

# FOSTERING MEANINGFUL CHANGE THROUGH SERVICE-BASED VOLUNTEERISM

A Guide for Volunteer Managers





SG Cares is a national movement co-led by the National Council of Social Service and the National Volunteer and Philanthropy Centre that is dedicated to building a more caring and inclusive home for all. The movement invites all who live in Singapore to put values into action through active volunteerism, ground-up efforts and everyday acts of care.

## Our Vision



**1**  
**A Caring People**

Where we support one another through everyday acts of kindness and lend each other a helping hand



**2**  
**A Cohesive Society**

Where we contribute to the common good, help the disadvantaged and ensure that no one is left behind



**3**  
**A Confident Nation**

Where we overcome all odds by standing together through good times and bad

## Our Approach



# VOLUNTEER LANDSCAPE IN SINGAPORE



Volunteerism rate has grown over the years, with 1 in 10 individuals (9%) volunteering in 2000 to 1 in 3 (35%) volunteering in 2016



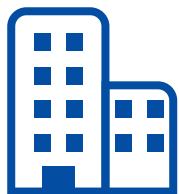
2X increase in volunteering hours from 66 million hours in 2014 to 121 million hours in 2016



Aged 35-44 are the most enthusiastic in volunteerism

Sources: MCCY Social Pulse Tracker and NVPC Individual Giving Survey 2016

## BUILDING GREATER COLLECTIVE IMPACT IN VOLUNTEERISM TOWARDS A CARING, COLLABORATIVE AND IMPACTFUL SOCIAL SERVICE ECOSYSTEM



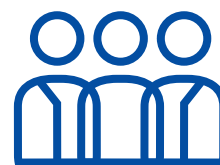
### ORGANISATION: LEVERAGING CAPABILITY TO CATALYSE MEANINGFUL VOLUNTEERISM

- a. Implement **Volunteer Management Framework** to identify needs and put in place practices to attract and manage volunteers
- b. Unlock new volunteering opportunities through **redesign of volunteer roles**
- c. Match potential **corporate partners** to social service organisations who are volunteer ready
- d. Connect social service organisations to **Volunteer Management System** with a 3-year sponsorship package



### INDIVIDUAL: ENLARGING CAPACITY TO MULTIPLY ACTIVATION

- a. Uplift capabilities through **Volunteer Manager Training Programme**
- b. Organise **Volunteer Manager Networks** to facilitate collaboration and an **online community** on GatherHere to engage the community of practitioners



### COMMUNITY: BUILDING CONVICTION FOR VOLUNTEERISM

- a. Publish curated geo-mapped volunteer opportunities on [SG Cares App](#), a one-stop platform for volunteers to search for opportunities
- b. Pilot a series of **e-learning courses** in partnership with Social Service Institute to equip and empower volunteers

Other Resources: Volunteer Management Toolkit, Volunteer Management Playbook, Training Directory and Funding sources.

For more information, visit: [www.NCSS.gov.sg/volunteer](http://www.NCSS.gov.sg/volunteer)

# UNDERSTANDING SERVICE-BASED VOLUNTEER PARTNERSHIPS

## BENEFITS OF SERVICE-BASED VOLUNTEERING

Volunteers play a significant role in nation building and bring multiple benefits to organisations, building of relationships and social capital. **Service-based volunteerism** enables volunteers to come in direct contact with service users on a regular basis, at least 24 hours over 4 times a year, making a greater and longer impact on social service organisations, staff and service users.

Not only does it enhance service delivery, increase community engagement and augment manpower, it also inspires volunteers to help service users through meaningful interactions, on a regular sustainable basis.

### FOR SOCIAL SERVICE ORGANISATIONS

- Enhance manpower and utilisation of staff
- Provide stability and predictability of resources
- Create greater awareness and advocacy for services

### FOR CORPORATE ORGANISATIONS

- Develop a purpose-driven culture which focuses on creating value
- Improve productivity for Corporate Social Responsibility (CSR) champions
- Build lasting bonds and increase community engagement

### FOR SERVICE USERS

- Increase participation and meaningful interaction
- Improve quality of life through purpose-driven efforts

### FOR VOLUNTEERS (EMPLOYEES)

- Increase satisfaction due to the positive impact of sustained help
- Develop deeper understanding of the service users' needs
- Deepen engagement with his/her organisation

## IMPLEMENTING SERVICE-BASED VOLUNTEER PARTNERSHIPS

Social service organisations can redesign volunteer roles suitable for organised group volunteers, following these steps:



1. Identify the roles and responsibilities required



2. Define the skills, frequency and time commitment preferred



3. Explore various volunteer sources such as Corporates, Institutes of Higher Learning, Schools, Informal or Grounds-up Groups, particularly those within close proximity, and engage them on a longer partnership term for a more lasting impact on service users.

