integration of volunteers into an agency to achieve the mission of the agency.

Why is it important?

To retain and attract committed volunteers, it is critical for agencies to manage and engage volunteers effectively.

Key reasons why effective volunteer management is important:



Provides clarity on the objectives and roles of volunteers. This helps your staff better engage with volunteers as part of the agency, and allow for a positive volunteer experience.



Allows you to attract, manage and retain the right volunteers for your agency.



Allows you to maximise the benefits that volunteers can bring to your agency, your clients and your volunteers.



Helps you address specific needs of your agency and your volunteers.

Myths of Volunteer Management



Volunteers are always free.



Anyone can manage volunteers.



You do not need much time to manage volunteers.



You do not need staff to manage volunteers.



Volunteer management is a luxury we cannot afford.

Source: <http://www.idealist.org/info/VolunteerMgmt/What>



Volunteer Management Toolkit 2.0

As the landscape of volunteerism in Singapore continues to evolve, SSAs' approach to engaging volunteers must similarly shift and adapt. The Volunteer Management Toolkit 2.0 aims to reflect the latest leading volunteer management practices. Look out for new material within this toolkit to guide your volunteer management journey, including guidance on managing personal data and sustaining corporate partnerships.

Objective of Toolkit

This Toolkit aims to help SSAs put in place practices to attract, retain and manage regular volunteers.

Identify opportunities for volunteer partnership within your agency.

Get your agency and team members ready for volunteer partnership.

Put in place practices to attract, retain and manage regular volunteers.

Getting Your Agency Volunteer-Ready

This chapter will help you get your agency ready for volunteers. It helps you to:

- Develop a purpose for volunteer partnership.
- Set volunteer policies.
- NEW** • Build a volunteer-friendly culture.
- Establish a volunteer management team.
- Plan your volunteer management budget.
- NEW** • Understand Personal Data Protection Act (PDPA) compliance in volunteer management.

Conducting Needs Assessment

Brings you through how you can identify opportunities for volunteer partnership. You will learn to:

- Conduct needs analysis to identify areas to increase volunteer partnership.
- Develop volunteer profile and position descriptions.
- Identify potential risks in partnering with volunteers and risks mitigation.

Recruiting and Selecting Volunteers

Covers how you can recruit and select the right volunteers. You will learn how to:

- Identify sources of volunteers and how to attract them.
- Screen potential applicants.
- Maintain a volunteer database.
- NEW** • Track and report volunteer metrics.

On-Boarding and Training Volunteers

Focuses on the volunteer on-boarding process. You will learn to:

- Conduct an orientation programme.
- NEW** • Organise training for volunteers including e-learning available.

Supporting and Recognising Volunteers

Provides you with ways to support and recognise your volunteers. This includes:

- How to support your volunteers.
- How to recognise your volunteers.
- How to provide your volunteers with progression opportunities.
- NEW** • How to develop Volunteer Leaders within your agency.
- NEW** • How to engage your volunteers.

Reviewing Volunteer Management

Provides ideas to review your agency's and your volunteer's performance. You will learn to:

- Plan for volunteer feedback.
- Manage volunteer exits.
- NEW** • Review your agency's volunteer programme including guidance on how to track key metrics.
- NEW** • Remove volunteers' personal data.

NEW

Creating A Sustainable Corporate Partnership

Helps you get your SSA prepared and sustain corporate partnerships. You will learn to:

- Assess if your SSA is ready for corporate partnership.
- Evaluate your corporate partner.
- Sustain the partnership.
- Review the partnership.



Tips when using this toolkit

- ✓ Mix and match, adapt and modify the tools and templates to meet the specific needs and goals of your agency.
- ✓ Although the toolkit has been designed in a logical order where each section builds on the previous one, the sections can be utilised independently as well. Feel free to skip ahead to the section most relevant to your agency.
- ✓ For example, if you feel that your agency already has in place a strategic vision and mission for volunteers but wants to improve the recruitment policies, then skip ahead to the section most relevant to your agency.

Understand your agency's volunteer management practices.

- ✓ • Use this maturity assessment template found here
<https://www.ncss.gov.sg/GatewayPages/Donate-Volunteer/Volunteer/Volunteer-Resources>
 to assess your agency's performance. You may also want to revisit this template after you have implemented any volunteer management initiatives to evaluate the success.

Getting Started





Getting Your Agency Volunteer-Ready

Overview of the chapter

This chapter will help you get your agency ready for volunteers. It helps you to:

- Develop a purpose for volunteer partnership
- Set volunteer policies
- NEW** • Build a volunteer-friendly culture
- Establish a volunteer management team
- Plan your volunteer management budget
- NEW** • Understand Personal Data Protection Act (PDPA) compliance in volunteer management

Samples and Templates

- Volunteer vision statement
- Volunteer strategic plan
- Volunteer code of conduct
- Expenses and claim
- Screening and selection
- Volunteer record management
- Staff perception questionnaire
- Operating budget worksheet

Case examples

- Leadership support for the volunteer programme in RSVP
- Supporting and enabling staff to manage volunteers in Lions Befrienders
- Volunteer management in Lions Befrienders

A. Developing your volunteer vision and strategic plan

A volunteer management programme begins with the agency's vision and strategic purpose for involving volunteers.

A clear vision and strategic plan for volunteers will help your agency to:

- Put a purposeful volunteer programme together
- Connect volunteers to the offerings of the agency
- Plan how you can achieve your goals

1

Identify your volunteer vision statement

A vision statement is a one-sentence statement that articulates the desired end state which the agency aspires to achieve. The volunteer vision statement should inspire all staff and volunteers, and resonate with the agency's direction and commitment towards volunteerism.

Refer to page 18 to help you develop your agency's volunteer vision statement.

Make sure your vision statement is...

✓ Clear and simple.

✓ Written in the present, not future tense.

✓ Describes your desired outcome.

✓ Evokes emotion and seeks to inspire.

✓ Builds a common picture in everyone's mind.

✓ Easily explained by those involved.

Sample

Volunteer Vision Statement

We strive to create learning environments where volunteers contribute in meaningful ways to student success and reflect the diverse communities they serve.

- Minnesota Literacy Council

2

Articulate your vision clearly

The vision statement should be clearly articulated, widely-shared and openly discussed throughout the agency. This will inspire volunteer leadership for staff and create a goal for which volunteers can strive to achieve.

Creating well-developed strategic plans enables agencies to optimise resources, stay true to vision, and provide high-quality services to your staff and volunteers. With strategic planning, you will be able to identify and find ways to achieve shorter term goals in order to bring your agency a step closer to your volunteer vision.

3

Develop a strategic purpose and plan to achieve your vision

The strategic planning process:

- 1 Facilitate an initial planning meeting to determine logistics of the planning process.
- 2 Create a planning team comprising of staff, board leadership, and volunteers.
- 3 Create and finalise a comprehensive plan:

- Identify measurable goals with the aim to attain within your volunteer programme

Some suggestions of measurable goals include:

- ✓ Increase in capacity (e.g. number of service users served, or number of activities run)
- ✓ Increase in types of services provided
- ✓ Increase in quality of services offered
- ✓ Increase in awareness of your social mission

- Decide on actions you will take to achieve the goals
- Formulate a timeline for implementation
- Assign person(s) to be in-charge of the implementation
- Identify critical issues and success factors

Refer to page 19 for a template to help you draft your strategic plan

- 4 Monitor the implementation of the strategic plan.
- 5 Evaluate your strategic plan at regular junctures (e.g. annually). Refer to Chapter 6 on conducting an evaluation of your volunteer programme.

Template

Volunteer Vision Statement

Instructions: Use these 4 steps to identify your agency's vision statement for volunteers. Go through the key considerations to help you complete each step.

| Steps | | Considerations | Agency's Input |
|-------|---|---|----------------|
| 1 | Review your agency vision, mission and goals. Understand why your agency needs volunteers. | <ul style="list-style-type: none"> • What are your agency's vision, mission, purpose and goals? • How can volunteers contribute to the mission of your agency? • How will your agency benefit by partnering with volunteers? | |
| 2 | Understand what value your agency can give to potential volunteers. | <ul style="list-style-type: none"> • What are volunteers' needs and expectations? • What are the benefits volunteers get from partnering with your agency? • How would you like your staff and volunteers to interact with and view one another? | |
| 3 | Draft your volunteer vision statement with inputs from some staff in the agency. | <ul style="list-style-type: none"> • Obtain key ideas from steps 1 & 2 and put them into keywords. • Expand and modify keywords to ensure clarity. • Obtain staff inputs and refine statement if necessary. | |
| 4 | Finalise vision statement. | <ul style="list-style-type: none"> • Obtain endorsement from senior management and staff in the agency. • Circulate volunteer vision statement and ensure that it is visible within the agency. | |

Sample**Sample Volunteer Strategic Plan**

This provides a starting point for key areas you can include in your strategic plan.

Background

Outline all the key facts of your agency. Here are some guiding questions.

1. Amount of time the agency has been in operation: _____years_____months
2. Staff numbers: _____
3. Structure of the agency (including part-time staff):
4. What need does the agency serve? Why is this important?
5. What successes did the agency achieve last year?
6. What challenges do you anticipate next year that will need to be addressed?

Strategic Plan

1. Outline what you hope to achieve through partnerships with volunteers in your agency.
2. Identify how you plan to achieve them through the development of strategies and initiatives.
3. Formulate a plan and timeline to implement the strategies and initiatives.

Measurable Goals

Choose a few indicators you would like to aim for and be specific in what you want to attain. Measure the indicator today to see where your agency is now.

Timeline:

Person in charge:

Potential issues:

Critical success factors

Capture how you will manage programmes and monitor your success. What will tell you that the things you're doing are working to bring your message to the world and helping you achieve your volunteer vision?

Steps to achieve goal:

1.

2.

3.

Management Plan

Capture how often you'll review this plan and how decisions about priorities and changes will be made.

B. Setting volunteer policies

Implementing volunteer management policies in your agency will:

- Demonstrate the agency's commitment to its volunteers
- Clarify volunteer roles and responsibilities
- Establish values, beliefs and direction for volunteer involvement
- Strengthen relationships within the team

Policies are principles and guidelines which guide decision making and inform people of what to do.

VS

Procedures tell people how to do it, as articulated throughout this Toolkit. For example, your recruitment procedure will tell your staff how the agency should screen volunteers and what to look out for.

Examples of key policies to support a volunteer programme

The following are some policies which are important for you to get started with a volunteer programme. A sample of policies can be found on pages 22 to 24.

Code of Conduct

- Outlines how a volunteer should conduct himself / herself while volunteering.
- Outlines the appropriate treatment of service user information.

Volunteer Expenses and Claims

- Outlines types of expenses volunteer can claim for and guidelines to make claims (e.g. out-of-pocket expenses such as travel expenses; mobile phone expenses; equipment cost; events expenses, etc.).

Volunteer Record Management

- Outlines the systems that will be used to record volunteer details.
- Outlines the appropriate treatment of volunteer information.



Quick guide to writing policies

Writing policies means to simply put on paper your guidelines and approaches. When developing policies, consider the following steps:

- 1 Get help.** Appoint a committee or team to draft the policies and procedures manual. They can seek input from the people who will be expected to follow the policies and consult with the Board as needed.
- 2 Organise.** Identify the policies you need. What policies do your current agency have? Review these and see which ones can be adapted for volunteers. Research on policies from similar agencies and adapt what is relevant to your agency.
- 3 Write the policy.** Write in plain language and make it easily understood by everyone in your agency. If applicable, make sure that the policy is in accordance with sector-specific legislative and regulatory frameworks.
- 4 Approve the policy.** Once the policy is drafted, ensure it goes through the proper approval process in your agency.
- 5 Implement and communicate the policy.** Implement the policy by communicating to stakeholders in your agency – staff, volunteers, service users and others – on the purpose of the policy and what it entails.
- 6 Evaluate the policy.** Review your policy on a regular basis to ensure that it stays relevant.

Sample

Code of Conduct for <your agency's> Volunteer Programme

Policy Title: Code of Conduct**Contact:****Relevant Forms:****Policy No:****Approved By:****Reviewed By:****Policy:**

The Volunteer Code of Conduct aims to ensure that all volunteers understand the standard of conduct required. Volunteers are expected to uphold the Volunteer Code of Conduct at all times when carrying out their duties and interactions.

Volunteers are expected at all times to:

- Be present for their duties, otherwise to inform their manager / volunteer manager as early as possible.
- Carry out their duties responsibly, safely and in a competent manner.
- Be appropriately dressed for their duties.
- Maintain confidentiality of all data and information obtained while volunteering.
- Observe all safety procedures.

Volunteers are expected not to:

- Act in any way that may create liability or bring into disrepute the agency and its name.
- Disclose confidential service user information to unauthorised persons.
- Use agency property, resources, information or funds for any purpose other than authorised uses.
- Seek or accept rewards, benefits or gifts without authorisation.
- Engage in any activity that may bring harm (e.g. physical or mental) to another person or property.
- Be under the influence of alcohol and non-prescription drugs while volunteering.
- Falsify or change any documents or records.
- Post any photographs or videos on reports, advertisement, promotional material or social media without obtaining permission from relevant personnel.
- Act as a spokesperson for the agency unless prior permission or authority has been given.

Conflict of Interest:

Volunteers are expected to avoid situations which may have conflict of interest with the agency - e.g. other commitments, roles in other agencies. If any potential area of conflict arises, please consult with your supervisor / manager.

Breaches of the Volunteer Code of Conduct:

I understand that any breaches of the Volunteer Code of Conduct may lead to a warning of unacceptable behaviour or immediate termination of services as a volunteer.

Declaration:

- ☐ I have read and understood the requirements and commitments written in this agreement. I accept and agree to abide by the Volunteer Code of Conduct fully.

 (Name of Volunteer)

 (Signature of Volunteer)

 (Date)
Sample

Expenses and Claims Policy for <your agency's> Volunteer Programme

Policy Title: Expenses and Claims**Contact:****Relevant Forms:****Policy No:****Approved By:****Reviewed By:****Policy:**

- All volunteers are entitled to reimbursement of allowable and pre-approved expenses incurred while fulfilling assigned duties.
- Expense claims documentations are to be completed, with original receipts to be submitted.
- Reimbursement claims are to be submitted within 14 days of incurring an expense or return from travel.
- Reimbursable Expenses may include:
 - Material cost from event set up
 - Transportation expenditure
 - Medical expenses (where approved) for service users

Sample

Volunteer Record Management for <your agency's>
Volunteer Programme

Policy Title: Volunteer Record Management

Contact:

Relevant Forms:

Policy No:

Approved By:

Reviewed By:

Policy:

- A system for tracking and documenting relevant information regarding the operation of volunteer resources is maintained and continuously improved where appropriate.
- The agency shall observe strictest confidentiality to maintain the database of volunteers in accordance with the Personal Data Protection Act (PDPA) of Singapore.
- The agency shall not use or disclose personal information about the volunteer unless the volunteer has provided consent for the collection, use or disclosure.
- On giving reasonable notice to the agency, the volunteer may at any time withdraw any consent given on the use of personal data for any purpose.

C. Building a volunteer-friendly culture

It is important to support the people who work with you and to ensure that the environment is conducive for them. When your staff and volunteers feel that they are being supported, they will work more efficiently, care more about their jobs, and want to do their best. While it is important that the top leadership communicates the volunteer vision and purpose, all staff are essential in playing a part to create a volunteer-friendly culture and environment for volunteers.

Critical success factors to build a volunteer friendly culture:



Strong and visible leadership commitment.



Ongoing engagement with staff and stakeholders.



Dedicated resources to ensure adequate support to volunteer management.

1

Leadership commitment

The leadership team is responsible for cascading the volunteer vision to the rest of the agency. This can be carried out through several initiatives:

1. Demonstrate commitment and accountability

- Assign resources (e.g. staff, budget, space) to run and support this programme.
- Identify performance metrics or recognition programmes.

2. Communicate

- Communicate the importance of volunteerism and the agency's take on this. This can be articulated during board meetings, management meetings, agency events, or informal sessions with employees.
- Have an open door policy for staff to voice concerns.
- Broadcast the volunteer vision and tips on how to work effectively with volunteers conspicuously (e.g. through posters).

3. Be a role model

- Participate actively in initiatives to promote the volunteer programme (e.g. training, workplace activities, etc.).
- Demonstrate and apply the vision and goals set for the volunteer programme.

4. Appoint a 'spokesperson' or 'champion'

- Appoint a member of the board and / or senior management to nurture an agency culture that embraces volunteers as valuable assets to your agency.
- The agency can form a committee responsible for volunteer management and planning that will report to the board.
- Quarterly, bi-annual or annual updates can be provided to the board in areas such as: value in which volunteers have brought to the agency and service users, potential volunteer management improvements and upcoming recognition activities for volunteers.

Case example:

Leadership support for the volunteer programme in RSVP Singapore

RSVP Singapore is a non-profit agency and had been appointed as National Centre of Excellence for Senior Volunteerism in 2018, for its efforts in developing senior volunteers and providing meaningful opportunities to serve the community's needs. With over 1,000 members and 1,500 ad-hoc volunteers, RSVP Singapore serves more than 200,000 service users each year including the mentally disadvantaged, at-risk children from low income families, and socially isolated seniors through its community service programmes.

As an agency that is constantly looking at capacity building and empowering senior volunteers, RSVP Singapore sees the importance of having leadership support to drive the strategic plan for volunteer management within the agency. This is supported mainly by the formation of the Volunteer Management Committee, which is responsible for the recruitment, deployment, retention and management of volunteers. The Volunteer Management Committee is chaired by a Board member with a lot of experience and strong credentials in volunteering.

The Chair of the Volunteer Management Committee reports to and updates the Board of Management during Board meetings. These include the progress and challenges of recruiting volunteers and of any policy changes that require the Board to consider and approve in order to make the volunteer management more efficient. However, operational decisions are still made at the committee level and do not involve the Board.

2

Staff engagement

It is important to consult with individuals or teams with whom volunteers will be working with. Here are two ways to engage full time staff to obtain buy-in and reduce potential resistance:

1. Point out benefits

- Cascade the volunteer vision statement to all staff.
- Identify the stakeholders which may be involved with volunteers and engage them early on.
- Cascade the volunteer vision statement to all stakeholders involved with volunteers.
- Highlight the benefits that partnering with volunteers will bring to the staff and the agency.
- Showcase and share staff's positive experience working with volunteers.

Highlight benefits to staff:

- ✓ Wider variety of activities for service users.
- ✓ More opportunities for services users to engage with the community.
- ✓ Volunteers will be carefully selected to bring in certain key skills and expertise that the agency may currently not have.
- ✓ Volunteers have a network of contacts that can help advance the capacity of the agency.

2. Understanding staff's perspective on volunteer management

The following are some suggested areas and questions that may help you to have a dialogue with staff about volunteer management. With their feedback, you will be able to plan for volunteer management in a more targeted manner. You may also refer to the stakeholder engagement checklist here <<https://www.ncss.gov.sg/GatewayPages/Donate-Volunteer/Volunteer/Volunteer-Resources>>.

Understanding staff's perception of the benefits of volunteers

- Do you think service-based volunteering is beneficial for the agency?
- Do you feel volunteers benefit service users through their interaction?
- Do you feel volunteers enable the agency to do more (e.g. more activities) for service users?
- Do volunteers help reduce workload of staff?

Understand staff's perception of volunteer management

- Do you feel that volunteer management is necessary for the agency?
- Are you aware of service-based volunteering?
- Do you think the volunteer management process within your agency needs to be enhanced?

Understanding staff's volunteer management capacity

- What are your concerns if you would be tasked with volunteer management responsibilities?
- Is there sufficient support provided (i.e. tools, processes, resources) to enable the agency to effectively manage volunteers?
- Do you understand your volunteer management responsibilities?

Do also remember to:

- Encourage feedback and constructive criticism about the volunteer programme. You can use the Staff Perception Questionnaire provided on page 30 to solicit this feedback.
- Encourage staff to voice their concerns and show that you are open to working with them to resolve these issues.
- Involve staff in the development of the strategic plan for volunteers.



Concerns staff may have:

- Will my job be replaced by volunteers?
- It's easier to do it by myself than involving volunteers.
- I enjoy the hands-on part of my job. I don't want to give that part up to volunteers and be left with only a supervisory role.
- It takes too much time to get a volunteer trained and up and running.
- Volunteers are well meaning but don't have the same level of professional training that I do. Service to clients will be affected.
- My job description is big enough already without having to add on supervising volunteers. I don't have any training in volunteer management. That's not my job.
- I am unsure if I should / how to approach volunteers to encourage them to be more proactive while volunteering.



How do I address these concerns?

- Share volunteer job descriptions with staff and explain the role distinctions.
- Explain to full time staff that your agency values their specialised skills and that volunteers will allow them to focus on value adding tasks.
- Share the benefits of partnering with volunteers.
- Recognise the training that volunteers will require for the given roles.
- Encourage staff to understand that everyone in the agency has a part to play in volunteer management.
- Facilitate regular meet up sessions between staff and volunteers to ensure that there is open communication.

3

Equip staff

After you have clearly understood your staff's perspective and needs on volunteer management, do:

- Implement training courses for staff to work effectively with volunteers.
- Equip staff with the tools to manage and communicate with volunteers.

Sample

Staff Perception Questionnaire

1. Do you think we are adequately meeting the objectives of our agency?

☐ Yes ☐ No

If no, what areas can we improve on? _____

2. Do you think we are adequately meeting the needs of our service users?

☐ Yes ☐ No

If no, what areas can we improve on? _____

3. What would you like to do or improve if you had more resources?

4. What is your general impression of volunteers?

☐ They are valuable resource and help ☐ They add to the workload of staff

☐ They do not contribute much Others: _____

5. Do you think volunteers can contribute to meeting the agency's objectives?

☐ Yes Please share areas _____

☐ No Please share why not _____

6. Are you keen to work with volunteers?

☐ Yes Please share areas _____

☐ No Please share why not _____

☐ I would like to have training on how to engage, support and supervise volunteers.

☐ I would like to provide inputs on volunteer job roles and responsibilities.

NEW

Case example:**Supporting and enabling staff to better manage volunteers in Lions Befrienders Service Association (Lions Befrienders)**

Lions Befrienders Service Association works extensively with volunteers in its Outreach and Befriending services. Lions Befrienders sees its volunteers at the very heart of their agency and works with them to provide support to seniors who require emotional, social or physical support. Volunteers are typically assigned to staff and will largely engage with staff there onwards. Lion Befrienders understands the importance of enabling its staff to effectively manage and communicate with volunteers to foster a healthy and sustainable partnership.

Lions Befrienders deployed a survey to understand the following:

- Staff's perspective on the helpfulness of volunteers' responsibilities.
- Staff's experience with the VM process, pain points, and additional support needed.
- Staff's engagement experience with volunteers.
- Staff's perception on the value of volunteers.

With the feedback, Lions Befrienders have implemented different ways to enable staff to better manage their relationship with volunteers. Staff are provided with clear expectations of their responsibilities when dealing with volunteers, as well as documented guidance and materials at each step of the volunteers' journey. This includes guidance on how to greet and engage volunteers prior to start of session, how to conduct check-ins with volunteers during their tenure, and how to effectively manage the end of the partnership. This guidance has not only provided clarity to staff but also assures them that they are managing their volunteers effectively.

Additionally, to assure staff that their perspective matters, the Volunteer Management team had put in place a structured feedback process to seek staff's perspective on the volunteers they work with. These feedbacks are provided directly to the Volunteer Management team which then enables the team to identify key areas of improvement. These inputs are used in weekly meetings to anchor discussions with staff to co-develop mitigation steps.

D. Setting up your volunteer management team

It is important to have a dedicated volunteer management team or individual to manage and support your volunteers. This team or individual is critical to foster a positive experience for the volunteers and provide the link between staff and volunteers.

What are the key responsibilities and initiatives of a volunteer management team?

| | |
|--|---|
| ✓ Develop, review and communicate the agency's volunteer policies and procedures. | ✓ Manage staff / volunteer relations. |
| ✓ Assess staff requests for volunteer involvement. | ✓ Supervise, evaluate and recognise volunteer contributions. |
| ✓ Recruit and screen applications. | ✓ Public relations and liaising with public on volunteer matters. |
| ✓ Conduct volunteer orientations and ensure that appropriate trainings are put in place. | ✓ Form and retain corporate volunteer partnerships. |
| ✓ Oversee volunteer retention. | |

Some of the qualities required for the volunteer manager role include:

| | |
|--|--|
| ✓ Ability to manage a team or work independently and conduct effective programme management. | ✓ Good understanding of volunteer issues. |
| ✓ Ability to communicate with various stakeholders. | ✓ Strong belief in the value of volunteer involvement. |
| ✓ Ability to multitask. | ✓ Presentation skills. |
| ✓ Willingness to work with people. | ✓ Problem solving and analysis. |

Effective volunteer management is an agency-wide effort!

Volunteer management is not the responsibility of the volunteer manager / management team alone. All staff / members of the agency have a part to play!

The volunteer manager / management team is an important enabler of the volunteer programme, setting the framework, policies, processes and conditions for the programme. All other staff are often involved in either coordinating, supervising and / or engaging with volunteers, and are integral to the success of the volunteer programme.



How big should your volunteer team be?

The ideal volunteer to staff ratio varies across agencies depending on the size of your agency, the type of volunteering work and the skills and expertise required. Each agency should examine its own objectives and workload in volunteer engagement and decide accordingly about volunteer staffing.

Benchmarking your program with others in similar areas of service may also provide insight about appropriate staffing levels and expectations.

Case example:

Volunteer management in Lions Befrienders Service Association (Lions Befrienders)

Lions Befrienders works with many volunteers to provide support to seniors in its island-wide befriending programme. Even with a high volume of volunteers, it is still able to provide the supervision and support required for each volunteer.

How do they do it? Lions Befrienders employs a full-time volunteer coordinator for the development of recruitment, training, performance review and recognition policies and volunteer manuals. But the volunteer coordinator is not alone in managing volunteers for the programme. Fifteen staff and a group of volunteer leaders work together to coordinate the rest of the volunteers within the programme. Staff are responsible for case assessment of seniors and referral of seniors' needs, guiding and supervising the volunteers who do home visits to the seniors, while the volunteer leaders become the goto experts for new volunteers. Volunteer leaders also encourage and guide new volunteers to fulfil their roles and responsibilities. In addition, Lions Befrienders has established communication tools and channels for every volunteer. These include mediums such as their website, social media, newsletters, mobile check calls and emails. This provides a formal avenue for every volunteer to voice his or her concerns or feedback to management or staff.



Did you know?

There are multiple volunteer management models that you may want to consider when setting up your team, each with its own advantages.



Centralised Model

Centralised volunteer management team drives and coordinates volunteer across the agency, working with different departments and / or programmes to do so.



Decentralised Model

Volunteer management is driven by respective departments / programmes in the agency.



Hybrid Model

Some volunteer management functions are managed centrally by a volunteer management team, while programmes / functions continue to take charge of specific volunteer management responsibilities.

Key elements of the model

- Allows for a holistic view and management of the agency's volunteer management needs.
- Clear point of contact for all volunteer management needs.
- Allows other staff within the agency to focus on primary duties.
- Consistency in all volunteer management practices including tracking and reporting.
- Consistent set of policies and processes across the agency.
- Provides economy of scale in volunteer management operations.
- Each programme / department have the flexibility to execute volunteer management based on their needs.
- Closer interaction between volunteers and department / programme staff which will foster a healthy partnership.
- Volunteer management needs are able to be addressed quickly in response to changes on the ground.
- Flexibility in meeting the agency's specific needs.
- Allows some consistency in setting policies and processes across agency, balanced with flexibility on the ground in implementation.

E. Dedicated resources for your volunteer programme

Setting aside dedicated resources is a demonstration of an agency's commitment, and is important to ensure that volunteers and staff are prepared for the partnership. This will include:

1. Planning a budget for expenses

Set aside an annual budget for the allocation of volunteer expenditures. You may wish to consider the following 3-step process:

1. Determine the types of expenses you may incur

Some typical expense types are as follows:

| Area | Operating Expenditures | Capital (one-time) Expenditures |
|-------------------------------------|---|--|
| Staffing | Manager of volunteer services • Benefits • Travel • Other | |
| Volunteer Management System | Annual fees | One-time purchase |
| Office | Office supplies, photocopying, including forms, certificates, invitations | One-time office expenditure, including desk, phone, computer, etc. |
| Volunteer programme promotion | | Promotion campaigns for promoting volunteerism at malls, schools, etc. |
| Volunteer screening | Police records check | |
| Volunteer / Staff training | Trainers, handbooks | |
| Volunteer recognition/ appreciation | Food, entertainment, gifts, etc. | |
| Transportation | Travel | |
| Insurance | Liability insurance | |
| Professional development | Conferences, memberships | Resource material for both staff and volunteers |

2. Determine the expected cost for each expense

This can be based on several factors such as:

- i. Historical expenses
- ii. Target number of volunteers
- iii. Unit cost and quantity needed
- iv. Feasibility based on agency revenue and funding

3. Monitor your budget

- The budget is not static. Do review your budget on a monthly and / or quarterly basis.
- Make adjustments where necessary to ensure adequacy of materials and volunteer support as well as to ensure that expenses balance with revenue and funding.

Template

Operating Budget Worksheet

Instructions: Based on your budgeting cycle, provide an estimate for each cost component. Use this worksheet to track costs of the programme and input actual cost towards the end of your budgeting cycle.

| Operating Budget Worksheet | Estimated (\$) | Actual (\$) |
|---|----------------|-------------|
| Staffing | | |
| Benefits provided to volunteer management staff | | |
| Travel costs of volunteer management staff | | |
| Others | | |
| Total | | |
| IT and equipment | | |
| Volunteer Management System costs | | |
| Office expenses of volunteer programme management staff or volunteers (e.g. stationery) | | |
| One-time office expenses (e.g. desk, phone, computer) | | |
| One-time purchases of IT equipment | | |
| Total | | |
| Expected programme cost | | |
| Volunteer screening costs (e.g. background checks) | | |
| Volunteer recruitment drive | | |
| Training costs (e.g. trainer, materials) | | |
| Postage and printing of volunteer materials (e.g. volunteer handbooks) | | |
| Volunteer transportation or travel costs | | |
| Volunteer insurance | | |
| Professional development costs (e.g. conferences, memberships) | | |
| Total | | |
| Total expenditure | | |
| Total P/L | | |
| (Income – Total expenditure) | | |

F. Introduction to Personal Data Protection Act (PDPA)

The Personal Data Protection Act (PDPA) governs the collection, use, and disclosure of personal data by agencies for legitimate business purposes in a manner that recognises volunteers' rights and the needs of agencies to use such personal data for legitimate business purposes.

Are you collecting personal data?

Examples of personal information that you may potentially be collecting from your volunteers are such as:

- Full name
- Passport number
- Last four characters of NRIC or FIN
- Photos, videos or voice recording
- Personal mobile number

Key things to remember when collecting personal data

Consider whether it is reasonable to request the personal data

- What constitutes as reasonable? (e.g. Name, address, email address, phone number, etc.)
- What constitutes as unreasonable? (e.g. family illness history)

Seek his/her consent

- Obtain consent to collect, use or disclose volunteers' personal data
- Allow volunteers to withdraw consent
- Collect, use or disclose personal data only for the purposes for which the consent was obtained

Notify the volunteers of your purpose for collecting, using or disclosing his/her personal data

- Examples of typical purposes of collection – to distinguish / identify the volunteer, to get in touch with him / her, to find someone to contact in case of emergency

Common situations where personal data are collected:

- For record-keeping purposes
- For insurance purposes
- For screening by government institutions
- For the distribution of outreach and communication materials



Unsure about whether you're collecting the right data?

Information listed in this section are common practices and are not intended as recommendations for data collection. Remember, your agency may differ from others in its PDPA practices. Do check with the relevant personnel in your agency about data protection policies if you have any questions. Alternatively, visit <https://www.pdpc.gov.sg> for more information.



Conducting Needs Assessment

Overview of the chapter

This chapter will help you to identify opportunities for volunteer partnership. You will learn to:

- Conduct needs analysis to identify areas to increase volunteer partnership
- Develop a volunteer profile and position description
- Identify potential risks with partnering with volunteers and identify mitigation strategies

Samples and Templates

- Quick guide to job redesign
- Position description

Case examples

- Job redesign to increase volunteer partnerships in Thye Hwa Kwan Moral Charities

A. Conducting a needs analysis

Conducting a needs analysis will allow you to be more targeted on how volunteers will fit in and how they can meet your agency's goals.

To define your agency's needs, consider the following:

1

Think about your agency's strategic purpose in engaging volunteers. How will volunteers help to achieve your agency's mission and vision?



When conducting the needs analysis, keep in mind that the volunteer role should reflect not only what the agency needs, but also what volunteers will want to do. Remember that the experience should be meaningful for the volunteers!

2

Assess the current state of your agency in relation to your strategic plans

Are there goals that you have difficulties reaching?

What are some initiatives that are not being implemented due to limited number of staff?

How can services to service users be improved?

Where are some staffing shortfalls that your agency faces?

What skills or expertise do you think are lacking in your agency's?

3

Define and evaluate the scope of the volunteer role

List down the areas identified for potential volunteer involvement. Evaluate the involvement of volunteers in these areas, taking into consideration the following:

Is the role impactful for the agency?

Is the role currently performed by a staff?

If so, there may be a need to redesign the role of the staff. A quick guide to job redesign can be found on page 44.

Are there any regulatory restrictions on the volunteer performing the role?

Would it compromise operations or service delivery?**Is the role meaningful for volunteers?**

What are the risks associated with the role if it is performed by a volunteer?

You may refer to page 51 for risk mitigation ideas.

What are the resource requirements? Is it cost effective to involve volunteers?

This could include staff supervision, training, space, expenses, etc.

The types of roles which volunteers take on typically fall into the following categories:

1. **Service-based roles:** Positions where the volunteer is directly involved in services provided by the agency. These are usually client-facing. You may wish to refer to the appendix for a list of service-based volunteer roles that were curated for the sector across 7 areas. Feel free to adapt and adopt these roles according to your agency's needs.
2. **Event-based roles:** Positions where volunteers conduct events. These roles could include conducting public awareness campaigns, fundraising, organising camps, etc.
3. **Skills-based roles:** Positions that require volunteers with specialised skills. These could be volunteer consultants, web designers, hairdressers, etc.

A Quick Guide to Job Redesign

What is job redesign?

Job redesign is a process whereby job content is reviewed and possibly reallocated. This will allow you to identify ways to involve the volunteers in a role that will augment the current role performed by a staff.

How can a job redesign help my agency?



Increase
productivity



Increase
volunteer
involvement



Improve
service
delivery



Better use
of staff and
volunteer
abilities



Increase
workforce
satisfaction
levels



Increase
volunteer
satisfaction
and retention
levels

When should you consider job redesigning?

The following are some examples of when you should consider redesigning a job:

- When service users require high touch for better development or recovery;
- When there is a need to meet intangible needs of service users;
- When there is a need to expand the capacity of the agency; or
- When there is a crisis impacting existing resources

Follow these steps to conduct a job redesign:

Step 1

Identify areas to redesign

- Identify staff roles that have the potential to include volunteers.

The first thing you will need to do is to identify the job roles that require a job redesign.

- To ensure buy-in, make sure to engage senior management to understand their strategic goals, key challenges, and opportunities for job redesign.
- Speak with staff to understand the key challenges and pain points of daily tasks and job responsibilities. This will help to identify the areas where they are facing manpower shortages or would like to expand their work.
- Understand the skills required to take on these roles.
- Shortlist the job roles that have the potential to involve volunteers to ease manpower shortages or increase productivity.

Step 2

Develop recommendations

- Understand what the role entails.
- Explore possibilities of job redesign.

Once you have the job role in mind, begin to formulate a redesign plan.

- Study what the identified job roles do.
- Understand their processes and why things are done in a certain way.
- Identify the areas in each job role that is value adding or requires specialised skills.
- Estimate the proportion of time spent on each activity.

Think about how the role can involve volunteers. Here are some ideas:

i. Enhance the existing job role

- **Objective:** Allowing staff to partake in more value-added work, while volunteers are able to take on activities that require less specialised skills.
- **Suitable for current situations where:**
 - Specialised staff spend a high proportion of their time on tasks that do not require specialised skills.
- **How to redesign?**
 - Identify tasks which do not require the specialised skills that staff are trained or qualified to perform and explore the possibilities of volunteers conducting those tasks.
- **Questions to ask:**
 - Do these tasks require specialised skills?
 - Will there be issues of safety and reliability if this task were to be done by a volunteer?

Step 3

ii. Improve working practices

- **Objective:** Partnering with volunteers to bring specialised knowledge to the role.
- **Suitable for situations where:**
 - There are identified opportunities for streamlining of workflow processes, adoption of technology or development of capabilities.
 - There are inadequate staff with the specialised skills required for the role.
- **How to redesign?**
 - Allow for volunteers who are professionals to be included in job roles as subject matter experts or consultants.
- **Questions to ask:**
 - Are existing staff capable of performing the job roles?
 - Are staff ready to learn skills from volunteers?
 - Are these tasks mission-critical or do they require full-time commitment?

iii. Scale up services

- **Objective:** Partnering with volunteers to expand service delivery to more service users.
- **Suitable for situations where:**
 - There is an insufficient number of staff to reach the ideal number of service users.
- **How to redesign?**
 - Engage volunteers to supplement what full-time roles do or allow staff to train volunteers to perform tasks that can increase your reach to service users.
- **Questions to ask:**
 - Are volunteers able to conduct these tasks?
 - What training would the volunteer require?
 - Are there safety or confidentiality implications of the redesign?

Study impact

- Forecast challenges in redesign

Forecast the potential challenges of the implementation of the redesign.

- Understand the impact of the inclusion of volunteers on the current job role.
- How will existing staff work be enhanced?

Identify the challenges you will face in the implementation of the redesign.

- Are staff in this job role ready to involve volunteers in their work?
- Will volunteers want to take up the job?
- Are there any risks involved in partnering with volunteers?

Establish the resources required for the redesign.

- Manpower
- Technology
- Knowledge and expertise

**Step
4****Pilot test**

- Pilot implementation of the redesign.

Do a pilot test of the redesign to ensure that the redesign is feasible. A successful test will also allow for greater acceptance and smoother transition during the rollout phase.

- i. Get your agency ready for the redesign
 - Train staff and volunteers involved.
 - Obtain management support.
 - Set timelines and identify owners for the implementation activities.
 - Identify desired outcomes of the redesign and how you will measure success.
- ii. Execute the job redesign
 - Assign a facilitator to guide all involved.
 - Monitor the progress of the pilot.
 - Keep an issue log.
- iii. Collect feedback from staff and volunteers involved
 - Conduct survey.
 - Measure KPI.
 - Provide recommendations and improvements.

**Step
5****Rollout**

- Change management.
- Final execution and review.

Rollout the redesign to the rest of the agency

- Obtain buy-in from agency stakeholders
 - Share and discuss the job redesign plan and objectives to key stakeholders, such as staff in the impacted role and his / her supervisor. Depending on the scale of the job redesign, more than one dialogue with the impacted staff may be required.
- Communicate the job redesign plan to the rest of the agency
 - A job redesign may affect others around the impacted role. Staff in other departments or teams should also be included in your transition plan to manage changes effectively.

- Address concerns and feedback in a timely manner. Some questions you can prepare for include:
 - Is my job redundant now that there is a new volunteer role?
 - Am I expected to take on more volunteer management responsibilities because of the changes to my role?
 - If I'm expected to take on other responsibilities, will I be provided with the necessary training and compensation?
 - What would change for my programme and service users with the new volunteer role?

Case example:

Job redesign to increase volunteer partnerships in Thye Hwa Kwan Moral Charities

Thye Hwa Kwan (THK) Moral Charities provides services and assistance for various sectors and groups in the community via more than 40 centres nationwide. This includes adults, families, the seniors, and persons with disabilities.

To augment the manpower of its staff and enable them to improve service delivery, THK explored ways to increase partnership with volunteers through a job redesign exercise for its programme coordinators within its Senior Activity Centres.

During the job redesign study, key tasks and responsibilities of programme coordinators were reviewed with the following considerations:

- i. Suitability of tasks for volunteers. For example, whether volunteers had the required skillsets to do the task / role.
- ii. Impact of volunteers taking on the role. For example, tasks which were critical to the smooth running of the centre operations would still be undertaken by the programme coordinators.
- iii. Potential risks of volunteers taking up the tasks. For example, the safety of the service users or volunteers was a key consideration.

The study identified several areas where volunteer partnership could be scaled up, such as:

- i. Conduct of activities at the SAC – volunteers could work with the programme coordinators to help plan, prepare and conduct centre activities. This would allow the centre to increase number of activities run to utilise the centre space better and potentially increase the variety of activities for the seniors.
- ii. Home visits and outreach to seniors – volunteers could assist staff in conducting home visits and outreach activities. This would increase the frequency and length of engagement during home visits, as well as increase community involvement in caring for seniors in the neighbourhood.

Volunteer job descriptions which included key responsibilities, desired volunteer profile and time commitment were developed for each area of partnership. This was important in the recruitment of volunteers, to give volunteers a clear understanding of the roles and commitment required. Supporting work processes were also reviewed to outline how volunteers would fit into the centre operations and work together with staff. Potential risks were also identified and mitigating strategies put in place to minimise these risks. Examples of such risks and mitigating strategies were:

| Potential risks | Mitigating strategies |
|---|--|
| Volunteer unable to manage seniors during certain situations (e.g. when seniors are upset) | <ul style="list-style-type: none"> • To conduct volunteers screening to ensure fit • On-the-job training by staff or senior volunteers |
| Volunteer dealing with sensitive information, and the need to maintain client confidentiality | <ul style="list-style-type: none"> • Require volunteers to sign confidentiality agreement and volunteer code of conduct |
| Potential injury to client / volunteer in activities, events, etc. | <ul style="list-style-type: none"> • First-aid trained personnel available (staff / volunteer) on site • On-the-job training by staff or senior volunteers • Purchase of insurance for volunteers |

The redesigned roles were tested at one of THK's SACs to ensure that the redesign was feasible and allow for smoother transitions for further rollout phases. The pilot allowed THK to work out operational challenges such as identifying ways to recruit volunteers, training and onboarding them.

The job redesign has allowed THK to increase partnership with volunteers. This has allowed THK to increase the engagement of its service users. Centre staff have also benefited through increased capacity for their core roles, such as planning and management of the Centre. It has also enhanced the community's involvement in caring for its seniors.

B. Develop a volunteer profile and position description

Once you have determined the scope of the volunteer roles, you should identify the volunteer profile required for the position. The volunteer profile, tasks and responsibilities should be documented in a position description.

Why do you need a volunteer position description?

Provides greater clarity for both staff and volunteers on the responsibilities and accountabilities of the role.

Assists in your recruitment strategy and allows you to find the most suitable volunteer for the position.

Helps your agency communicate what is expected of the volunteer.

Promotes volunteer recruitment and retention because volunteers are able to know, at the start, the nature and commitment required.