# REDESIGNING VOLUNTEER ROLES FOR SENIOR ACTIVITY CENTRES (SACs)

## FOR CENTRE ACTIVITIES



Activity Facilitator

### Volunteer Role Description

Provide activities for seniors living within the cluster to encourage healthy community living, socialisation and education

- 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

(Frequency & Commitment Period - Fortnightly, for 3 months)

### Skills / Equipment required

- Ability to speak in Mother Tongue and one dialect
- Preferable to have specialised skills/interests
- Ability to provide equipment for activities is preferred



Administration Support

### Volunteer Role Description

Assist with daily administrative tasks for effective running of the centre

- 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

(Frequency & Commitment Period - Weekly, for 3 months.)

### Skills / Equipment required

- Ability to read and write English
- Proficient in Microsoft Office (including Word and Excel)

## FOR COMMUNITY OUTREACH



Befriender - Home visit

### Volunteer Role Description

Visit and befriend frail, home bound seniors to ensure their well-being, provide support, build trust and reduce social isolation

- 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

(Frequency & Commitment Period - Fortnightly, for 6-12 months)

### Skills / Equipment required

- 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



Medical Escort

### Volunteer Role Description

- Befriend and accompany seniors for their medical appointments
- Provide transport and assist seniors to and from rental blocks to their medical appointments

(Frequency & Commitment Period - Monthly, for 6-12 months)

### Skills / Equipment required

- Ability to speak in Mother Tongue, and one dialect.
- Ability to read and speak in English is preferred
- Preferable to have a driving licence

## FOR ORGANISED OUTINGS AND EVENTS



Outing Coordinator

### **Volunteer Role Description**

- 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

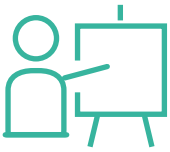
**(Frequency & Commitment Period - Monthly, for 3 months)**

### **Skills / Equipment required**

- Ability to speak in Mother Tongue, and one dialect

# REDESIGNING VOLUNTEER ROLES FOR DAY ACTIVITY CENTRES (DACs)

## FOR CENTRE ACTIVITIES



Activity Facilitator

### **Volunteer Role Description**

**Conduct games and activities (pre-planned by Occupational Therapists/Coaches)**

- Assist in pre-activity preparation and post-activity logistics
- Engage service users in groups or individually
- Ensure the service users' safety

**(Frequency & Commitment Period - Weekly or fortnightly, for 3 months)**

### **Skills / Equipment required**

- Ability to read and speak in English
- Aged 17 and above
- Dedicated and patient
- Has an interest in working with people with disabilities



Programme Facilitator

### **Volunteer Role Description**

**Support the organisation in the planning of programmes**

- 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

**(Frequency & Commitment Period - Weekly, for 3 months)**

### **Skills / Equipment required**

- Ability to read and speak in English
- Aged 17 and above
- Dedicated and patient
- Responsible
- Has an interest in working with people with disabilities



Exercise Facilitator

### **Volunteer Role Description**

**Support Occupational Therapists/Coaches during the conduct of sessions, paying careful attention to identified service users who may be more accident prone**

- Engage service users in activities to ensure greater participation during exercise sessions

**(Frequency & Commitment Period - Weekly, for 3 months)**

### **Skills / Equipment required**

- Ability to read and speak in English
- Aged 17 and above
- Dedicated and patient
- Has an interest in working with people with disabilities



Enrichment Support

**Volunteer Role Description**

Provide basic training for service users in their areas of interest at a pace suitable for them to hone their abilities

- Work with service users to enable them to perform or showcase their talents at an agreed platform

**(Frequency & Commitment Period - Weekly, for 3 months)**

**Skills / Equipment required**

- Ability to read and speak in English
- Aged 17 and above
- Dedicated and patient
- Has an interest in working with people with disabilities



Befriender - Basic care

**Volunteer Role Description**

Assist Occupational Therapists/Coaches with the supervision of service users by helping them with their daily routine at the centre; this includes mobility, cleanliness and other self-care areas

- Assist with food preparation, serving and feeding (where appropriate)

**(Frequency & Commitment Period - Weekly, for 3 months)**

**Skills / Equipment required**

- Able to read and speak in English
- Above 18 years of age
- Dedicated and patient
- Has an interest in working with people with disabilities



Resource Support

**Volunteer Role Description**

Create specific learning, assistive or recreational aids for classes

- Provide assistance in sourcing for required materials
- Assist with decorative pieces for the centre