What is in a volunteer position description?

There are 8 key aspects that should be in a position description. They are:

1

Job Title
Name of position

2

Department / Programme
Function which job comes under

3

Key objectives / Purpose
How the job contributes to the agency

4

Requirements
Skills and attributes required

5

Key responsibilities
Activities that volunteer will be involved in

6

Commitment required

- Frequency of service
- Minimum length of service

7

Training
Training requirements

8

Relationships
Internal / External interactions and relationships

Template

Position Description Template

Instructions: Fill in one position description for each position that you have identified in your needs analysis.

Title: _____

Department: _____

Supervisor: _____

1. Position Purpose

Summarise in one statement why the position is needed; and how it contributes to the overall mission / objective of the agency.

2. Key Roles & Responsibilities

_____ (insert position title here) is responsible for:

3. Specific qualifications / behavioural competencies needed (if any)**4. Time commitment of role (e.g. hours per week / month; specific duration of time, etc.)**

C. Mitigate risk

Once you have identified the potential volunteer positions, you need to be mindful of the risks involved for each position and ensure that they are recognised and managed appropriately.

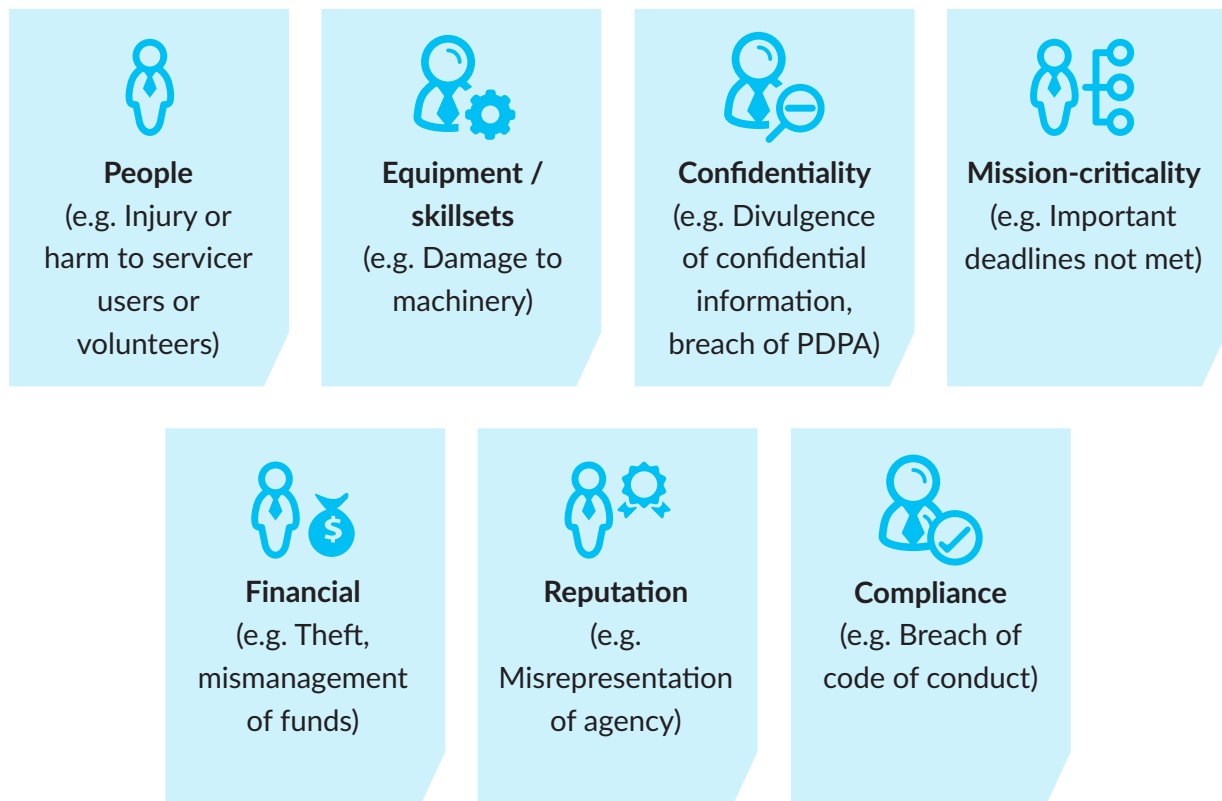
1

Conduct risk assessment

Risk assessment is a pre-emptive measure in order to forecast potential hazards in your agency.

I. Identify key risks

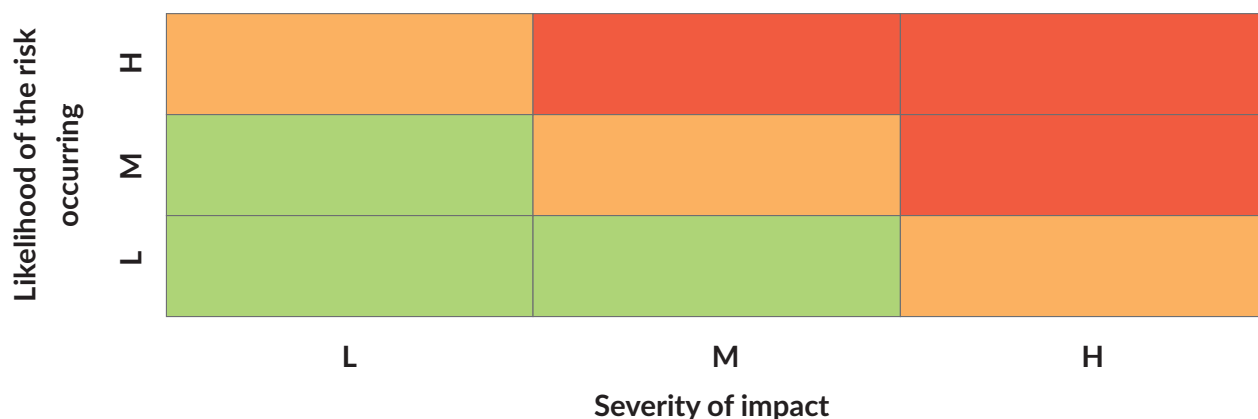
The following are several broad themes of risk that the agency can consider:



II. Assess impact of key risks identified

Once the risks have been identified, each risk should be prioritised by rating the likelihood of the risk occurring and the severity of the impact should the risk occur. Based on the risk parameters, the likelihood and impact for each risk identified may then be plotted on a risk matrix.

The sample below shows a 3x3 risk matrix. Risks are graphically depicted on the matrix with red representing a high likelihood and high impact zone and require more attention in comparison to those with a low likelihood and low impact (green).



| Risk Impact | Likelihood of the risk occurring | Severity of impact |
|-------------|--|---|
| Low | Rare or unusual risk, very unlikely to occur | Little damage to the above themes should the risk be realised |
| Medium | Risk has occurred before but not realised often | Moderate impact to the agency should risk be realised, but may still be tolerable |
| High | Risk has high possibility of occurring in the future | Catastrophic impact on the agency |

For further practical guidance on the implementation and sustenance of Enterprise Risk Management (ERM), refer to the document here:

<https://www.charitycouncil.org.sg/Resources%20For%20You/Guides%20and%20Templates.aspx>

2

Establish risk mitigation strategies

There are various measures you can use to mitigate each risk. Remember to prioritise each risk identified by its risk impact and think about what you plan to do to minimise or prevent this risk. There are 3 courses of action you can take to mitigate risk:

I. Task the activity to a staff instead of a volunteer

This option of mitigation should be considered if the potential risk is frequent and severity of impact is high.

Do consider conducting a risk assessment for your agency's volunteer role or programme where necessary as it provides a good basis for a needs assessment as well as to obtain buy-in from stakeholders.

II. Reduce the likelihood of risk occurrence by establishing prevention strategies throughout your volunteer programme

| Area | Prevention strategy | Types of Risk addressed |
|------------------------|--|---|
| Policies | Develop code of conduct to inform volunteers of the agency's expectations of their work and the importance of confidentiality. Develop policies on confidentiality, media and social media responsibilities. | People, Equipment, Confidentiality, Reputation |
| Screening | Conduct screening commensurate with the risk level of the position. For example, conduct background checks for volunteers working directly with vulnerable clients. | People, Financial, Compliance |
| Orientation | Provide information during induction to inform volunteers of their expected responsibilities and their role in risk awareness and mitigation. | All |
| Training | Provide training on health and safety measures to equip volunteers with the skills to carry out their job safely. Provide training on volunteer dos and don'ts. | People, Equipment, Confidentiality, Mission-Criticality, Reputation, Compliance |
| Performance Management | Provide regular supervision and feedback on the volunteer's work. Put in place a dismissal policy. | People, Equipment, Mission-Criticality |
| Documentation | Document all policies and procedures on volunteer management. | Financial, Reputation, Compliance |
| Emergency Procedures | Develop safety and incident protocols. | People, Mission-Criticality |

Workplace Safety & Health (WSH) Act

SSAs should comply with the WSH Act to ensure a safe workplace for everyone. WSH Act requires the agencies:

- ✓ To maintain safe work facilities and arrangements.
- ✓ To ensure safety in equipment, machinery and work processes.
- ✓ To develop and put in place control measures for dealing with emergencies.
- ✓ To provide all with adequate instruction, information, training and supervision.

III. Transfer or share the risk liability

This allows the agency to be able to move some of its liability to another party. Insurance is one method to reduce your agency's liability.

What are some common types of insurance?

| Insurance Type | Purpose |
|---|---|
| Employers' Liability Insurance | Protects employer when the volunteer sustains an injury from the employer's negligence |
| Personal / Group Accident, Death & Disability Insurance | Provides the agency or individual volunteer with accidental death coverage or accident injury expenses of a volunteer |
| Public Liability Insurance | Covers the agency if a member of the public sustains an injury or loss as a result of its services |
| Travel Insurance | Provides coverage for volunteers who travel, to reimburse travel disruptions or loss of personal property |



Quick tips on keeping costs of insurance low

- ✓ Let the agency carry part of the risk of loss or liability to volunteers.
- ✓ Reduce the likelihood of a claim by better risk management or disclaimers.
- ✓ Look at a large range of insurance quotes to get the best quote.
- ✓ Explore options of block insurance schemes with your networks.
- ✓ Look for insurance packages for SSAs.



Recruiting and Selecting Volunteers

Overview of the chapter

This chapter will help you in recruiting and selecting volunteers. You will learn to:

- Identify sources of volunteers and how to attract them
- Screen potential applicants
- Maintain a volunteer database
- Track and report volunteer metrics

NEW

Samples and Templates

- Volunteer application form
- Interview assessment form
- Volunteer database
- Volunteer metrics data collection

Case examples

- Recruitment and attraction of volunteers in Care Corner

A. Finding sources of volunteers

Before you can start selecting volunteers, you need to know where to find them. The following table outlines some volunteer sources and possible channels for reaching them.

You may also use the template on pages 58 to 60 to evaluate your agency's recruitment plan and to identify areas of improvement.

Being targeted in your recruitment allows you to find volunteers which best fit the position and your agency.

| Sources of Volunteers | Possible Channels | Key Considerations |
|---------------------------------|---|---|
| Corporates | <ul style="list-style-type: none"> • Reach out to corporations' CSR personnel • Business federations or Volunteer centres | <ul style="list-style-type: none"> • Leverage on the specialised skills that corporations have. Tailor the volunteer positions to match your needs to the corporation's. |
| Seniors | <ul style="list-style-type: none"> • Newspaper articles • Community centres • Community notice boards | <ul style="list-style-type: none"> • Physically strenuous activities may need to be limited. • Seniors may vary in how technology savvy they may be. |
| Secondary/ Tertiary Students | <ul style="list-style-type: none"> • Advertise on social media • Advertise in school magazines • Reach out to school administrators, societies, and clubs | <ul style="list-style-type: none"> • Students normally have a fixed period which they could serve the community and are usually required to comply with their service-learning project specifications. |
| Surrounding community | <ul style="list-style-type: none"> • Work with grassroots agencies and Community Development Councils (CDCs) • Notices on community boards • Flyers to local neighborhoods • Volunteer centres and SSAs | <ul style="list-style-type: none"> • Make sure applicants are properly screened and ensure their profiles are suited for your agency. |

| Sources of Volunteers | Possible Channels | Key Considerations |
|--------------------------------|---|---|
| General public | <ul style="list-style-type: none"> • Agency's website • Advertising • Existing networks • Volunteer matching portals • Hold recruitment event / roadshow • Social media • Word of mouth (networks) | <ul style="list-style-type: none"> • Broad based source. To enhance fit of respondents, consider including information on your volunteer vision and mission, job description and role profile required. • Recruiting through existing networks (e.g. volunteer networks) may also enhance fit. |
| Homemakers | <ul style="list-style-type: none"> • Notices on community boards • Online forums • Word of mouth (networks) • Volunteer centres | <ul style="list-style-type: none"> • Consider planning the volunteer activities around the family schedules of homemakers. |
| Expatriates | <ul style="list-style-type: none"> • Expat forums • Club notice boards | <ul style="list-style-type: none"> • Length of commitment to your agency. |
| Religious Organisations | <ul style="list-style-type: none"> • Reaching out to religious organisations / affiliated religious groups. | <ul style="list-style-type: none"> • Ensure that religious organisations have similar values and goals to that of your SSA. |
| Existing pool of service users | <ul style="list-style-type: none"> • Reach out and involve your existing pool of service users in volunteering activities. | <ul style="list-style-type: none"> • Make sure to have a comprehensive training and transition programme to equip them. • Refine the volunteer selection criteria to include considerations for physical, emotional, and social capacity to ensure that only service users who are fit to volunteer are selected. |



Quick tip!

Post your volunteer opportunities on [giving.sg!](https://giving.sg/)

Template

Instructions: Use the following template to evaluate volunteer recruitment channels in your agency. Alternatively, visit

<https://www.ncss.gov.sg/GatewayPages/Donate-Volunteer/Volunteer/Volunteer-Resources> for a soft copy. This is a self-evaluation of the effectiveness of recruitment channels. Do discuss with your team on the actions to be taken if the results are not satisfactory. Quick tip: The guiding questions in the 'Details' column are typical leading practices. If your agency does not currently have these practices, use these guiding questions to help you think on how to enhance your recruitment channels.

| Recruitment channels | Details | Is it effective? | Action to be taken |
|------------------------------|---|-----------------------------------|---|
| Website | <input checked="" type="checkbox"/> Are volunteer job role descriptions / profiles being posted on the agency website? | e.g. Yes, Not really, Not at all. | e.g. To include a FAQ section on website. |
| | <input checked="" type="checkbox"/> Does the website contain a 'Frequently Asked Questions (FAQ)' section on volunteering? | | |
| Volunteer recruitment portal | <input type="checkbox"/> Are the volunteer job role descriptions / profiles posted on volunteer recruitment portals (e.g. giving.sg)? | | |
| Social media | <input type="checkbox"/> Are volunteering opportunities being promoted through your agency social media channels? | | |

Template

| Recruitment channels | Details | Is it effective? | Action to be taken |
|-----------------------------|--|------------------|--------------------|
| Physical notices/ flyers | <input type="checkbox"/> Are job notices posted in your agency compound? | | |
| | <input type="checkbox"/> Are job notices posted around locations frequented by the target volunteer pool? | | |
| | <input type="checkbox"/> Are recruitment flyers being distributed at locations frequented by the target volunteer pool? | | |
| Walk-in enquiries | <input type="checkbox"/> Are there copies of the volunteer job description and a sign-up form available at the centre reception? | | |
| Emails | <input type="checkbox"/> Is there a mailing list sign-up on the agency website? | | |
| | <input type="checkbox"/> Are ad-hoc volunteers and volunteer alumni part of the mailing list? | | |
| | <input type="checkbox"/> Are volunteer opportunities being promoted through the mailing group? | | |

Template

| Recruitment channels | Details | Is it effective? | Action to be taken |
|--|--|------------------|--------------------|
| Newsletters / bulletins | <input type="checkbox"/> Are existing volunteers and their experiences being featured in newsletters / bulletins? | | |
| | <input type="checkbox"/> Are volunteer opportunities being promoted in the newsletters / bulletins? | | |
| Word of mouth | <input type="checkbox"/> Have your staff and current volunteers been encouraged to share volunteering opportunities with their networks? | | |
| Events | <input type="checkbox"/> Are volunteering opportunities being promoted at your agency's events? (e.g. fundraisers) | | |
| | <input type="checkbox"/> Does your agency hold volunteer recruitment events? | | |
| Arrangements with other organisations / agencies | <input type="checkbox"/> Are there existing volunteer recruitment / partnership arrangements with other organisations / agencies? If so, what type of organisation / agency is it? | | |

B. Profile your agency to attract suitable volunteers

When reaching out to or engaging potential volunteers:

- State your agency services. Try to think of ways to show how your volunteers make contributions to the agency's work.
- Describe the roles that you are looking to fill and ask if this role will be one that they are interested in.
- Address concerns of potential volunteers (e.g. assure them that they do not need prior experience or that training will be provided).
- Put down the basic requirements you need from a volunteer in this role, including time commitment or skills they need.
- Share the benefits that the volunteer will get from their volunteer experience.
- Provide a contact number or website link to the application form.
- Ensure prompt follow-ups with prospective volunteers. The top complaint from prospective volunteers is that no one follows-up with them after they have sent in their applications. This would also have a negative impact on the agency's reputation.

Feel free to be creative in the methods which you use to reach out to potential volunteers.



Consider using social media to recruit volunteers

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1. Choose a platform

- Facebook – good for reaching large audiences.
- LinkedIn – good for recruiting professionals or for specific skills and experiences.
- Instagram – good for posting pictures and live updates via the “stories” feature.

2. Develop content

- Use blogs, videos, reports, and infographics.

3. Share content

- Post volunteer opportunities available and include descriptions of the volunteer role, sign-up links, and a channel for enquiries.*
- Share news and accomplishments of your agency.
- Share the impact that other volunteers have made.
- Share about your agency's cause and service users.



*Do make sure to respond to enquiries as soon as possible.

Case example:

Recruitment and attraction of volunteers in Care Corner

Care Corner Singapore is a multiservice social service agency and registered charity which seeks to impact the lives of people in Singapore by providing care and sharing love. It does this through a network of services including Family and Community Services, Seniors Services, Youth Services, Children Services and Focused Intervention Services. The charity serves more than 14,000 service users each year.

Care Corner is specific when designing volunteer roles and performs targeted recruitment. Each Care Corner centre has an appointed Volunteer Development and Partnerships (VDP) personnel. The VDP personnel's role is to identify and facilitate meaningful volunteer engagement in meeting the agency's mission and vision. In identifying these volunteer roles, factors such as their pre-requisites, commitment level, number of volunteers needed and any risks involved are considered. In a coordinated effort with the headquarters, the centre VDP team would then begin recruiting suitable volunteers for the roles.

Care Corner takes a targeted approach at recruitment. For example, for volunteer assignments during office hours, the charity leverages on platforms to reach out to homemakers and seniors. In addition to the existing network of volunteers, the charity also seeks to work closely with schools, universities, companies, associations, volunteer intermediaries, and utilises both online and offline platforms (e.g. giving.sg) to reach and match prospective volunteers to suitable projects and roles.

Through targeted recruitment, Care Corner Singapore is better able to find suitable volunteers for roles which would meet the needs of its many service users.

C. Screening your applicants

The next step is to ensure that these potential volunteers are the right fit for the roles you have in mind. Think about the nature and the degree of risk that this volunteer position will be exposed to. What are the traits of your ideal candidate for the position? What will you need to know about the applicant to decide if he or she is the right fit?

Determine your screening criteria. Areas you may wish to consider may include:

- | | |
|--|-------------------------------|
| ✓ Personality traits | ✓ Motivation for volunteering |
| ✓ Ability to forge bonds with your service users | ✓ Background checks |

Screening Methods

When you have identified the ideal volunteer profile for the role, you can employ a few methods to help you select the right volunteer. There are three methods to screen your volunteers – application forms, interviews and reference checks. Note that these screening methods will help in making better assessments on potential volunteers but should be tailored based on the risk factors identified. The higher the risk, the more screening you should conduct.

1

Application Forms

Application forms are normally used as the first level screening for potential volunteers. It is an expression of interest in volunteering by the potential volunteer, as well as a means to obtain information for a first level screening on the suitability of candidate for the role.

All volunteers should undergo this level of screening regardless of the positions they will take on in your agency.

Positions with minimal risk involved may use the application form as a screening tool. In this case, make sure that you are able to use the answers in the form to decide if the applicant meets your criteria for the role.

The advantages of using an application form are:

You will be able to get tailored information

You will be able to compare applications

It will be easier to input data into your volunteer database

It gives the volunteer an idea of what is important to your agency



When drafting your application form, make sure that it is easy to complete and contains all the essential information you will need.

Sample

Sample Application Form

Instructions: Here is a sample application form for you to refer to and adapt for your agency. Make sure that your application form covers the following broad categories: (i) Volunteer's basic demographic details (ii) Volunteer's interest (iii) Volunteer's skills and expertise and (iv) Time available for volunteering.

Basic Demographic details

First Name: _____ Last Name: _____
 Last 4 characters of NRIC: _____ Age: _____
 Address: _____
 Gender: M / F Home Tel.: _____
 Email: _____ Mobile: _____

Your Interest

Please check any tasks which you will like to help with.

- ☐ Administration
 ☐ Backend support
 ☐ Fundraising
☐ Supporting front line roles
 ☐ Others (please state): _____

Please state any past experience/ qualifications which may be relevant to volunteering with us: _____

Skills and Expertise

Please check any of the following in which you have had previous experiences, expertise, or training.

- ☐ CPR
 ☐ First Aid
 ☐ Nursing
☐ Counselling
 ☐ Therapy
 ☐ Administration
☐ Teaching
 ☐ Others (please state): _____

Skills and Expertise

Please check any of the following in which you have had previous experiences, expertise, or training.

- | | | |
|-----------------------------------|--|--------------------------------------|
| <input type="radio"/> CPR | <input type="radio"/> First Aid | <input type="radio"/> Nursing |
| <input type="radio"/> Counselling | <input type="radio"/> Therapy | <input type="radio"/> Administration |
| <input type="radio"/> Teaching | <input type="radio"/> Others (please state): _____ | |
-

Time Available

Please check how often you will be able to give to the agency

- | | | |
|--|-------------------------------|---------------------------------|
| <input type="radio"/> Weekly | <input type="radio"/> Monthly | <input type="radio"/> Quarterly |
| <input type="radio"/> Supporting front line roles <input type="radio"/> Others (please state): _____ | | |

Please state any preferred day(s) / time(s): _____

Medical Declaration*

Do you currently have any medication conditions which could affect your safety or the safety of others? Yes / No

If yes, please state: _____

Personal Declaration*

Do you have any record of criminal convictions? Yes / No

If yes, please state: _____

Have you ever been declared bankrupt, or entered into a personal insolvency agreement? Yes / No

Acknowledgement and confidentiality

I declare the information that I have given on this form is true and correct for my voluntary experience with <insert agency's name>. In exchange for my voluntary experience with <insert agency's name> I agree to the following:

- ☐ By providing my details, I understand that the SSA may use my details for record and reference purposes.
- ☐ I consent that the agency may also forward my particulars to the Ministry of Social and Family Development (MSF) for security screening purposes should I become / am a volunteer at <insert agency's name>.
- ☐ If there is no suitable match, I consent to <insert agency's name> storing the application for a future opportunity, and to contact me.

- ☐ I hereby confirm that I shall release and not hold <insert agency's name> or any of its employees, servants or agents liable in any way whatsoever for any loss, bodily injury, mishap, accident and/ or loss of life or property arise directly or indirectly incur as a result of or in connection with my voluntary participation.
- ☐ To Indemnify and defend <insert agency's name> against all claims, causes of actions, damages, judgments, costs and expenses including legal expenses which may arise from my presence in the activities.

Name / Signature of Volunteer: _____ Date: _____

For volunteers below age of 21:

I, _____ (Full Name of *Parent / Guardian), _____ (*last 4 characters of NRIC) / FIN / Passport No.) permit my child / ward, _____ (Volunteer's Name) to participate in the Programme and its activities. I understand that by signing below, I am agreeable to all the terms and conditions stated in the Volunteer Application form.

Signature of Parent / Guardian: _____ Date: _____

*Delete where applicable

*NOTE: The acknowledgement and confidentiality clauses are merely some examples of typical clauses and are not intended as recommendations. Please use only where applicable to your agency. Do check with the relevant legal personnel in your agency if you have any questions.

2

Interviews

An interview is the second level of screening that can be conducted. You can shortlist applicants and invite them for an interview.

Interviews serve 2 purposes:

1 For your agency to see if the applicant suits the position

2 For the applicant to see if the position and agency meets their expectations

This level of screening should be employed for all volunteers that will be facing a medium or high level of risk. This could include volunteers in service delivery roles or administrative roles. The intensity of the interview should be adapted according to the level of risks and responsibilities of the volunteer role.

Preparation is key! It is just as important for the interviewer to be prepared as it is for the candidate.

Before interviewing an applicant:

✓ Identify who will be interviewing the candidate.

✓ Find a suitable place / mode (e.g. e-platforms or calls) to hold the interview.

✓ Read through the candidate's application form.

✓ Know about the position that the candidate is interviewing for.

✓ Draft a few questions that will allow the candidate to demonstrate their suitability.

✓ Anticipate what the candidate will want to know, potential areas of concerns and prepare for them (e.g. potential questions on the service user group).

✓ Use an interview assessment form to guide the interview to ensure you get the information you need. You may refer to the sample interview assessment form as a guide.

Here are some guidelines for conducting the interview:



Provide an introduction about the agency and the cause it serves.



Seek information from the candidate and collect information required.



Provide information on the position, impact of the role on the agency and its service users, and ask if they have any preferences.



Ask the candidate if he or she has any questions or clarifications regarding the job role.



Thank the candidate and inform him or her of when they can expect the outcome of the interview.



Tips on interview assessment

Here are some additional considerations for assessing the suitability of the candidate:

1. Did the candidate arrive on time?
2. Did the candidate seem to have similar values, appropriate motivations and cultural fit with your agency?
3. Did the candidate seem to be friendly or sociable? (this is important for roles that involves interaction with service users)
4. Observe the body language to see if the candidate seems comfortable in the interview.

Sample

Interview Assessment Form

Instructions: This interview assessment form can be used when conducting face-to-face or phone interviews. Its aim is to help the interviewer(s) get an understanding of the candidate's motivations, ability and willingness to volunteer.

Candidate details

Volunteer Candidate Name: _____

Last 4 characters of NRIC: _____

Job applying for: _____

Name of Interviewer(s): _____

Date of Interview: _____

Suggested Interview Questions

1. Why do you want to volunteer with us?
2. Have you previously volunteered, or have any other relevant experience?
3. What are your experience / skills / communication abilities?
4. What are your strengths and weaknesses, work style, preferences, likes / dislikes?
5. Would you rather work in a team or individually?
6. How long will you be able to commit to this role? How frequently?
7. Are there any other volunteer roles that you have particular interest in?
8. Are there any areas within the volunteer role that you foresee challenges and / or uncomfortable with?

Possible roles the volunteer can take on _____

Interviewer(s) Assessment (e.g. on general impressions, answers to questions, interpersonal skills, etc.) _____

Conclusion & Recommended Action

- ☐ Match to job role: _____ ☐ Consider / hold
- ☐ Refer to (e.g. other SSAs / department): _____
- ☐ Not suitable for role / agency at this time

3

Reference Checks

Reference checks can be conducted after you have found a match between an applicant and a volunteer position. This applies especially for volunteer positions which may have high risks. This includes volunteers in positions that come into direct contact with vulnerable service users. The extent of reference checks should correspond to the assessed risk of volunteering role.

The purposes of these checks are to verify an applicant's identity, and to ensure that the applicant does not have a background that can compromise the safety of your clients.

Reference checks involve talking to people who know the applicant and are able to vouch for their identity, character or skills. Character references can be family members, school teachers, employers or another agency's volunteer manager.

Reference checks need to be conducted with the permission of the applicant. You will only be able to call the people whom the applicant agreed you can contact, and the applicant should provide you their names and contact details.

Other ways to conduct background checks

1. Conduct social media checks.
2. Speak to SSAs which the volunteer was previously involved in.
3. Do basic search of the volunteer on the internet.

What if the applicant is not suitable for the role?

If during the screening process, you realise that the applicant might not be the right person for the position, give the person a phone call and explain your reasons as to why he / she is not the right fit.

There is no easy way to make this call. So here are some pointers that you can include in your call:

- Genuinely thank the applicant for their offers to volunteer.
- State your reason for turning him down.
- Suggest another position the applicant can consider (if any).
- Tell the applicant you would like to keep in contact and place him or her in your agency's database.

D. Maintaining a volunteer database

Importance of a volunteer database

It is important for an agency to maintain a database of its volunteers. This data can be used to assist the agency in understanding their volunteer demographics, matching volunteers to potential tasks based on their interest, skills and expertise. It is important to note that the information in the database is not static as volunteers' details, interest, skills and expertise and time availability will change.

The fields can be populated from the data collected from the application forms. The following are sample fields that can be used to track volunteer data. Data for the fields should be used in tandem with the volunteer application form.

Sample Fields



Volunteer personal details

- Name
- Contact number (mobile)
- Contact number (home)
- Email address
- Residential address
- Nationality
- Gender
- Date of birth
- Medical conditions

Volunteer interest

- Administration
- Backend Support
- Fundraising
- Supporting Front Line Roles
- Others

Volunteer skills and expertise

- Administration
- CPR
- Counselling
- First aid
- Nursing
- Teaching
- Therapy
- Others

Volunteer time availability

- Frequency (weekly, monthly or quarterly)
- Preferred day
- Preferred time

Template

Sample Volunteer Database

Instructions: Refer to this sample volunteer database when creating your own. Look at the sample fields above and decide which you would require from your volunteers.

| Volunteer Personal Details | | | | | Volunteer Interest | | |
|----------------------------|-----------|------------|-------------------------|----------------------------|--------------------|--------------|------------------|
| Last 4 characters of NRIC | Last Name | First Name | Contact Number (Mobile) | Date of Birth (DD/MM/YYYY) | Backend Support | Fund-raising | Front Line Roles |
| 567X | Loh | James | 96660549 | 11/12/1976 | - | Yes | - |
| 678C | Bala | Vishnu | 91779023 | 01/05/1987 | Yes | - | - |
| 789V | Tan | Alice | 99499003 | 22/09/1968 | Yes | - | Yes |

| Volunteer Skills and Expertise | | | Volunteer Time Availability | | | | | |
|--------------------------------|-------------|-----------|-----------------------------|-----------|---------|-----|-----------|---------|
| Admin | Counselling | First Aid | Mon | Tue | Wed | Thu | Fri | Sat |
| - | Yes | - | Morning | - | Morning | - | Afternoon | - |
| Yes | - | - | - | - | - | - | - | All day |
| Yes | - | - | Afternoon | Afternoon | - | - | Afternoon | - |

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E. Tracking and reporting

It is important to track your volunteer numbers to have a better understanding of the effectiveness of your recruitment efforts.

1

Define the purpose for tracking your volunteer numbers (this can be done for the whole of agency or programme / service-specific)

Here are some possible questions to explore:

- Are there sufficient volunteers in my agency?
- Are there sufficient volunteer opportunities in my agency?
- Which programme or service requires more volunteers?
- How effective is my agency's volunteer recruitment processes?

2

Identify what to measure

Metrics identified should be directly linked to the outcomes you wish to measure and should not be too onerous to collect. Examples of recruitment metrics include:

- % of volunteer opportunities that have been filled up.
- No. of successful conversions of applications via any single recruitment channel.
- Staff and volunteer satisfaction on recruitment processes.

3

Collect the data

Data collected can be both qualitative or quantitative. Sources of data may include:

- Volunteer surveys.
- Volunteer database.
- Focus group discussions with volunteers.

Quick tip: Involve your programme / service leads to help collect the data.

4

Decide how often to collect data

Ideally, data collection should tie in with the agency's performance evaluation activities, or correspond to the frequency of volunteer programmes (e.g. twice yearly or after the completion of programmes).

Template**Template for data collection**

Instructions: Use the following template to guide you to identify relevant metrics.

| Outcomes you would like to measure | Metric | Method of collection | Frequency | Targets | Achieved |
|--|--|--|--|----------|----------|
| e.g. The effectiveness of the recruitment process | e.g. % of volunteers who indicated that they were satisfied with the recruitment process | e.g. Volunteer survey | e.g. After volunteer signs up for volunteering | e.g. 80% | e.g. 85% |
| e.g. Sufficiency of volunteers for a particular role | e.g. % of volunteer opportunities that are filled up | e.g. Programme records, volunteer database | e.g. Once every financial year | e.g. 60% | e.g. 65% |



On-Boarding and Training Volunteers

Overview of the chapter

This chapter helps you to on-board volunteers into your agency. You will learn to:

- Develop appointment letters to formalise the agreement and set expectations
- Conduct an orientation programme
- NEW • Organise training for volunteers including information on e-learning available

Samples and Templates

- Appointment letter
- Orientation programme schedule
- Training needs assessment

Case examples

- On-boarding volunteers at RSVP Singapore

A. Develop a volunteer appointment letter

Providing an appointment letter when a volunteer joins your agency formalises the arrangement and confirms the role the volunteer has been selected for. This allows your volunteer to prepare for their upcoming role, and aligns expectations between your agency and the volunteer.

What should you include in an appointment letter?

There are four main aspects to a volunteer appointment letter. They are as follows:



**Volunteer
Job Role and
Description**



**Term of Service
and Work
Schedule**



**Agency
Policies and
Code of Conduct**



Declaration

Sample

Appointment Letter

Instructions: This sample appointment letter provides volunteers with details of their service. It also includes a volunteer declaration that the requirements are understood and accepted.

This agreement is written between: _____ (SSA Name, hereafter known as us/ our) and _____ (Volunteer Full Name hereafter known as you/your) on _____ (Date)

Your agreed term of service is from: _____ (start date) to _____ (end date)

The day(s) and time you agree to volunteer are: Day(s): _____ Hour(s): _____

Name and description of volunteer role: _____

Note: SSA can also attach the volunteer job description and code of conduct

Overview of your commitment:

- You shall inform us or the Volunteer Leader if you are unable to volunteer during the agreed day and time. You will give us as early a notice as possible.
- You shall resolve any issues or problems by raising it with your Supervisor / Volunteer Manager / Volunteer Leader. If the matter remains unresolved, you
- You shall maintain confidentiality of all data and information which you may come across through your work with us.
- You shall abide by our policies, procedures and code of conduct.
- may escalate it up to the Executive Director.

Declaration

I have read and understood the requirements and commitments written in this agreement. I agree to abide by them and accept them fully.

Volunteer's Signature

(Date)

SSA in-charge

(Date)

B. Orientation programme

First impressions count! Cultivating a good volunteering experience starts with a comprehensive orientation programme to prepare your volunteers for their upcoming contributions to your agency. The orientation programme should be conducted within the first week of a volunteer's term. The orientation programme aims to assimilate volunteers into your agency and provide them with an overview of your agency vision, culture, procedures and expectations of their performance.

Orientation Programme Agenda

Instructions: Use this checklist to see if you have included the key components within your volunteer orientation programme.

Before the arrival of volunteers

- ☐ Send a welcome letter to volunteers to invite them to the orientation programme
- ☐ Brief and prepare staff for the volunteers' arrival
- ☐ Assign a mentor or buddy to each volunteer
- ☐ Prepare an orientation booklet to hand out to volunteers. The booklet should contain the following:
 - Agency purpose, goals and staff
 - Volunteer roles
 - Health and safety information and responsibilities
 - Policies and procedures
 - Performance expectations and review

Upon arrival of volunteers

- ☐ Assemble a team to welcome the volunteer(s)
- ☐ Conduct an introductory briefing (refer to the following section for more details)
- ☐ Provide the orientation booklet to volunteers
- ☐ Introduce volunteer(s) to current staff and to his / her mentor or buddy
- ☐ Complete any administrative processes
- ☐ Provide a tour of the centre / home

What should the introductory briefing cover?

As part of the orientation programme, an introductory briefing should be conducted to provide key information and support to volunteers. This will also allow volunteers to ask questions about their role in the agency. The briefing should cover the following items:



C. Training volunteers

It is important to impart basic skills, knowledge and the right mindset to enable volunteers to be able to do their job properly.

It is important to clarify the time commitment and types of training that will be expected of them. It would be good to share how training will benefit them in their role in your agency.

Why invest in volunteer training?

- ✓ Even though the volunteer may not have the desired skills for the position, they will be able to learn new skills in order to take on these more complex positions.
- ✓ It allows them to understand what is expected of them, to meet agency quality standards.
- ✓ It increases their quality of work.
- ✓ It is a form of risk management.
- ✓ It displays the value you put on the volunteer's work.
- ✓ It helps volunteers develop deeper bonds with the agency, and with other volunteers / staff.
- ✓ It ensures that service users are safe and have a meaningful engagement with volunteers.

Before sending your volunteers for training, you need to identify the types of knowledge, skills and abilities that the volunteers might not have, but will require when performing their roles.

Conducting a training needs assessment will allow you to identify the critical areas where training is required. A training needs assessment guide is provided on pages 82 and 83.

Consider e-learning for your volunteers!

- The Social Service Institute has some E-learning courses to equip volunteers to work effectively with persons with different needs and abilities. This can be done anytime, anywhere and at the volunteer's convenience!
- Check out this link
<https://www.ncss.gov.sg/GatewayPages/Donate-Volunteer/Volunteer/Training-for-Volunteers-Managers>
 to see if there are any suitable courses for your volunteers.

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Case example:**On-boarding volunteers at RSVP Singapore**

RSVP Singapore is a non-profit organisation and had been appointed the National Centre of Excellence for Senior Volunteerism in 2018, for its efforts in developing senior volunteers and providing meaningful opportunities to serve the community's needs. As of present, RSVP Singapore has over 1,000 members within its regular programmes and nearly 1,500 episodic volunteers, who are working closely with more than 200,000 service users annually.

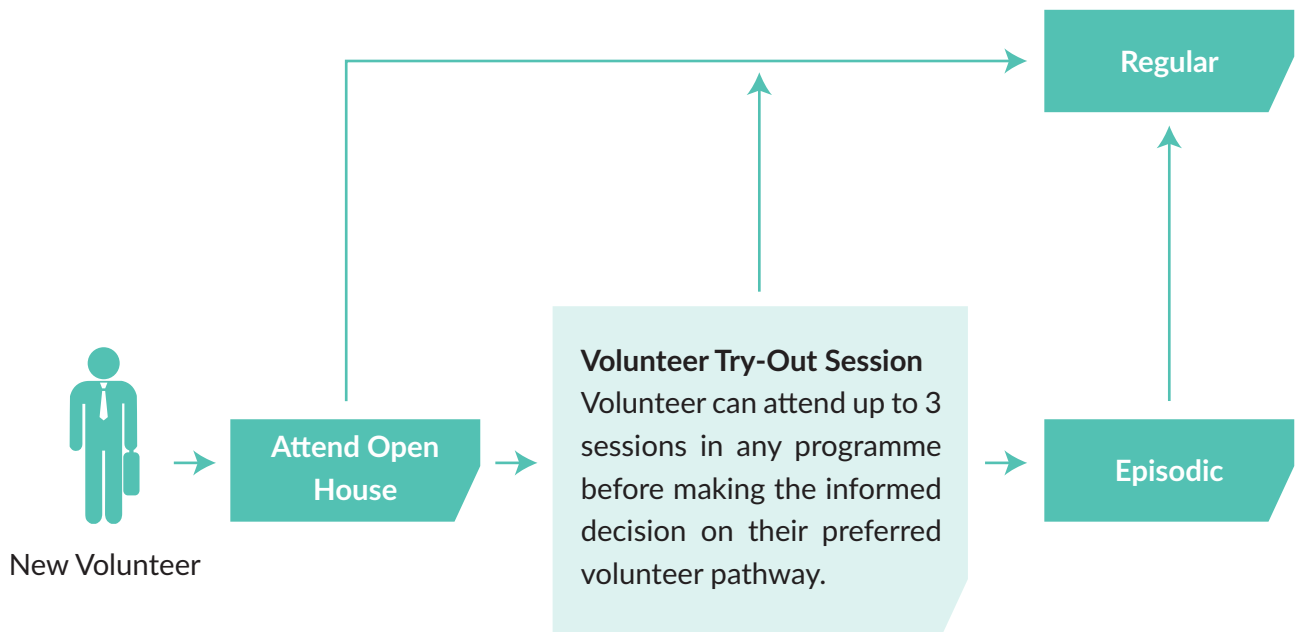
As part of its recruitment and on-boarding process, RSVP Singapore holds monthly Open House sessions to provide information about the organisation and programmes to new volunteers, so as to inspire more seniors to take the first step towards volunteerism and retire with a purpose. RSVP Singapore updated their communication materials to reflect the true time commitment and variety of programmes available for regular volunteers. Episodic volunteers can opt into the mailing list to receive the latest information on regular programmes. These enhancements were made to ensure that volunteers had greater awareness of available programmes, and to promote regular volunteerism within the agency.

The Open House session first starts off with a short welcome address by a board member of the agency. Next, the volunteer facilitator will provide a brief introduction to the background of the agency, its programmes and training available as part of their volunteer journey within RSVP Singapore. Experienced volunteers are then invited to share about their volunteer journeys within their respective programmes.

Each new volunteer will also receive a welcome kit which includes additional information on programmes, training sessions and upcoming activities. For example, new volunteers can participate in up to three 'try-out' sessions to gain first-hand experience within their programme of choice, before deciding on becoming either an episodic or regular volunteer. Hence, allowing them to make more informed choices in committing to a programme that is best aligned to their own volunteering needs.

This is followed by a breakout session, in which experienced volunteers and programme staff are able to share more about their respective programmes to new volunteers. Finally, the Open House is closed off with a Q&A session and sharing on administrative matters. Volunteers are also encouraged to complete a post-Open House survey form to share their thoughts and experiences on the session. In essence, a structured onboarding process is instrumental in providing a positive experience and laying the foundation for new volunteers' journey within RSVP Singapore.

Summary of volunteering pathway for RSVP volunteers



Training Needs Assessment Guide

The 5-step training needs assessment aims to identify the types of training your volunteers will require, and how you can go about implementing them effectively.

Step

1

Identify the need for training.

- ☐ To inform volunteers on how the agency works or runs
- ☐ To bridge a gap between the position's requirements and volunteer skills
- ☐ To keep service volunteers up to date with current trends
- ☐ For volunteer bonding
- ☐ To meet volunteer's self-identified training need
- ☐ Others: _____

Step

2

Think about the methods you can use to conduct your desired training. Consider the pros and cons of each method and weigh what you feel is the best mode of training.

Structured training programme

- ☐ Compulsory training as part of on-boarding
- ☐ Mandatory courses for all volunteers to attend

On-the-job training

- ☐ Provide a demonstration on how the task is conducted
- ☐ Assign a mentor to guide volunteer in his or her work
- ☐ Teach the volunteer how to execute a task

Periodic training

- ☐ On-going training courses to deepen skills and/or keep the volunteers up-to-date on trends in relevant areas
- ☐ Refresher courses

Others

- ☐ _____

Step

3

Do you have the means to conduct this training?

Mode of training

- ☐ Internal – Are you able to develop material, obtain space for training, find staff to conduct the training, etc.?
- ☐ External – Are there external courses that suit your needs?

Budget

Do you have enough budget to conduct your desired training? If not, consider revising the mode of training or the method used.

Step

4

Record training required and attended by volunteers. Include fields such as name of volunteer, training course, scope of training, date.

Step

5

Perform an evaluation of training provided. Did the training meet the needs you identified in Step 1?



Supporting and Recognising Volunteers

Overview of the chapter

This chapter will help your agency in managing, supporting and recognising your volunteers. You will learn about:

- How to support your volunteers by providing supervision, resources and managing complaints
- How to recognise your volunteers
- NEW** • How to develop Volunteer Leaders within your agency
- NEW** • How to engage your volunteers

Samples and Templates

- Examples of volunteer recognition initiatives
- Guiding questions to conduct check-ins with volunteers

Case examples

- Volunteer development in Fei Yue Family Service Centre (FSC)
- Volunteer progression pathways in Rainbow Centre
- Developing Volunteer Leader programme at Singapore Red Cross (SRC)
- Informal bonding sessions for volunteers in YMCA Singapore (YMCA)
- Supporting and recognising volunteers in Samaritans of Singapore (SOS)

A. Supporting volunteers

Supporting volunteers helps them remain fully committed to the agency. This is critical to ensure that a good balance between the needs of the agency and those of the volunteers are managed.

1

Provide time and resources for volunteer support and supervision.

Determine the amount of time and resources by:



The Role

For example, a volunteer working as mentor will require a different level of support and supervision than a medical escort.



The Time Commitment

For example, the number of hours worked.



The Volunteer

Some volunteers will require more support and supervision than others.

Remember that it is important to have a two-way conversation with your volunteers. Here's what's involved!

- Hold regular short meetings with your volunteers and staff / team members to discuss tasks, progress, updates and resolve queries.
- Give clear instructions and check if they have been understood.
- Make sure volunteers know who to ask if they have any questions.
- Give encouragement and look for ways to recognise progress and work that has been done well.
- Keep notes of your observations and discussions about the skill development and contribution of volunteers on their personnel file.
- Have an open door policy for volunteers to raise suggestions, questions or concerns at all times. Speak to your volunteers at regular junctures, no later than half way through their tenure, to identify any potential areas of support which they need. See page 86 for guiding questions. This conversation can be conducted by staff / VM team / Volunteer Leader.
- Organise informal bonding sessions (e.g. monthly coffee sessions) for your volunteers to allow them to build a sense of community in your agency as well as interact with staff.



It's important to address any issues that arise while volunteering during the support meeting. Doing so as early as possible will help avoid problems or tensions from escalating.

Sample

Guiding questions to understand your volunteer's experience

Instructions: Use the following questions to understand your volunteers' experience. Share with them that the purpose of the check-in is to ensure that they have a meaningful volunteering experience. At the end of the discussion, summarise any challenges and work out solutions together!

| # | Questions |
|----|---|
| 1. | Did you have a positive experience volunteering with us so far? |
| 2. | Do you feel appreciated for your contributions? |
| 3. | What would help you sustain your interest in the long term? <ul style="list-style-type: none"> • Training and development opportunities. • More guidance and interaction with staff. • Opportunities to try out different volunteering opportunities apart from your current role. • Appreciation and social / bonding events with other volunteers. • More updates on the programme and services involved in. |
| 4. | Would you like to continue volunteering with us after this programme? |
| 5. | Please provide any other feedback you may have to improve your time here. |

**What should you do with the feedback you have received?**

Use this information to better understand your volunteers. This will help you to align volunteer management practices with their expectations. Better alignment with your volunteers will enable them to have a better experience, which may lead to higher retention. Remember to also discuss and address the feedback as a team. Use the following steps:

- Consolidate the feedback collected from all volunteers. Your agency's volunteer management (VM) team should ensure that feedback is documented accurately.
- The VM team should then review the feedback and identify areas for improvement.
- Schedule meetings with other staff involved in managing volunteers to brainstorm on improvement measures.
- Where necessary, the VM team should share its action plans with volunteers to assure them that their feedback has been heard.

Case example:**Volunteer development in Fei Yue Family Service Centre (FSC)**

Fei Yue Family Service Centre (FSC) provides a host of social services, serving families, seniors, youths and students in the community. They partner with volunteers in many of these services, who take on support roles as well as leadership positions.

Fei Yue FSC takes a keen interest in each volunteer's personal development within the organisation. For regular volunteers who have volunteered for a period of at least 6 months, the agency would equip volunteers further through in-house and external courses as necessary. Furthermore, regular feedback is obtained from volunteers in order to better understand volunteers' needs and to adjust their scope of work or recommend courses if required. Through these means, Fei Yue FSC recognises the commitment of these volunteers and provides ways that volunteers can achieve personal growth within their given scope of volunteer work.

Fei Yue FSC also constantly provides opportunities for volunteers to be rotated to another programme or to a new area within the same programme. This has helped to keep volunteers interested and invested in the organisation's work, and allows volunteers to develop different skills.

2**Provide volunteer development**

Volunteer managers should identify opportunities for development that are relevant and meaningful for volunteers. Volunteer development can be made compulsory as part of a volunteer's role or can be provided as an optional learning opportunity.

The following section outlines some development opportunities you can consider for your volunteers. This includes training or mentoring of new volunteers, opportunities for progression and opportunities for learning.

Training or mentoring of new volunteers

Letting an experienced volunteer train or be a mentor to new volunteers entering your agency can bring several benefits:

| | |
|--|---|
| Benefits to trainer (experienced volunteer) | <ul style="list-style-type: none"> • Gains personal satisfaction and recognition from their peers • Acquires new or deepens existing skills (e.g. communications, mentoring, facilitation) |
| Benefits to the new joiners | <ul style="list-style-type: none"> • Exposes new joiners to a positive role model • Helps new joiners to understand the focus of the agency and how they can contribute |
| Benefits to the agency | <ul style="list-style-type: none"> • Deepens the engagement with experienced volunteers • Prepares volunteers to take on greater responsibilities • Builds a virtual cycle of volunteer support and management |

More opportunities within the agency

After the volunteer's intended term, you can think about offering an opportunity to rotate to a new role within your agency. This will allow him or her to gain a wider exposure to various departments or programmes within your agency.

NEW



New programmes / services

Allow volunteers to try out different programmes and services within your agency.



*Further progression in the existing role

Provide your volunteers opportunities to take on more complex responsibilities when dealing with service users.



Volunteer Leader role

Encourage your volunteers to take on the Volunteer Leader role to help with managing other volunteers. See pages 90 and 91 for more information on Volunteer Leaders.

Some key considerations when deciding if your volunteer is ready for more opportunities:

- Has the volunteer expressed an interest in other volunteer roles within your agency?
- Has the volunteer completed all required volunteer trainings?
- Does he / she possess the relevant skills and attributes for the new role? If not, what support will you be able to provide them?
- Will he / she be able to commit to the minimum term required? If not, are there any flexible arrangements you can explore with the volunteer?

*Note: Should a volunteer be given the opportunity to take on a more technical role, ensure that the associated risks are identified and mitigation steps have been put in place.

NEW**Case example:****Volunteer progression pathways in Rainbow Centre**

Established in 1987, Rainbow Centre is committed to enhancing the quality of life of persons with disabilities through practical education, meaningful support, and effective training programmes. Rainbow Centre also believes in the importance of community engagement and inclusion, as they believe this empowers its service users to thrive in their day-to-day lives. As such, Rainbow Centre engages about 2,000 individuals and organisations a year.

Rainbow Centre seeks to sustain long-term engagements with its volunteer force via induction and satisfaction surveys, staff feedback, and appreciation events. To this end, Rainbow Centre has embarked on improving its recruitment and staff engagement processes. It is also refining the roadmap to include volunteer development pathways to pave the way for more directed opportunities and aspirational growth in its individual volunteers.

Rainbow Centre thus conducted focus group discussions to better understand:

- Its volunteers' experiences, their motivations and additional areas of support needed
- Its volunteers' perception of volunteer progression in general, areas of responsibilities within Rainbow Centre that interest them, and what they would like to pursue. Based on the feedback received, Rainbow Centre curated three development pathways to cater to four major volunteer profiles, taking into account the volunteers' availability of time and experience levels.

The three pathways are:

1. Volunteer experimentation: Volunteers with minimal experience and are unsure of the amount of time they can commit to volunteering will be provided casual opportunities to assist in non-direct service responsibilities.
2. Volunteer progression: The main track, it caters to regular volunteers and volunteer specialists who have some experience and can offer the time, who may also wish to build up their expertise in more technical functions.
3. Volunteer leadership: Volunteers who show potential and are keen to take on volunteer management responsibilities will be offered leadership and/or mentoring opportunities.

Having these different tracks will enable Rainbow Centre to be more intentional in its recruitment and design of the individual's volunteer journey and experience. This person-centric approach serves to bring out the best in its volunteers, and instill a sense of belonging to Rainbow Centre and support for its vision to build inclusive communities.


Appointing Volunteer Leaders

NEW


Volunteer Leaders are typically your agency's existing volunteers who are interested to take on additional responsibilities. The Volunteer Leader role provides volunteers an opportunity to grow and develop with the agency, while supporting volunteer managers and / or staff as an additional resource in managing volunteers. This will enable staff to focus on core service delivery work.

a. Key responsibilities and skills of a Volunteer Leader

Volunteer Leaders may play different roles depending on the agency's needs. See below for the different roles. Refer to the next page for more details on the relevant skills and attributes.

|  Team Lead |
|---|
| Relevant skills and attributes – Leadership, Resource management, Interpersonal skills |
| <ul style="list-style-type: none"> ✓ Assist staff in recruitment and selection of volunteers. ✓ Represent the SSAs in official events to increase visibility of the SSA in the public. ✓ Reach out to new volunteers prior to the start of the volunteering session. ✓ Assist in on-boarding sessions of new volunteers. ✓ Manage manpower and coordinate volunteers' schedule. ✓ Assist in conducting debriefing sessions. ✓ Consolidate administrative materials for documentation purposes. |

|  Mentor / Coach |
|---|
| Relevant skills and attributes – Leadership, Resource management, Interpersonal skills |
| <ul style="list-style-type: none"> ✓ Guide new volunteers in the execution of volunteering activities. ✓ Conduct check-in sessions with volunteers and reflect to staff. ✓ Mentor volunteers by providing advice on their progression within the agency and other opportunities available. ✓ Plan and execute social activities for volunteers within their own programmes. |

|  Trainer |
|--|
| Relevant skills and attributes – Leadership, Resource management, Interpersonal skills |
| <ul style="list-style-type: none"> ✓ Conduct training for new volunteers. ✓ Plan training sessions for volunteers. ✓ Ensure volunteers complete the necessary training during tenure. |



Operations Lead

Relevant skills and attributes – Leadership, Resource management, Interpersonal skills

- ✓ Co-develop new programmes and activities with staff to meet the needs of the SSAs and service users.
- ✓ Assist in execution of programmes and activities.
- ✓ Review programmes to ensure relevance and effectiveness in meeting service user's needs.
- ✓ Communicate programme updates to volunteers.

b. Key qualities of a Volunteer Leader

The following are key skills and attributes for your SSA to consider of a Volunteer Leader.

Leadership

- ✓ Able to lead and direct a team.
- ✓ Able to impose positive influence on the team and cultivate an inclusive and positive volunteering experience.

Interpersonal skills

- ✓ Effectively manage relationships between volunteers and staff.
- ✓ Able to create, communicate, delivery and exchange information to both internal and external stakeholders.
- ✓ Able to develop mutually beneficial collaborations with agencies with common interests and goals.

People development

- ✓ Able to build capacity through development of volunteers skills and performance.
- ✓ Able to provide coaching to volunteers to enhance development.

Resource management

- ✓ Efficiently and effectively deploy and allocate volunteers when needed.
- ✓ Able to plan and coordinate effectively between volunteers and the needs of SSAs.

Project management

- ✓ Able to plan and execute project in a timely manner.
- ✓ Identify and manage risks associated with the project and develop mitigation steps.

c. Managing your Volunteer Leaders

Now that you have decided to implement the Volunteer Leader role within your agency, here are some key next steps on how to select and support your Volunteer Leaders.

Selection of Volunteer Leaders

Consider the following when selecting a Volunteer Leader. Do remember to customise these considerations based on your agency's requirements and policies.

- ✓ Who will be interested to take up the role within the agency?
- ✓ Who possess the relevant skills and attributes?
- ✓ Will the selected leader have the time capacity to take up the role?
- ✓ What are their motivations in taking up the role?
- ✓ What is the best way to identify these potential leaders?
 - Recommendations by peers / staff, feedback from service users, length of service of volunteer.

Supporting Volunteer Leaders

To enable your Volunteer Leaders to effectively execute their responsibilities, you will need to provide them support throughout their tenure. Here are some things to consider:

- ☐ Orientate and train your Volunteer Leaders. Be sure to highlight the value of their work.
- ☐ Be clear with any guidelines and policies that the Volunteer Leader needs to adhere to. For example, define the level of control Volunteer Leaders have and be clear with them the level of authority they possess in their role.
- ☐ Clarify and align expectations on their responsibilities.
- ☐ Co-define success measures and agree on how their performance will be evaluated such as through feedback from volunteers and service users.
- ☐ Clearly articulate the potential implications if performance is not satisfactory.
- ☐ Establish check-ins and feedback sessions to address any conflict or issues as soon as possible.
- ☐ Recognise your Volunteer Leaders informally and formally.

NEW

Case example:

Developing a Volunteer Leader programme in Singapore Red Cross

Singapore Red Cross is an independent humanitarian organisation that is dedicated to serving communities in need and responding to emergencies both locally and internationally. With more than 70 years of humanitarian efforts under its belt, the agency has served the community through its volunteering programmes and played an instrumental role in promoting active citizenry.

As part of Singapore Red Cross' committed efforts in enhancing the volunteering experience of its volunteers, it kickstarted its pilot phase of the Volunteer Leadership Programme (VLP) in 2019 to develop strong Volunteer Leaders and equip them with the necessary skills and knowledge to perform their respective roles effectively. Such individuals were nominated not only because of their dedication towards active volunteering, but also due to their good interpersonal skills, leadership potential and passion in volunteerism.

Inputs were also gathered from both staff and volunteers to identify core people management skills which were closely aligned with those within the Skills Framework for the social service sector. This is to ensure that Volunteer Leaders were equipped with the relevant skills and competencies to meet and respond effectively to the growing complexity in emerging social issues. Volunteer Leaders' roles and responsibilities were planned for within each department and augmented according to the respective departments' functional needs. The following are the different potential types of Volunteer Leaders explored:

- **Team Lead:** Manages volunteers, including the recruitment and on-boarding of new volunteers.
- **Mentor:** Conducts regular check-ins and provides advice to fellow volunteers on their progression within the agency.
- **Trainer:** Co-create training sessions with the volunteer management team, whilst having the opportunity to facilitate induction and training sessions themselves.
- **Operations Lead:** Back-end planning and reviewing of volunteering programmes.

As such, identifying the necessary skills and relevant training required were not only important in developing effective Volunteer Leaders for Singapore Red Cross, but also for individual Volunteer Leaders' personal growth.

Core skills of a Volunteer Leader at Singapore Red Cross



Planning

Definition

The ability to effectively lay down the various course of action and objectives prior to executing a task.

Additional recommended sub-skills

- ✓ Decision making
- ✓ Resource management



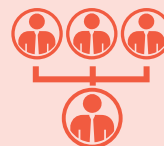
Managing

Definition

The ability to manage self and / or others, and resources including time and surrounding circumstances to reach a specific goal.

Additional recommended sub-skills

- ✓ Time management
- ✓ Problem solving



Collaborating

Definition

The ability to work directly with others towards a common goal that benefits the agency.

Additional recommended sub-skills

- ✓ Interpersonal skills
- ✓ Communication



Mentoring

Definition

The ability to guide others to progress in their own targets / goals by sharing one's experience and knowledge.

Additional recommended sub-skills

- ✓ Developing people
- ✓ Active listening



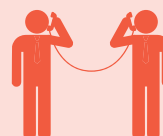
Visioning

Definition

The ability to set goals, make plans and solve problems that would help to guide the agency towards its future intended outcomes.

Additional recommended sub-skills

- ✓ Goal setting
- ✓ Strategic planning



Communicating

Definition

The ability to convey and exchange thoughts, ideas and information effectively through various mediums and approaches.

Additional recommended sub-skills

- ✓ Active listening
- ✓ Public speaking



Mobilising

Definition

The ability to efficiently and effectively deploy and allocate resources when and where they are needed.

Additional recommended sub-skills

- ✓ Resource management
- ✓ Strategic planning



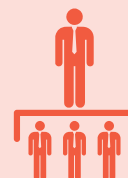
Decision Making

Definition

The ability to choose a course of action from various alternatives using a reasoned process to achieve intended goals.

Additional recommended sub-skills

- ✓ Strategic planning
- ✓ Problem solving



Facilitating

Definition

The ability to engage, manage and direct others (people and teams) to achieve the desired outcome.

Additional recommended sub-skills

- ✓ Active listening
- ✓ Problem solving

Providing volunteers with learning opportunities

You can identify learning opportunities for your volunteers, including attending local training programmes or international volunteer conferences. This will enable volunteers to deepen their skillsets and potentially carry out more specialised roles within the agency. International exposure will allow volunteers to act as advocates for your agency, and obtain perspectives on good practices overseas which can be adopted in your agency.

Tailor the support and opportunities provided based on volunteer needs and preferences:

The support which volunteers need would vary throughout their service to your agency. For example, volunteers may need more guidance and feedback at the beginning of the service period. As volunteers become more experienced, they may then be empowered to take charge of their work and can be given a greater level of autonomy.

The extent and type of support needed by volunteers would also vary by individual, and it is important to tailor the support to their individual needs and preferences.

NEW

3

Engaging volunteers

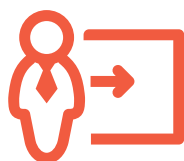
Continuously engage your volunteers to strengthen their bonds and commitment to the agency through constant updates and bonding sessions.

a. Update your volunteers

This is important as it shows your volunteers that you value them. Here are some examples of what your volunteers may be keen to know!


**Impact to service
users**

How volunteers' contributions have made a difference to the service users. Do include real life examples and pictures.


**Upcoming programme
/ activities**

What volunteering opportunities and social events are upcoming and how to sign up.


**Upcoming
trainings**

What trainings available within the agency and how to sign up.

b. Organise bonding sessions

Plan formal and informal bonding sessions for your volunteers to create a sense of community and provide them the opportunity to interact with staff.

NEW**Case example:****Informal bonding sessions for volunteers in YMCA of Singapore (YMCA)**

YMCA of Singapore (YMCA) is a volunteer-based Christian organisation that is committed to supporting and uplifting vulnerable communities both locally and internationally. It stands to champion, challenge and train youth to become independent and effective contributors to an inclusive society. To achieve this, YMCA has spearheaded and advocated a network of volunteering programmes, which include engaging with special needs service users through regular arts and crafts sessions, and organising community development projects with regional partners to empower locals and enhance their quality of life.

In order to build a close-knitted community, YMCA had curated structured informal bonding sessions for volunteers across different programmes and clusters on a half-yearly basis. These sessions will allow fellow volunteers to not only be able to connect over common experiences, but also provides an alternative platform to share on one another's volunteering journey within their respective programmes.

Depending on the total number of participants for the session, volunteers would be broken up into smaller discussion groups for the ice-breaker activity, in which they would be invited to share about their personal experiences within their volunteering programmes, how they have grown as a volunteer and the impact of their actions on the lives of their service users. For some degree of structure to be infused within the session, the volunteer management (VM) team would also be present to co-facilitate with experienced volunteers, and share some of their insights and tips on how volunteers themselves are able to play a crucial role in becoming an advocate for their respective programmes.

This is followed by a breakout session where both volunteers and staff could come together to interact with one another through games, food and other suggested pre-planned activities. Some examples include having mini movie screenings, lunch get-togethers or even a simple coffee session amongst fellow participants. At the end of the bonding session, the VM team would also solicit feedback to identify and understand what participants would like to incorporate within future bonding sessions.

Investing in such bonding sessions is one of the many ways in which volunteers could stay connected and engaged within the community they are in. This plays a part in contributing towards the culture of the agency and aids in volunteer retention in the long run.

Sample Agenda for Informal Bonding Sessions at YMCA

Number of Participants:

6 – 15 participants

Duration:

Flexible (held on a half yearly basis)

Agenda:

- i. Volunteers to share on their volunteering experience and respective programmes.
- ii. To bond with fellow volunteers over common experiences.

Discussion Session



Each sharing group should comprise of a good mix of volunteers from different programmes. Invite volunteers to share their experiences within their respective programmes as an ice-breaker activity.

Breakout Session



Programme A
volunteers



Programme B
volunteers



YMCA staff

Provide opportunities for volunteers and staff to interact with one another through games and activities.

4

Managing complaints

Complaints or disputes can affect relationships within the agency. Whether the disputes take place between volunteers and staff, volunteers and service users or between volunteers themselves, it is important that problems are brought to light early and resolved using appropriate processes and procedures. Make sure that volunteers are informed of the channels which they can highlight conflicts and disputes.

**Quick Guide to Managing Conflicts****i. Identify the reason for the conflict and clarify each party's position**

Sometimes, conflicts may be a result of a misunderstanding. Listen to both sides of the story and provide for the opportunity for each person to fully respond. Articulate your understanding so that all are clear on the issue.

Other common reasons for conflict include:

- Tension between new and old members
- Heavy workload
- Unsuitable job scope
- A poor relationship between staff and volunteers
- Volunteers not feeling respected or recognised for their efforts

ii. Facilitate understanding between both parties

Encourage both parties to discuss the issues, collaborate and compromise. Trying to get both parties to understand each other's perspectives can resolve the conflict or identify a solution to the issue.

iii. Involve a neutral mediator

If you feel like you will not be able to formulate a neutral stance on the issue, it might be helpful to involve a mediator or neutral third party to help formulate a mutually agreeable solution.

iv. Commit to the resolution

Once you have formulated a mutually agreeable solution, summarise and articulate what the parties have agreed upon. Reiterate the remedial actions each party should adhere to.

v. Resolve disputes quickly

This will prevent the issue from escalating and affecting the dynamics of the team.

B. Recognising volunteers

Everyone likes to be appreciated and thanked for their efforts, and as an agency involving volunteers, it is important to ensure that their contributions do not go unnoticed. A recognition system can comprise of various aspects, to ensure the recognition is personal and meaningful for every volunteer. Remember to set aside a portion in your volunteer budget for volunteer recognition.

Getting started:

Examples to recognise volunteers in your agency may include:

Informal methods

1. Say thank you: sometimes a heartfelt, personal “thank-you” is all that your volunteer needs to feel appreciated.
2. Check in with volunteers about their volunteer assignments and solicit honest feedback about their experience with the agency.
3. Include volunteers in discussions and decision making, and ask for their ideas.
4. Send at least one written thank-you note or greeting card to your longer-term volunteers over the course of their service.
5. Treat volunteers with respect.
6. Nominate volunteers for achievement awards by external organisers (with their permission).
7. Add a personal touch – warm greetings; little cards and surprises for special occasions, etc.
8. Plan a special recognition edition in your newsletter.
9. Invite volunteers to attend important meetings.
10. Keep track and be interested in the details of each volunteer.

Formal methods

1. Identify development opportunities for each volunteer.
2. Present certificates of appreciation and special pins or other tokens to volunteers for their support and / or length of service.
3. Present volunteers with certificates when they complete a course, or for a particular contribution.
4. Give awards for volunteer of the month or year.
5. Allow long-term volunteers (e.g. volunteers who have volunteered for more than 1 year on a regular basis) to take leave and sabbaticals from their roles.
6. Organise events / gatherings where volunteers can bring their families and friends along.
7. Put up a volunteer suggestion box and reward / recognise good suggestions.
8. Write testimonials and references for volunteers.
9. Sponsor attendance at training and development seminars and conferences.
10. Provide a support system for each volunteer.



Impact of showing appreciation

You know that your volunteer recognition activities are successful when:

- Volunteers feel appreciated for their individual contributions to your agency's vision.
- Volunteers feel a sense of pride for their collective contributions to your vision.
- Your agency's leadership and your peers have an increased appreciation for the work of your volunteers.
- Your volunteers are motivated to continue serving and keep coming back.
- Your volunteers recruit their co-workers, friends, and family through positive word of mouth.

Case example:

Supporting and recognising volunteers in Samaritans of Singapore (SOS)

Samaritans of Singapore (SOS) is Singapore's suicide prevention centre. SOS is managed by professional staff, and runs counselling and support services for people in suicidal crises. SOS enlists the help of volunteers for some of their services. A notable area of volunteer contribution is in the area of hotline work. Operating a 24-hour crisis hotline is a specialised and labour-intensive venture. To ensure that distressed or suicidal callers can be connected to emotional support when they call, SOS recruits, trains, supports and manages volunteers to help operate the 24-hour hotline service. With a team of more than 200 volunteers under its wing, volunteer management becomes an important area of work that is constantly being evaluated and improved upon by SOS.

The whole process starts with volunteer recruitment. This is ongoing to ensure that there are enough volunteers to operate the 24-hour hotline. SOS recruits volunteers from all walks of life and different life stages. There are also volunteers from different races and nationalities. A key requirement to becoming a volunteer is having the heart (and stomach) to reach out to people who are hurting and at possible risk of suicide. Other criteria would include the ability to engage and offer emotional support, and the commitment to be a volunteer for at least 2 years.

After a stringent recruitment process, an in-depth and comprehensive training programme is conducted by staff professionals for volunteers. This is to ensure that the volunteers are adequately equipped to handle crisis hotline work. The training, which lasts up to a year, is conducted in phases. At the end of the training, volunteers not only acquire phone skills but crisis management skills as well.

Continuous training in various related topics is offered to existing volunteers as part of volunteer development. Apart from the training given by the SOS professional staff, external speakers from relevant areas of expertise are also invited to share their knowledge and experiences.

24/7 support is made available to the volunteers to ensure that they are never alone in handling difficult situations or crisis calls. Professional staff are there to provide consultation, as well as to debrief volunteers whenever necessary. Volunteers are the first point of contact for people who call the hotline looking for emotional support. Follow-up of clients who need more support is managed and done by staff. The clear segregation of volunteer and staff's responsibilities, as well as the setting of appropriate boundaries not only promotes volunteers' well-being and care, it also helps to ensure that clients receive professional care from the organisation.

SOS provides volunteers with a platform to serve the community together and to form friendships with like-minded people. Informal activities and interactions are facilitated or encouraged to foster a sense of camaraderie and peer support. To acknowledge volunteers for their contributions, SOS organises regular in-house events to appreciate and motivate the volunteers. Among these events include a 'Sam Day' which serves as a platform for volunteers to bond as well as learn new skills; a 'Volunteer Appreciation Night' recognising volunteers for their years of service, commitment or outstanding contributions; and a 'Family Day' whereby volunteers and their families are invited for a day of fun and bonding.

To ensure a working partnership with volunteers, much effort is made by SOS to integrate volunteer involvement into the organisation. Given that crisis hotline work is a specialised and intensive area, much training (as well as retraining), guidance and evaluation by professional staff is made essential and a priority so that volunteers can participate in this area of work successfully. SOS not only has a team of volunteer management staff to look into the needs of the volunteers; the organisational culture is also such that every staff member recognises the part they play in integrating volunteer resources to provide an important service for the community.



Reviewing Volunteer Management

Overview of the chapter

This chapter will help your agency to review your agency's and volunteers' performance. You will learn to:

- Plan for volunteer feedback
- Manage volunteer exits
- NEW** • Review your agency's volunteer programme including guidance on how to track key metrics
- NEW** • Remove volunteers' personal data

Samples and Templates

- Feedback form
- Volunteer satisfaction questionnaire
- Exit interview form
- Volunteer testimonial
- Volunteer dismissal letter
- Programme evaluation form

Case examples

- Managing performance feedback in CARE Singapore
- Measuring volunteer impact in TOUCH Community Services (TOUCH)

A. Conducting regular sessions feedback

Holding feedback sessions helps your volunteers in their role and provides a two-way channel for volunteers to provide and receive feedback.

Why is providing feedback important?

It is an avenue for the agency to get new ideas, improve current processes and also increase engagement and rapport with the volunteer. It also allows you to consider the volunteers' suitability should they wish to volunteer again for your agency in the future.

Additionally, feedback from volunteers helps you to better understand your agency's outreach and service effectiveness.

Volunteer sessions feedback steps:

1

Set a schedule for sessions feedback

- Feedback sessions should be at pre-determined, regular intervals (e.g. every 6 months or annually) or in-line with the volunteer's planned tenure with the agency (e.g. if the volunteer has planned to volunteer for 3 months, an evaluative feedback session can be conducted at the end of the 3-month tenure).
- Remember to explain the feedback process during on-boarding and make sure the volunteer is comfortable with the process.
- Before volunteers start their work, make sure that they are briefed to clarify tasks and expectations of their roles.
- A volunteer coordinator or manager should conduct the review.



Some volunteers may find the process too formal. Aside from scheduling regular feedback sessions, you can also use the following methods to conduct feedback:

- ✓ Immediately after the activity, affirm and recognise the volunteer for a job well done.
- ✓ Give encouragement and assurance that work is performed well as the task is being performed.
- ✓ Should volunteers not be performing as expected, explain how the task should be performed and suggest improvements.
- ✓ Have meetings with groups of volunteers to provide performance feedback and self evaluation.

2

Prepare for the feedback session

- Set up an appointment with the volunteer based on the timeline agreed for the evaluative feedback.
- Come prepared for the session. Talk to the volunteer's supervisor or colleagues, to gather feedback on the volunteer's performance. You can use the feedback form found on page 106 to collect feedback from staff, other volunteers or clients who interact regularly with the volunteer.

Template

Feedback Form

Instructions: Fill in each section for every feedback session. Remember to focus on the volunteer's work and not your personal views of the individual. Provide detailed evidence to justify your comments.

Evaluator's name: _____ Volunteer position: _____

Volunteer's name: _____

Date of review: _____

| Volunteer attributes | | Yes/ No | Additional Comments |
|----------------------|---|---------|---------------------|
| Attitude | Does the volunteer show a positive attitude? | | |
| | Does the volunteer accept supervision and constructive comments? | | |
| Personal attributes | Is the volunteer a good fit for his/her current role? | | |
| | Does the volunteer show up when expected? | | |
| Teamwork | Does the volunteer have a good relationship with staff? | | |
| | Does the volunteer have a good relationship with other volunteers? | | |
| | Does the volunteer have a good relationship with service users (if applicable)? | | |
| Training | Are there any training you think will be suitable for the volunteer? | | |

Evaluator Comments

Volunteer Comments

Evaluator's signature: _____

Date: _____

3

Talk to the volunteer

- Bring the volunteer through their feedback form. Try and support each area with clear examples and cases. Ensure that comments focus on the work or actions of the volunteer. Give feedback on what the volunteer has done well and possible areas for improvement (if any). If applicable, you can use this section to discuss training and development opportunities.
- These meetings should not be opportunities to raise issues that have not been previously discussed. Those issues should be pointed out as soon as possible so that your volunteer has the chance to make corrections.
- Thank the volunteer for his / her time and service!



Managing complaints and disruptive behaviour:

- ✓ If there has been any breach of code of conduct or complaints about the volunteer, ensure that you investigate thoroughly. During the meeting, ask the volunteer for inputs on the situation.
- ✓ Decide on the appropriate response and work out any support or training if needed and where applicable. Seek a commitment to change and agree on how any concerns may be addressed. Explain the consequences of similar conduct or complaints if necessary.
- ✓ In situations of a serious or recurring breach of code of conduct or complaints, it may be advisable to consider whether the volunteer should exit the agency.

**When conducting feedback:**

- ✓ Set expectations for your volunteers during on-boarding and on a regular basis.
- ✓ Share what will be assessed during appraisals.
- ✓ Focus on the volunteer's work.
- ✓ Allow the volunteer to conduct a self-assessment.
- ✓ Be objective when writing down comments on the volunteer's performance.
- ✓ Provide detailed evidence to justify comments.
- ✓ File and keep all forms for future reference.
- ✓ Treat all volunteers equally.

4**Understanding your volunteers' experience**

While it is necessary to evaluate the volunteer, it is also important to hear your volunteers' thoughts on their experience to enable a better working relationship between your agency and volunteers.

If you do not already have an existing Volunteer Satisfaction Questionnaire, try out the Volunteer Engagement Tool (VET). The VET was developed by NCSS to help agencies gauge volunteer satisfaction and identify areas for improvement.

The VET invites volunteers to evaluate the agency and volunteer roles, as well as surveys their satisfaction and willingness to continue volunteering. The VET is free-for-use. Scan the QR code below to view it in detail.





Avoid waiting till the end of the volunteer's tenure to seek their feedback. It is advisable to seek their inputs half way through their tenure.

5

Post volunteer feedback

- Make sure that you keep the notes and forms and input these data into the volunteer records database.
- Note any follow-up actions to be taken (e.g. training, volunteer feedback, etc.) and set a date for the next volunteer feedback session.

Case example:**Managing performance feedback in CARE Singapore**

CARE Singapore is an agency that works to provide social services for the disadvantaged, vulnerable and at-risk youths of the community. CARE Singapore currently partners with around 900 volunteers each year, generating more than 6000 volunteer hours in 2014.

CARE Singapore believes that providing and receiving consistent feedback to and from volunteers helps to keep them invested in the work that they do and instills ownership within volunteers for the work that they undertake, be it a direct or indirect service. CARE Singapore does this via a structured volunteer management system with a full time volunteer coordinator to plan, recruit, train and evaluate all volunteers.

Volunteer feedback starts from the beginning of a volunteer's experience with CARE Singapore, one-on-one interviews with potential volunteers are conducted during recruitment. Feedback gathered from and provided to volunteers during this time provides clarity to both parties' expectations, helps in creating a positive experience for volunteers and helps CARE Singapore retain its volunteers.

CARE Singapore also provides volunteers with two-way formal and informal feedback onsite and at the end of their service. This allows volunteers to know what was done well or could be improved and to understand the needs and concerns of volunteers.

"Providing and receiving regular feedback to and from our volunteers allows CARE to ensure that we are committed to providing our volunteers a great CARE volunteering experience. It gives volunteers the opportunity to improve where need be and at the same time affirms them on their valuable contribution to our cause. For CARE, receiving regular feedback allows us to address any concerns from our volunteers promptly rather than at a later stage. This form of support system to our volunteers has allowed us to forge a closer bond with them as well."

B. Exit management

Volunteers may choose to leave your agency when the tenure of their service ends, or for various other reasons such as a change of job, life and family priorities, burnout or loss of interest.

Conducting exit management allows the agency to understand reasons why volunteers leave the agency and seek solutions to improve any areas which may contribute to that. It also helps to maintain good relationships with volunteers and increases the likelihood of their future involvement with your agency.

However, in many cases, volunteers may leave the agency without any prior notice. There may not be a chance to conduct the exit management with the volunteer. As such, do request your volunteers to complete the Volunteer Satisfaction Questionnaire before the end of their tenure to capture their feedback while they are still active in the agency.

Exit management interview steps:

1

Conduct an exit interview with the volunteer

1. Ask the volunteer to fill up the exit interview form.
2. Ask for clarifications of any questions from the exit interview form.
3. Keep the notes and forms in the volunteer records.

If possible, conduct the exit interview with the volunteer before the individual has left the agency. Once volunteers have left your agency, response rates will typically not be high.



Quick tips when conducting an exit interview for volunteers:

- ✓ Allow the volunteer to conduct a self-assessment.
- ✓ Ask for suggestions to improve the volunteer experience and volunteer job role in the agency.
- ✓ File and keep all forms for future reference.
- ✓ Ensure that the volunteer returns any property belonging to the agency.
- ✓ Don't forget to thank the volunteer for their contributions – some agencies provide leaving volunteers with a letter or certificate of service as a way of saying thank you!

Template

Exit Interview Form

Instructions: Conduct the following exit interview before the volunteer leaves the agency. Remember to follow up on the comments provided and keep an open mind on the feedback given.

First Name: _____ Last Name: _____

Contact number / Email address: _____ Job Role: _____

Date: _____ Volunteer Start Date: _____

What are area(s) that were positive (if any) in your volunteer experience?

- | | | |
|--|---|-------------------------------------|
| <input type="radio"/> Self-fulfillment | <input type="radio"/> Community service | <input type="radio"/> SSA team |
| <input type="radio"/> Helping others | <input type="radio"/> New friendship | <input type="radio"/> Others: _____ |
| <input type="radio"/> Personal growth/learning | | |
-

What are area(s) that were negative (if any) in your volunteer experience?

- | | | |
|--|--|---|
| <input type="radio"/> Stress | <input type="radio"/> Lack of support | <input type="radio"/> Conflict with SSA team |
| <input type="radio"/> Lack of rewards/ recognition | <input type="radio"/> Financial strain | <input type="radio"/> Lack of clarity in role |
| <input type="radio"/> Time commitment/ hours | <input type="radio"/> Lack of training | <input type="radio"/> Others: _____ |
-

What are reason(s) that you are leaving the agency?

- | | | |
|---|--|---|
| <input type="radio"/> Health | <input type="radio"/> Burnout | <input type="radio"/> Shifting location |
| <input type="radio"/> New volunteer commitments | <input type="radio"/> Lost interest | <input type="radio"/> Others: _____ |
| <input type="radio"/> Lack of time | <input type="radio"/> Physically not capable | |
-

Are there any areas that we can improve to enhance your experience in the future?

- ☐ Better on-boarding and briefing sessions
 - ☐ Better alignment of expectations between the agency and volunteers (e.g. expected responsibilities)
 - ☐ More in-depth training and development opportunities
 - ☐ More communication from the agency (e.g. updates on programmes and other opportunities)
 - ☐ More social and bonding opportunities with staff and fellow volunteers
 - ☐ Others: _____
-

Would you be interested in volunteering with us again in the future?

☐ Yes. Please provide description of the role you would be interested in.

☐ No

Please provide any further comments that you may have

2

Provide a testimonial for volunteer

It is a good practice to provide a testimonial for all volunteers within your agency at the end of their tenure for documentation of their experience in your agency, and as a form of appreciation for their work.

Make sure to include in your testimonial:

Name of volunteer

Tenure of volunteer work

Main responsibilities of volunteer

Volunteer's strengths

Name of agency

Name, designation and signature of supervisor / centre manager / executive director

Template

Template For Testimonial

[Insert agency letterhead]

[Insert date]

To whom it may concern,

This letter is to recognise that **[insert volunteer's name]** has been a volunteer of **[agency's name]** for the past **[length of service]**. I would like to take this opportunity to express my deepest gratitude towards **[insert volunteer's name]**.

During **[insert volunteer's name]**'s time with us, he / she was actively involved in our **[insert name of programme involved in]**. He / She was responsible for **[insert key responsibilities / activities volunteers was involved in]**. Due to his / her contribution and perseverance, **[(If applicable) he / she had received positive feedback from his / her supervisors and had contributed greatly to our cause.]**

For all his / her time and effort, I extend my sincere thanks and appreciation. Please let me know if I can provide any more information regarding **[insert volunteer's name]**'s contributions at the agency.

Sincerely,

[Insert supervisor's signature]

[Insert supervisor's name]

[Insert supervisor's designation]

3

Drafting a volunteer dismissal letter

In unfortunate circumstances, there may be a need to dismiss your volunteers. This should be done in a respectful and clear manner so as to ensure that all parties are aligned on the reason of dismissal.



Key things to remember before dismissing the volunteer:

a. Investigate issues thoroughly

- Conduct face-to-face discussion with the volunteer to identify / understand the root cause of the issue and solve it together.
- Redeploy the volunteer to another role if the current role is unsuitable and / or if the role is no longer available to the volunteer.

b. If a common consensus cannot be agreed, the dismissal should be:

- Conduct the dismissal in person and provide an explanation for the dismissal. Subsequently, follow up with an official dismissal letter. Refer to Page 116 for the template.

Template

Volunteer Dismissal Letter

Instructions: Use the following template to draft your volunteer dismissal letter. Remember to be honest and clear in providing your reasons for dismissal.

[Insert agency letterhead]

[Insert date]

Dear [Name of Volunteer],

We are writing to you to inform you that due to **[insert reason for dismissal - e.g. unable to meet the minimal time commitment as required by our agency]**, we have decided to terminate your role as a volunteer at this juncture. According to our agency's policies, you are required to **[insert the requirements expected of the volunteer]**. Based on your actions, these policies have been violated.

Your termination is effective upon your receipt of this letter. We thank you for your contributions thus far and wishing you all the best in your future endeavors.

Should you need further clarifications on this matter, please reach out to us or your supervisors.

Thank you.

Best regards,

[Insert supervisor's signature]

[Insert supervisor's name]

[Insert supervisor's designation]

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4

Removing volunteer's data

According to the Retention Limitation Obligation of the PDPA, SSAs are required to cease to retain its documents containing personal data, or remove the means by which the personal data can be associated to the volunteers. This needs to be done as soon as it is reasonable to assume that the purpose for which that personal data was collected is no longer being served by retention of the personal data, and the retention is no longer necessary for legal or business purposes.

However, the PDPA does not prescribe a specific retention period for personal data. Each SSA would determine the appropriate retention period for personal data considering the amount, nature, and sensitivity of the data as well as the potential risk of harm from unauthorised use or disclosure. As such, there may be varying retention periods for different types of data.

The following are examples of some typical situations where data needs to be removed as well as the types of data that will be affected. Do take note of these and should you come across such situations and are unsure what to do, check with your Data Protection Officer or visit the following website for more information.

<https://www.pdpc.gov.sg/guidelines-and-consultation/2018/09/advisory-guidelines-for-the-social-service-sector>

a. Examples of situations where volunteers' personal data needs to be removed

- When you have finished using the volunteer's personal data for the purpose it was collected for.
- When your volunteer had requested for his / her data to be retracted.

b. Types of data that needs to be considered for removal

- Passport no. / copy, full name, email address, contact number, photos or videos, NRIC, volunteer history, address.

Example

SSA ABC requests for personal information from its new volunteers. During the registration process, volunteers are requested to provide full names, mobile numbers and email addresses. During this process, SSA ABC would seek consent from its volunteers if they are agreeable to be contacted and sent updates on the agency that they are volunteering in. At SSA ABC, personal data are not retained for a period longer than 3 years after the original purpose for which the personal data was collected have ceased to be applicable.

Scenario: Justin had signed up to be a volunteer at SSA ABC. He had provided his full name, mobile number, email address and consented to receive updates on the programme he is volunteering in. Justin had only volunteered one time and had not participated in any volunteering activities for the next three years.

Should SSA ABC remove Justin's personal data?

- Based on the scenario above, Justin's personal data would need to be removed. However, depending on agencies, some would indicate Justin as an inactive volunteer but the data would remain in the database. Some agencies would remove the data completely after the retention period. Do check with your Data Protection Officer or persons in charge to seek their advice on this.

During the 3 years period, can SSA ABC send Justin updates related to the agency?

- Yes, as Justin had provided consent.

Can SSA ABC keep Justin's personal data beyond the 3 years just incase they would like to send him marketing materials? (e.g. invitation to participate in annual fundraising event)

- As the retention period stated in the scenario above is 3 years, SSA ABC shall not further send or contact Justin after the period.

*Note: The example above is merely an illustration. The content and suggested retention period in the example above is not a recommendation and / or guideline. Do check with your Data Protection Officer on your agency's policies pertaining to PDPA as this differs across agencies.

C. Reviewing and evaluating your volunteer programme

Conducting regular programme evaluation allows you to determine what works and does not work, identify problems and solutions, increase volunteer engagement and satisfaction, and improve efficiencies and reduce costs.

1

Define success for your volunteer programme

Understand the strategic goals and expectations of what constitutes as success with senior management and staff.

2

Decide what to measure

Here are some examples of focus areas and key metrics to track for your volunteer programme review.

| Focus areas | Description | Examples of metrics |
|------------------|--|---|
| Agency impact | i. Capacity – How much more has the programme delivered as a result of volunteer partnerships? ii. Capability – How has the programme improved service delivery as a result of volunteer partnership? | <ul style="list-style-type: none"> • % increase in number of activities. • % increase in variety of activities. |
| Staff experience | i. What is staff's perception on the value of volunteers? (e.g. suitability of volunteers' role and skills) ii. What is staff's volunteer management capacity? (e.g. sufficiency in training and resources) | <ul style="list-style-type: none"> • % of staff who indicated they saw value in working with volunteers to help them ease their workload. • % of staff who indicated they have a positive experience working with volunteers. • % of staff who are clear with their responsibilities in volunteer management. • % of staff who indicated they have sufficient support to manage volunteers. |

| | | |
|-----------------------------|---|---|
| Volunteer Experience | <ul style="list-style-type: none"> i. Are volunteers satisfied with their experience? (e.g. efficiency of the recruitment process) ii. Do volunteers feel value or appreciated? | <ul style="list-style-type: none"> • % of volunteers indicating the volunteer programme had been beneficial for them. • % of regular volunteers who stay beyond xx years. |
| Transformation and advocacy | <ul style="list-style-type: none"> i. Did the volunteer grow from a professional and personal perspective? ii. Did their understanding of service users improve after volunteering? | <ul style="list-style-type: none"> • % of volunteers who indicated that they have learnt something about the cause. • % of volunteers who indicated that they are more comfortable interacting with <category of service users> in community. |

3

Plan for your volunteer programme review

Typically, the review of volunteer programme is done annually. Here are some key steps to plan for. Ensure that a date is set for the review with time planned for to collect inputs and feedback, make the assessment and determine the solutions and changes to be made.

Several channels to collect inputs and feedback include:



Dialogue sessions
with stakeholders



Staff and
volunteer surveys



Focus group
discussions



Programme
database



Observations on
the ground



Lessons learnt
from events
conducted

a. Develop data collection and reporting methods. Things to consider

| Key areas | Key considerations |
|---|--|
| 1. Data collection and responsibilities | <ol style="list-style-type: none"> 1. What data to collect and how to collect? 2. What are the data collection responsibilities? |
| 2. Reporting timeline and methods | <ol style="list-style-type: none"> 1. What is the agency's reporting timeline? 2. Who has the responsibility to report data? 3. What forum should it be reported to? |
| 3. Targets to be set | <ol style="list-style-type: none"> 1. What are the agency's goals and KPIs set by management? 2. What are some internal benchmarks of existing programmes / services that you would like to evaluate against? 3. Who sets the targets and how should they set it? |

b. Identify the processes in place to collect data

- Does the data currently exist within your agency?
- If it does not, what changes need to be made in processes to collect this data?
- If the data is not easily collected - are there any proxies that could be used?

c. Change management and communications

- Inform stakeholders responsible for collecting data on their responsibilities, associated timelines and why this is important to the agency.
- Provide support to stakeholders to help them execute the tracking of volunteerism metrics.
- Provide reminders in line with the reporting timeline to facilitate collation of data and metrics.

d. Identify any risks and the potential mitigation steps

- Some examples include push-back from staff due to additional workload, lack of technology to enable the implementation, additional skills or training required. Think ahead of how you can mitigate these issues.

4

Process the data and inputs collected

Once data and inputs are gathered, you should benchmark and review these findings to assess where you have been lacking, or areas that you think require improvement. These are some ways you could assess this:

- i. Internal reviews that compare volunteer programme results with prior set objectives and data collected.
 - Compare your findings to the strategic plan that you developed in chapter 1 and decide if you are on track.
 - If you have tracked any metrics before, compare the results with those and evaluate how you have fared.
 - Identify if your agency's goals have been met.
- ii. Self assessment of performance against previous years
 - Check if you have addressed the areas of improvement identified in the previous evaluation.
- iii. External reviews against other agencies or sector prevalent volunteer programmes.
 - Use the volunteer programme evaluation pointers to assist you in rating various areas of your volunteer programme. This will allow you to make an assessment of how well your volunteer programme has performed and allow you to identify areas which the programme has done well or areas which can be improved.



Quick tip: If your SSA is using the VET tool, you can compare your SSA's results to sectoral performance.

5

Determine any changes or improvements to your volunteer programme

Based on the assessment, identify possible workable solutions and review your management plan within your strategic plan. Be sure to put a deadline for their implementation.

For areas done well, make sure to highlight these successes and communicate positive feedback to staff and volunteers.

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Case example:**Measuring volunteer impact in TOUCH Community Services (TOUCH)**

TOUCH Community Services (TOUCH) serves some 200,000 individuals including children, youths, families, seniors, people with special needs and healthcare needs. Our service to the community was made possible by dedicated staff, as well as volunteers who helped us extend our reach in the community. TOUCH engages approximately 14,000 volunteers, many of whom augment TOUCH's work on the ground.

Through better understanding of the volunteers' contribution, TOUCH aims to:

- Understand the success, value and returns of volunteerism in TOUCH.
- Demonstrate the value of volunteerism in TOUCH to obtain continuous support from key stakeholders.
- Ensure alignment to TOUCH's mission and vision in building caring generations and enabling communities.
- Identify areas of improvement in terms of engaging and managing volunteers.

To achieve the above goals, TOUCH would like to measure 4 key areas, namely – (i) volunteer satisfaction and engagement, (ii) transformation and advocacy of volunteers as a result of volunteering, (iii) impact of volunteers on agency's capacity and capability, as well as service users and (iv) staff's perception of working and managing volunteers.

For the agency to understand the value of measuring volunteerism metrics, TOUCH involved all key stakeholders in the entire process. Senior management was consulted to understand their vision of volunteerism and what is of importance to measure for TOUCH. The Volunteer Management team had been actively involved in providing inputs on the key metrics to be measured, including the various ways of data collection, frequency and reporting methods.

Additionally, staff volunteer coordinators were consulted to ensure the feasibility of collection for the metrics developed. As each programme has different aspects of impact, staff volunteer coordinators were provided guidance on how to develop metrics that matter to them. This co-development process aims to help stakeholders to understand the value of impact measurement and to reduce resistance towards the additional processes put in place.

Template

Programme Evaluation Form

Instructions: This evaluation form should be completed by a volunteer manager. This can be conducted on an annual basis. Remember to collect feedback from various stakeholders when conducting this evaluation.

Date of review: _____ Review approved by: _____

| Strategic Planning | Outcome | Avenues for improvement |
|--|---------|-------------------------|
| Have you met the strategic goal(s) that you have set for your volunteer programme? | | |
| Do the volunteer roles currently match the needs of the agency? | | |

| Stakeholder Engagement | Outcome | Avenues for improvement |
|--|---------|-------------------------|
| Are management and board members effectively cascading the volunteer vision to the rest of the agency? | | |
| Are staff receptive to volunteers? Are they effective in engaging the volunteers? | | |

| Volunteer recruitment & selection | Outcome | Avenues for improvement |
|---|---------|-------------------------|
| Did the number of volunteers we engaged meet our target number? | | |
| How many applications did we obtain for the agency's roles advertised? | | |
| Was the screening process effective? Were the volunteers selected suitable for the role? | | |

| Volunteer support and recognition | Outcome | Avenues for improvement |
|---|---------|-------------------------|
| Are volunteers adequately supported in their work? | | |
| Are the volunteers recognised for their work and contribution? | | |
| What is the average tenure of volunteers? Is this in-line with our desired tenure profile? | | |
| Are volunteers provided with adequate training? | | |

Creating A Sustainable Corporate Partnership





NEW



Creating A Sustainable Corporate Partnership

Overview of the chapter

This chapter will help you get your SSA prepared for and sustain corporate partnerships. You will learn to:

- Assess if your SSA is ready for corporate partnership
- Evaluate your corporate partner
- Sustain the partnership
- Review the partnership

Samples and Templates

- Post-programme feedback form
- Follow-up email to corporates

Case examples

Reviewing corporate partnership in Trybe Limited (Trybe)

Partnering with corporates has been gaining popularity in the past few years. Corporate partnerships may involve different types of relationships including service-based volunteerism, which your agency may be interested in. The following section outlines the typical journey and key considerations to enable a sustainable corporate partnership.

A. Considering a corporate partnership

1

Types of corporates and the benefits of corporate partnership

Who are considered corporates in this document?

- ✓ Multinational companies (MNCs)
- ✓ Small or Medium Sized Enterprises (SMEs)
- ✓ Public agencies
- ✓ Institute of Higher Learning (IHLs)

Why should SSAs partner with corporates?

- ✓ Successful and sustained corporate partnership provides a sustained pool of volunteer manpower.
- ✓ Access to new corporate perspectives, skills, expertise and resources.
- ✓ Improve community visibility for the SSA.
- ✓ Generates new ideas and energy for collaborative and innovative projects.

2

Key considerations prior to embarking on your journey

a. Start with 'why'

Think about why you want to collaborate with a corporate partner. Be clear on your purpose of collaboration. Is your SSA's reason for partnership to:

i. Enhance manpower within the SSA

- To augment staff's responsibilities so as to enable them to provide more core service delivery.
- To serve a greater number of service users.

ii. Leverage corporate's capabilities, expertise and experience

- To enhance the programmes / services with greater variety and fresh ideas.
- To increase the number of programmes / activities.

iii. To enhance service users' experience by exposing them to different members and opportunities within the community**b. Is your SSA ready?**

Do consider the following. These are similar to what you would take into consideration when managing individual volunteers, as covered in previous sections.

- ☐ Have you defined the purpose and the vision for corporate partnership?
- ☐ Are all key stakeholders aware of the vision and mission and are bought-in to the idea?
- ☐ How to plan your manpower and allocate responsibilities to ensure staff are not overloaded when managing future partnerships?
- ☐ Is your staff equipped with the necessary capabilities and support?
- ☐ Are there any suitable programmes / activities for corporate's involvement?
- ☐ What are the type of volunteers you need, the tasks they would help with, skills and experience, benefits and outcomes of collaboration?

3**Success and risks with corporate partnership****a. What are the critical success factors?**

**Alignment of
understanding, goals
and expectations**



**Flexibility in
partnership
arrangements**



**Partnership
mutually beneficial
for both parties**

b. What are some typical risks and potential mitigation factors?

Risks

People – Staff dissatisfaction

Staff are most likely to be impacted as they work closely with corporates (e.g. staff may feel demotivated due to additional effort to manage them).

Mission criticality – Failure to achieve the intended outcomes

Unsuccessful execution of programmes / activities may affect service users' well being.

Reputation – Image and perception of SSA amongst corporates

If the partnership is not fruitful, SSA's image may be impacted.

Mitigation factors

Get stakeholder buy-in from the start

- Clearly communicate the benefits, responsibilities and support provided for those involved in corporate partnerships.

Practice open-communication

- Ensure that both parties are aligned on each other's expectations and responsibilities.
- Deal with issues immediately and genuinely with the intention to resolve the problem.
- Be pro-active in asking your corporate partner during and after volunteering session for feedback.

B. Assessing your corporate partners

To ensure that both your agency's and that of your corporate partners are met, do align expectations right from the start. Here are a few steps to do so:

1

Understand your corporate

- Corporate's volunteering goals / focus (e.g. education, environment, youths).
- Types of activities / programmes they are interested in.
- Frequency of volunteering.
- Planning of logistics for the activities / programmes.
- No. of volunteers they intend to supply.
- Responsibilities that the corporate is willing to take up during planning stage.

2

Meet your corporate's needs

- Are your agency's volunteering goals aligned with the corporate's?
- What activities and programmes do you need volunteer manpower for?
- What is the minimum time commitment required?
- Is your agency able to accommodate the number of volunteers – consider the capacity of your operations, staff, and number of service users.



Quick tip: If your agency and the corporate's expectations seem different at the start, do not be quick to reject the partnership. Be honest about your agency's and service users' needs, and be open to negotiations where permissible.

**Did you know?**

A corporate Volunteer Leader is someone similar to other Volunteer Leaders within your agency. He / she will be your point of contact and may be tasked with the following responsibilities:

- Co-develop programmes / activities with your agency
- Coordinate logistics for the sessions
- Brief and prepare the corporate volunteers prior to start of programme / activity
- Provide feedback to improve the partnership

Each corporate Volunteer Leader's role and responsibilities may differ. Do remember to check in with them to see if they are suited for their role and are comfortable doing it.

C. Developing and sustaining corporate partnership

Sustaining the partnership for the long-term starts from the very beginning, when you decide to partner with the corporate. Here is what you can do once you have decided on your corporate partner.

1

Identify the programmes and / or activities your corporate partner will be involved in

Decide on the types of programmes that involves your corporate partners. Two ways to do so:



Involve corporates in existing regular programmes

Suitable for corporates that are new to volunteer partnerships (e.g. long-term donors) or are interested to take on service-based volunteer partnerships (e.g. corporates with event-based volunteering experience)



Co-develop new programmes with corporates

Suitable for corporate partners you have experience working with.

2

Co-create value with corporate

- ☐ Align on the outcomes and what success means to both parties.
- ☐ Co-create a long-term volunteering partnership strategy.
- ☐ Define and document the project scope.
- ☐ Communicate and validate volunteering goals, project timelines, and proposed roles and responsibilities.
- ☐ Put the action plan into writing and ensure that all key stakeholders involved are aware and clear .

3

Prepare your corporates

- ☐ Ensure your corporates are properly briefed and orientated prior to the start of a programme.
- ☐ Clearly allocate and communicate the responsibilities expected of volunteers.
- ☐ Ensure that the volunteers are provided with adequate supervision and support during their programme.

4

Pilot the partnership

- ☐ Discuss with your corporate if they would be interested to try out the programme first before committing.
- ☐ Be flexible with shorter commitment period for the pilot phase to enable corporates to try and get used to the programme.
- ☐ Consider involving a smaller number of staff and corporate volunteers during pilot phase before investing in substantial manpower to manage the programme.



Quick tip: Do involve staff that would be responsible for communicating and coordinating with the corporate partners right from the beginning and involve them planning. This will increase their buy-in and ownership of the partner relationship.

5

Sustaining the partnership

To ensure that the partnership goes smoothly, it is important for you to take proactive measures to maintain a good relationship with your partner. Here are some tips on how you can do so:

- ☐ Check-in if partners or volunteers face any challenges during the programme / activity. Discuss and develop solutions to tackle these issues at once.
- ☐ Be open to receiving feedback or comments from corporates.
- ☐ Provide updates on service users by sending newsletters and photos to show the impact the corporate is creating. However, be sensitive with service users' photos.
- ☐ Provide corporates with simple statistics (if available) as this will make it easier for corporates' social reporting. Examples includes total number of service users engaged with and total number of volunteer hours contributed will also help the corporate to gauge their impact on your agency.
- ☐ Offer to visit the company to provide updates on the programme, or even provide talks on the cause that your agency serves.
- ☐ With your corporate's consent, acknowledge the corporate's support in your annual reports or any suitable press releases. Remember to send your corporate a copy of this.

D. Review the corporate partnership

At the end of the partnership, take the following steps to ensure a good closure to the partnership.

1

Conduct feedback session with your corporate partner

- ☐ Regardless of whether there is a possibility of future partnerships, do take the time to collect feedback from your partners to understand what went well and if there are any areas for improvement.
- ☐ Understand and document the reasons for the close of the partnership. This is for future reference as well as to guide internal improvements. Use the questionnaire on Page 136 to facilitate your discussion.

2

Offer other opportunities to your corporate partner

- ☐ Discuss with your corporate partner and find out if there are other areas they would be interested to partner you in. Offer the opportunity to co-develop programmes with them.
- ☐ If the corporate is unable to commit further, encourage them to contribute through other means such as:
 - Fundraising campaigns
 - Advocacy
 - Cash donations



Quick tip: If the corporate is uninterested at this juncture, consider sending them a follow-up email later or when the opportunity arises! See Page 137 for a sample email.

3

Celebrate and showcase success

- ☐ Remember to formally appreciate your corporates for their contributions (email is good but doing it in person is even better). Share pictures and stories from service users (if possible) to show them the impact they have made.
- ☐ Publicise the partnership internally and externally, where possible.

NEW

Case example:

Reviewing corporate partnership in Trybe Limited (Trybe)

Established in 1996, Trybe focuses on working with youths facing adversities. Trybe believes that all youths will be able to achieve its full potential through proper guidance and support. It provides a complete ecosystem of care including community-based interventions and individual aftercare services. Amongst its many efforts in helping youths achieve their full potential, one of its key focus is to enable youths to be assimilated in the community. As such, it thrives to create long lasting partnerships with corporates as Trybe believes that such collaborations widen the scope of their support for the youths. Corporates are a good source of manpower and also provide great opportunities and experiences to the youths.

To build a sustainable partnership, Trybe strongly believes in co-developing programmes with corporates as this would maximise the value and benefits to both parties. A collaborative partnership would be more fulfilling for corporates as they are equally invested and involved in the process. Depending on the needs of its services users and the expertise the corporate partner is able to contribute, Trybe often curates targeted volunteering opportunities that enable its corporate volunteers to utilise their skills and experience. In addition to co-development, Trybe believes in the importance of reflecting and reviewing the experience at the end of the partnership as this will enable future partnerships to be more effective and fruitful.

As such, Trybe had incorporated a structured review process in place. This review process includes structured set of questionnaire to enable its staff to facilitate discussions and review sessions with corporates. The questionnaire was curated with the aim to uncover targeted areas of improvement which were typically causes of breakdown in partnerships with corporates. With this feedback, it will enable Trybe to improve its future partnerships. Additionally, it is also important to continuously engage with corporates even after the partnership had ended. This can be taken as an opportunity to promote any other programmes for collaboration with the agency and reignite the partnership. These actions taken will not only enable Trybe to improve its future partnerships but also demonstrates its dedication to making the partnership a sustainable and successful one.

The following post-programme feedback form could be shared with your corporate partners to obtain their feedback on the existing partnership and to identify any areas for future collaborations.

Sample

Post-Programme Feedback Form

Instructions: Articulate these questions to your corporate partners clearly and make detailed comments of their responses. This form is to be completed by the Volunteer Management team and not the point-of-contact with corporates.

Corporate name: _____ Programme / event involved in: _____

Interviewee name: _____ Start date of programme / event: _____

Date of review: _____ End date of programme / event: _____

| # | Questions | Yes / No | Comments |
|-----|--|----------|----------|
| 1. | Did your volunteers have a general positive experience with us? Please explain. | | |
| 2. | Were the initial touchpoints and engagements with our agency helpful in setting up the partnership? (e.g. first few instances of contact between the corporate and agency) | | |
| 3. | Did you find that it easy to match your resources to our agency's needs? (Take note of points involving scheduling, logistics, type of programme, no. of volunteers) | | |
| 4. | Was the point-of-contact assigned to you responsive and helpful? | | |
| 5. | Was the orientation provided sufficient to prepare your volunteers for the programme / event? | | |
| 6. | What are some of the challenges you faced during the partnership? | | |
| 7. | How can we improve the partnership experience? | | |
| 8. | Would you wish to continue volunteering with us after this programme / event? | | |
| 9. | Do you have any ideas that you wish to explore for future partnerships? | | |
| 10. | Should we keep you updated if there are available volunteering opportunities in the future? | | |

Summary of challenges

Agreed solutions with corporates

Interviewer signature: _____

Interviewer name: _____

Interviewer designation: _____

Remember to send a follow-up email to your corporate partners to keep your relationship warm for future partnerships.

Sample

Since you last volunteered with us, we have developed new and exciting volunteering opportunities that may be of interest to you. The team here at **<insert agency's name>** and our service users have had a great and meaningful time working with you and would be excited to collaborate with you again. The opportunities as follows:

<insert opportunities available>

Visit our website at **<insert link>** for more information!

Alternatively, if the above opportunities are not suitable for you at this moment, please feel free to reach out to us to discuss any other possible collaboration.

We look forward to working with you again.

Thank you.

<insert sign off>

Insert withdrawal of updates at the bottom

- ☐ I would like to continue receiving information on upcoming volunteer opportunities and activities at **<insert agency's name>**
- ☐ I do not wish to receive any further information from **<insert agency's name>**



Conclusion

This Volunteer Management Toolkit 2.0 serves to provide Social Service Agencies (SSAs) with practical tools and guidelines on volunteer management. Given the diverse nature of SSAs, the Toolkit is not meant to be prescriptive, but for SSAs to customise and modify to suit the individual context, needs and requirements. Case studies have been included as part of the Toolkit precisely for this purpose – to share and learn from each other's experiences and to spark new ideas.

The Volunteer Management Toolkit 2.0 is an evolving piece of document. As we progress on the volunteer management journey, new challenges will no doubt arise, but new ideas and practices will certainly also be generated and flourish. We welcome your feedback and ideas on how this Toolkit can be further enhanced in the future.

Enjoy the journey!

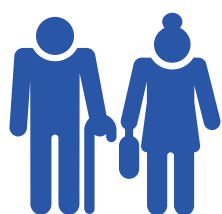
Appendix



This section outlines the job redesigned volunteer roles developed by NCSS across the following 7 areas:

- Senior Activity Centre
- Early Intervention Programme for Infant and Children (EIPIC) & Special Education (SPED)
- Youth Drop-in Centre
- Day Activity Centre
- Nursing Home
- Home Care
- Caregivers

These roles were developed to meet the needs of agencies and volunteers on a regular basis. You may refer to these roles and adopt them based on your agency's needs.



Senior Activity Centre

| Volunteer role | Volunteer responsibilities | Skills required | Typical Commitment period | Typical Frequency |
|-----------------------------|--|---|---------------------------|-------------------|
| Activity Facilitator | <p>Provide activities for seniors living within the cluster to encourage healthy community living, socialisation and education.</p> <ul style="list-style-type: none">• Coordinate and conduct activity.• Prepare activity material.• Set up activity venue and prepare food for service users.• Befriend and converse with service users.• Ensure the safety of service users during conduct of activity. | <ul style="list-style-type: none">• Ability to speak in Mother Tongue and one dialect.• Preferable to have specialised skills / interests.• Ability to provide equipment for activities is preferred. | 3 Months | Fortnightly |

| Volunteer role | Volunteer responsibilities | Skills required | Typical Commitment period | Typical Frequency |
|--------------------------------|--|---|---------------------------|-------------------|
| Admin Support | <p>Assist with daily administrative tasks for effective running of the centre.</p> <ul style="list-style-type: none"> • Answer and respond to queries from seniors and public. • Maintain call records (time of call, person, follow up). • Maintain membership services and database. • Keep track of sponsored goods. | <ul style="list-style-type: none"> • Ability to read and write English. • Proficient in Microsoft Office (including Word and Excel). | 4 Months | Weekly |
| Befriender - Home Visit | <p>Visit and befriend frail, home bound seniors to ensure their well-being, provide support, build trust and reduce social isolation.</p> <ul style="list-style-type: none"> • Encourage centre activity participation and healthy living. • Provide short reports on seniors, highlighting needs to staff. • Recognise residents who require additional support. • Ensure the safety of service users during conduct of activity. | <ul style="list-style-type: none"> • Ability to speak in English, Mother Tongue and one dialect. • Ability to read and write simple English. • Friendly, good listening and communication skills, caring nature. | 6 - 12 Months | Fortnightly |
| Medical Escort | <ul style="list-style-type: none"> • Befriend and accompany seniors for their medical appointments. • Provide transport and assist seniors to and fro rental blocks to their medical appointments. | <ul style="list-style-type: none"> • Ability to speak in Mother Tongue, and one dialect. • Ability to read and speak in English is preferred. • Preferable to have a driving licence. | 6 - 12 Months | Monthly |
| Outing Coordinator | <ul style="list-style-type: none"> • Assist staff to ensure the safety of service users. • Provide or assist with transport from service user's home to centre. • Befriend and engage service users to encourage socialisation. | <ul style="list-style-type: none"> • Ability to speak in Mother Tongue, and one dialect. | 3 Months | Monthly |



Early Intervention Programme for Infant and Children (EIPIC) & Special Education (SPED)

| Volunteer role | Volunteer responsibilities | Skills required | Typical Commitment period | Typical Frequency |
|----------------------------------|---|--|---------------------------|-------------------|
| In-School Student Support | <p>Assist teaching staff in classroom management and provide additional support and supervision to students.</p> <ul style="list-style-type: none">• Prepare materials and equipment for classes.• Ensure the safety of students during conduct of class activities.• Escort students to and from classroom venues and bathrooms. | <ul style="list-style-type: none">• Ability to read and speak in English.• Dedicated, patient and understanding to work with students of special needs.• Basic training on interacting with special needs students provided. | 3 Months | Weekly |
| Resource Support | <p>Assist with administrative duties associated with the preparation for classes / therapy sessions.</p> <ul style="list-style-type: none">• Prepare schedule board.• Develop, print and laminate class materials required.• Prepare and print attendance sheets.• Maintain equipment. | <ul style="list-style-type: none">• Ability to read and write English.• Proficient in basic Microsoft Office and is able to develop simple reports. | 3 Months | Monthly |
| Therapy Escort | <ul style="list-style-type: none">• Escort students to and from therapy venue, ensuring their safety at all times.• Prepare students for therapy session if required. | <ul style="list-style-type: none">• Ability to converse in simple English.• Dedicated, patient and understanding to work with students of special needs.• Basic training on interacting with students with special needs provided. | 3 Months | Weekly |



Youth Drop-in Centre

| Volunteer role | Volunteer responsibilities | Skills required | Typical Commitment period | Typical Frequency |
|-----------------------------|---|--|---------------------------|-------------------|
| Activity Facilitator | <p>Provide activities for youths as part of a centre based programme or structured drop-in activity to encourage healthy community living, befriending and mentoring of youths.</p> <ul style="list-style-type: none"> • Coordinate and conduct activity. • Set up activity venue and prepare materials. • Befriend and converse with service users. • Ensure the safety of service users during conduct of activity. | <ul style="list-style-type: none"> • Ability to speak in English (additional Mother Tongue language is a plus). • Ability to read and write simple English. • Ability to provide equipment for activities is preferred. | 3 Months | Weekly |
| Admin Support | <p>Assist with daily administrative tasks for effective running of the centre / programme.</p> <ul style="list-style-type: none"> • Update centre / programme records (e.g. attendance). • Maintain membership services and database. | <ul style="list-style-type: none"> • Ability to read and write English. • Proficient in Microsoft Office. | 3 Months | Weekly |
| Mentor | <ul style="list-style-type: none"> • Befriend and mentor youths. • Provide short reports on youths and highlight needs for additional support or potential referrals. | <ul style="list-style-type: none"> • Ability to speak in English (additional Mother Tongue is a plus). • Ability to read and write simple English. • Friendly, good listening and communication skills, caring nature. | 6 - 12 Months | Fortnightly |



Day Activity Centre

| Volunteer role | Volunteer responsibilities | Skills required | Typical Commitment period | Typical Frequency |
|------------------------------|---|--|---------------------------|-----------------------|
| Activity Facilitator | <p>Conduct games and activities (pre-planned by Occupational Therapists / Coaches).</p> <ul style="list-style-type: none"> • Assist in pre-activity preparation and post-activity logistics. • Engage service users in groups or individually. • Ensure the service users' safety. | <ul style="list-style-type: none"> • Ability to read and speak in English. • Aged 17 and above. • Dedicated and patient. • Has an interest in working with people with disabilities. | 3 Months | Weekly or Fortnightly |
| Programme Facilitator | <p>Support the agency in the planning of programmes.</p> <ul style="list-style-type: none"> • Create a calendar of activities. • Arrange logistics for programme and planned activities. • Prepare for the programme. • Facilitate planned activities with service users on the day of the programme. | <ul style="list-style-type: none"> • Ability to read and speak in English. • Aged 17 and above. • Dedicated and patient. • Responsible. • Has an interest in working with people with disabilities. | 3 Months | Weekly |
| Exercise Facilitator | <p>Support Occupational Therapists / Coaches during the conduct of sessions, paying careful attention to identified service users who may be more accident prone.</p> <ul style="list-style-type: none"> • Engage service users in activities to ensure greater participation during exercise sessions. | <ul style="list-style-type: none"> • Ability to read and speak in English. • Aged 17 and above. • Dedicated and patient. • Has an interest in working with people with disabilities. | 3 Months | Weekly |
| Enrichment Support | <p>Provide basic training for service users in their areas of interest at a pace suitable for them to hone their abilities.</p> <ul style="list-style-type: none"> • Work with service users to enable them to perform or showcase their talents at an agreed platform. | <ul style="list-style-type: none"> • Ability to read and speak in English. • Aged 17 and above. • Dedicated and patient. • Has an interest in working with people with disabilities. | 3 Months | Weekly |

| Volunteer role | Volunteer responsibilities | Skills required | Typical Commitment period | Typical Frequency |
|--|---|--|----------------------------------|------------------------|
| Resource Support | <p>Create specific learning, assistive or recreational aids for classes.</p> <ul style="list-style-type: none"> • Provide assistance in sourcing for required materials. • Assist with decorative pieces for the centre. | <ul style="list-style-type: none"> • Able to read and speak in English. • Dedicated and creative. • Basic art and craft skills. | 3 Months or per assignment basis | Fortnightly to Monthly |
| Community Integration Facilitator | <p>Regular outings at the centre:</p> <ul style="list-style-type: none"> • Assist in outings (pre-planned by Occupational Therapists / Coaches). • Engage service users in groups or individually. • Ensure safety of service users during the outing. • Assist service users with mobility issues where required. <p>Outings at volunteers' premises / surroundings:</p> <ul style="list-style-type: none"> • Orientate service users into volunteers' environment (e.g. company or school events) for exposure. • Support service users in simple community integration activities. | <ul style="list-style-type: none"> • Ability to read and speak in English. • Aged 17 and above. • Dedicated and patient. • Has an interest in working with people with disabilities. | - | Monthly or Quarterly |



Nursing Home

| Volunteer role | Volunteer responsibilities | Skills required | Typical Commitment period | Typical Frequency |
|------------------------------------|---|--|---------------------------|------------------------|
| Life Journaler | <ul style="list-style-type: none"> • Prepare materials and interview questions. • Interview seniors on their life story. • Document the key points in a scrapbook or journal and give it to the senior when completed. | <ul style="list-style-type: none"> • Communicate in English or local language or dialect. • Document key points in scrapbook or journal. | 6 Months | Fortnightly or Monthly |
| Music Facilitator | <ul style="list-style-type: none"> • Identify songs which are familiar to seniors and conduct sing-along sessions OR • Create individual playlists for specific seniors with their favourite songs. | <ul style="list-style-type: none"> • Communicate in English or local language or dialect. • Ability to play a musical instrument is useful but not mandatory or ability to create playlists. | 6 Months | Fortnightly or Monthly |
| Art & Craft Coordinator | <ul style="list-style-type: none"> • Design the activity (based on festive events or other themes). • Prepare the art and craft materials. • Conduct the activity for seniors and help those who need assistance to complete the craft. | <ul style="list-style-type: none"> • Communicate in English or local language or dialect. • Ability to design and conduct art and craft activity. | 6 Months | Fortnightly or Monthly |
| Games Coordinator | <ul style="list-style-type: none"> • Select and conduct in-door games for seniors and participate with them. | <ul style="list-style-type: none"> • Communicate in English or local language or dialect. • Knowledge of in-door games. | 6 Months | Fortnightly or Monthly |
| Kopi Kaki | <ul style="list-style-type: none"> • Bring seniors to nearby coffee shop or hawker centre to have a meal or a cup of coffee or tea. • This may include pushing those who are wheelchair-bound from the home to the coffee shop or hawker centre and back. | <ul style="list-style-type: none"> • Communicate in English or local language or dialect. • Able to handle wheelchair and know the safety guidelines for pushing persons in wheel chairs. | 6 Months | Fortnightly or Monthly |

| Volunteer role | Volunteer responsibilities | Skills required | Typical Commitment period | Typical Frequency |
|---|--|--|---------------------------|-------------------|
| Exercise Facilitator / Therapy Support | <ul style="list-style-type: none"> • Push wheelchair-bound seniors from the ward to the exercise room or hall and back. • Assist physical therapists with the exercises or equipment. • Encourage seniors to participate in group or individual exercises. | <ul style="list-style-type: none"> • Communicate in English or local language or dialect. • Physical fitness and knowledge of equipment for individual exercises. • Handle wheelchair and know the safety guidelines for pushing persons in wheel chairs. | 3 - 6 Months | Weekly or Monthly |
| Meal Assistant (Befriender - Basic care) | <ul style="list-style-type: none"> • Help the nursing staff to distribute food during meal times. • Assist some seniors to put on their bibs, prop up their beds and bring the overbed trolley to them. • Feed some seniors who need assistance, as instructed and supervised by nursing staff. | <ul style="list-style-type: none"> • Communicate in English or local language or dialect. • Safety guidelines on meal assistance. | 1 - 3 Months | Daily or Weekly |



Home Care

| Volunteer role | Volunteer responsibilities | Skills required | Typical Commitment period | Typical Frequency |
|------------------------------------|---|--|---------------------------|------------------------|
| Life Journaler | <ul style="list-style-type: none"> • Prepare materials and interview questions. • Interview seniors on their life story. • Document the key points in a scrapbook or journal and give it to the senior when completed. | <ul style="list-style-type: none"> • Communicate in English or local language or dialect. • Document key points in scrapbook or journal. | 6 Months | Fortnightly or Monthly |
| Music Facilitator | <ul style="list-style-type: none"> • Identify songs which are familiar to seniors and conduct sing-along sessions OR • Create individual playlists for specific seniors with their favourite songs. | <ul style="list-style-type: none"> • Communicate in English or local language or dialect. • Ability to play a musical instrument is useful but not mandatory or ability to create playlists. | 6 Months | Fortnightly or Monthly |
| Art & Craft Coordinator | <ul style="list-style-type: none"> • Design the activity (based on festive events or other themes). • Prepare the art and craft materials. • Conduct the activity for seniors and help those who need assistance to complete the craft. | <ul style="list-style-type: none"> • Communicate in English or local language or dialect. • Ability to design and conduct art and craft activity. | 6 Months | Fortnightly or Monthly |
| Games Coordinator | <ul style="list-style-type: none"> • Select and conduct in-door games for seniors and participate with them. | <ul style="list-style-type: none"> • Communicate in English or local language or dialect. • Knowledge of in-door games. | 6 Months | Fortnightly or Monthly |
| Kopi Kaki | <ul style="list-style-type: none"> • Bring seniors to nearby coffee shop or hawker centre to have a meal or a cup of coffee or tea. • This may include pushing those who are wheelchair-bound from the home to the coffee shop or hawker centre and back. | <ul style="list-style-type: none"> • Communicate in English or local language or dialect. • Able to handle wheelchair and know the safety guidelines for pushing persons in wheel chairs. | 6 Months | Fortnightly or Monthly |

| Volunteer role | Volunteer responsibilities | Skills required | Typical Commitment period | Typical Frequency |
|---|---|---|---------------------------|------------------------|
| Grocery Shopping Kaki | <ul style="list-style-type: none"> • Bring seniors to nearby supermarket or mini mart to buy groceries. • This may include pushing those who are wheelchair-bound from the home to the supermarket or mini mart and back. | <ul style="list-style-type: none"> • Communicate in English or local language or dialect. • Able to handle wheelchair and know the safety guidelines for pushing persons in wheel chairs. | 6 Months | Fortnightly or Monthly |
| Exercise Facilitator / Therapy Support | <ul style="list-style-type: none"> • Push wheelchair-bound seniors from the ward to the exercise room or hall and back. • Assist physical therapists with the exercises or equipment. • Encourage seniors to participate in group or individual exercises. | <ul style="list-style-type: none"> • Communicate in English or local language or dialect. • Physical fitness and knowledge of equipment for individual exercises. • Handle wheelchair and know the safety guidelines for pushing persons in wheelchairs. | 3 - 6 Months | Weekly or Monthly |
| Meals on Wheels (Angel on Patrol) | <ul style="list-style-type: none"> • Pick up packed meals and delivery list of seniors with their addresses from social service agency. • Deliver the meals to seniors. • Alert staff if there are unusual sounds from the senior's home or if the packed meal from the previous day is still at the door. | <ul style="list-style-type: none"> • Physical fitness. • Communicate in English or local language or dialect. | 1 - 3 Months | Daily or Weekly |

| Volunteer role | Volunteer responsibilities | Skills required | Typical Commitment period | Typical Frequency |
|-----------------------|--|--|---------------------------|----------------------|
| Medical Escort | <ul style="list-style-type: none"> • This role can be done in pairs with one person taking care of transport (driver) and the other person accompanying the senior. <p>Driver:</p> <ul style="list-style-type: none"> • Transport seniors to and from their home to the hospital or polyclinic. <p>Accompanying volunteer:</p> <ul style="list-style-type: none"> • At the hospital or polyclinic, get their queue number, take them to see the doctor when their number is called, take note of the doctor's diagnosis or instructions, collect their medication from the pharmacy (if any), bring them to take medical test (if any), take note of their next medical appointment and inform the social service agency (if required). | <ul style="list-style-type: none"> • Driver - access to a car and able to drive. • Accompanying volunteer - communicate in English or local language or dialect. | 6 - 12 Months | Monthly or Quarterly |



Caregivers

| Volunteer role | Volunteer responsibilities | Skills required | Typical Commitment period | Typical Frequency |
|------------------------|---|---|---------------------------|-------------------|
| Food Champion | <ul style="list-style-type: none"> • Share the joy of cooking with caregivers as a form of social engagement and respite, with nutritional education for care recipients as a bonus. • Plan & conduct simple class curriculum. • Encourage interaction among caregivers and facilitate community building. | <ul style="list-style-type: none"> • Interest in cooking. • Comfortable with presenting, engaging a group. • Enjoys motivating others to learn. | 6 Months | Bi-Monthly |
| e-Services Kaki | <ul style="list-style-type: none"> • Facilitate e-services learning session to familiarise participants on essential e-services & apps. • Plan & conduct simple class curriculum. • Encourage interaction among caregivers and facilitate community building. | <ul style="list-style-type: none"> • Familiar with e-services (eg. Singpass, 2FA, iBanking, Carousell and related apps, etc.). • Comfortable with presenting, engaging a group. • Enjoys motivating others to learn. | 6 Months | Bi-Monthly |
| Lifeskills Kaki | <ul style="list-style-type: none"> • Share caregivers self-care tips and / or other life-skills. E.g. mindfulness practices, hand massage, stretching, handicraft, gardening, etc. • Plan & conduct simple class curriculum. • Encourage interaction among caregivers and facilitate community building. | <ul style="list-style-type: none"> • Interest in sharing skills and knowledge. • Comfortable with presenting, engaging a group. • Enjoys motivating others to learn. | 6 Months | Bi-Monthly |

| Volunteer role | Volunteer responsibilities | Skills required | Typical Commitment period | Typical Frequency |
|--|--|---|---------------------------|-------------------|
| Family Activity Facilitator | <ul style="list-style-type: none"> • Organise family-based inclusive activities for the Caregivers, Care recipients and their Siblings (e.g. Bowling, Family walks). • Work with SSA to modify activities to be inclusive for every family member. • Participate in activities together and encourage familial participation. | <ul style="list-style-type: none"> • Interest in games, inclusive sports or performing arts. • Comfortable to engage conversation in a group. | 6 Months | Quarterly |
| Medical Escort (Driver & Appointment) | <ul style="list-style-type: none"> • This role can be done in pairs with one person taking care of transport (driver) and the other person accompanying the senior. <p>Driver:</p> <ul style="list-style-type: none"> • Pick up the Care Recipient and drive him / her to the Hospital. • After the Medical Appointment is done, drive the Care Recipient home. • Attend Briefings conducted by SSA. • Assist care recipient (whenever required) throughout the journey. • Give up-dates to Caregivers and SSA on the Care Recipient's condition. | <ul style="list-style-type: none"> • Owns a Class 3 driving license (Driver). • Interest in befriending and supporting seniors. | 6 Months | Monthly |

| Volunteer role | Volunteer responsibilities | Skills required | Typical Commitment period | Typical Frequency |
|--|---|---|---------------------------|-------------------|
| Medical Escort (Driver & Appointment) | Appointment Escort: <ul style="list-style-type: none"> • Accompany Care Recipient throughout the journey. • Helps the Care Recipient to register, shares Care Recipient's condition (if necessary), collect medication & remind Care Recipient on the instructions given. • Attend Briefings conducted by SSA. • Assist care recipient (whenever required) throughout the journey. • Give up-dates to Caregivers and SSA on the Care Recipient's condition. | <ul style="list-style-type: none"> • Owns a Class 3 driving license (Driver). • Interest in befriending and supporting seniors. | 6 Months | Monthly |
| Engagement Buddy (Caregiver & Care recipient) | Caregiver focused: <ul style="list-style-type: none"> • Primary role is to engage caregiver, with conversation & / or simple activities (e.g. grocery shopping). • Prepare and facilitate activities suitable for both caregiver and care recipient eg. painting, baking etc. • Scan the caregiver's home to identify pain points / needs. | <ul style="list-style-type: none"> • Interest in befriending and engaging with others, one-on-one. • Enjoys preparing activities to promote bonding. • Passion to help the special needs or eldercare community. | 3 Months | Bi-Weekly |
| | Care recipient focused: <ul style="list-style-type: none"> • Primary role is to engage care recipient (if care recipient is around), thus allowing caregiver to have one-on-one time with the other volunteer. • Scan the caregiver's home to identify pain points / needs. | <ul style="list-style-type: none"> • Interest in befriending and engaging with others, one-on-one. • Enjoys preparing activities to promote bonding. • Passion to help the special needs or eldercare community. | | |

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