**(Flexible Frequency & Commitment Period - Fortnightly to monthly, for 3 months or per assignment basis)**

**Skills / Equipment required**

- Able to read and speak in English
- Dedicated and creative
- Basic art and craft skills

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## FOR ORGANISED OUTINGS AND EVENTS



Community Integration Facilitator

**Volunteer Role Description**

**Regular outings at the centre:**

- 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

**(Frequency & Commitment Period - Weekly or fortnightly, for 3 Months)**

**Outings at volunteers' premises/surroundings:**

- Orientate service users into volunteers' environment (e.g. company or school events) for exposure
- Support service users in simple community integration activities

**(Frequency & Commitment Period: Monthly or Quarterly)**

**Skills / Equipment required**

- Ability to read and speak in English
- Aged 17 and above
- Dedicated and patient
- Has an interest in working with people with disabilities

# REDESIGNING VOLUNTEER ROLES FOR YOUTH PROGRAMMES

## FOR CENTRE ACTIVITIES



Activity  
Facilitator

### **Volunteer Role Description**

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

- 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

**(Frequency & Commitment Period - Weekly, for 3 months)**

### **Skills / Equipment required**

- 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



Administration  
Support

### **Volunteer Role Description**

Assist with daily administrative tasks for effective running of the centre / programme

- Update centre / programme records (e.g. attendance)
- Maintain membership services and database

**(Frequency & Commitment Period - Weekly, for 3 months)**

### **Skills / Equipment required**

- Ability to read and write English
- Proficient in Microsoft Office (including Word and Excel)



Mentor

### **Volunteer Role Description**

- Befriend and mentor youths
- Provide short reports on youths and highlight needs for additional support or potential referrals

**(Frequency & Commitment Period - Fortnightly, for 6-12 months)**

### **Skills / Equipment required**

- Ability to speak in English (Additional Mother Tongue language is a plus)
- Ability to read and write simple English
- Friendly, good listening and communication skills, caring nature



# REDESIGNING VOLUNTEER ROLES FOR EARLY INTERVENTION PROGRAMME FOR INFANT AND CHILDREN (EIPIC) & SPECIAL EDUCATION (SPED) PROGRAMMES

## FOR CENTRE ACTIVITIES



**In-School Student Support**

### **Volunteer Role Description**

**Assist teaching staff in classroom management and provide additional support and supervision to students**

- Prepare materials and equipment for classes
- Ensure the safety of students during conduct of class activities
- Escort students to and fro classroom venues and bathrooms

**(Frequency & Commitment Period - Weekly, for 3 months)**

### **Skills / Equipment required**

- 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



**Resource Support**

### **Volunteer Role Description**

**Assist with administrative duties associated with the preparation for classes/therapy sessions**

- Prepare schedule board
- Develop, print and laminate class materials required
- Prepare and print attendance sheets
- Maintain equipment

**(Frequency & Commitment Period - Monthly, for 3 months)**

### **Skills / Equipment required**

- Ability to read and write English
- Proficient in basic Microsoft Office and is able to develop simple reports

## FOR COMMUNITY OUTREACH



**Therapy Escort**

### **Volunteer Role Description**

- Escort students to and fro therapy venue, ensuring their safety at all times
- Prepare students for therapy session if required

**(Frequency & Commitment Period - Weekly, for 3 months)**

### **Skills / Equipment required**

- 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

# COOKING WITH LOVE



**Social Service Organisation:** NTUC Health Co-operative Ltd

**Volunteer Group:** Suntec Singapore Convention & Exhibition Centre

**Volunteer Programme Type:** Service-based Volunteering

**Volunteer Champion:** Executive Chef Alfred Lee

**Volunteer role:** Activity Facilitator

## THE VOLUNTEER

Suntec Singapore's award-winning Executive Chef, Alfred Lee has been volunteering with NTUC Health SilverACE. Together with other employees from Suntec Singapore, he is devoted to giving back to society and making a difference in the lives of senior citizens who live alone.

Many of the senior service users often receive food rations but are unaware of how they could utilise them. Chef Alfred helps them by coming up with various recipes that are simple and nutritious so that they can learn how to cook these delicious meals on their own without over-exerting themselves. He believes that his passion for cooking can be put to good use by promoting wellness.

During their volunteering sessions at SilverACE (Bukit Merah), Suntec Singapore employees interact with the senior service users through activities that encourage healthy community living, socialisation and education. Some of these activities include singing karaoke and community cheers, dancing to the Health Song and simple art & craft. While the seniors are occupied with games and activities, Chef Alfred often whips up a mouth-watering delight and personally serves it to them.

## BENEFITS TO VOLUNTEER

Chef Alfred shares that he has a memorable time giving back to society as it brings out a sense of meaning and purpose. Moreover, these volunteering opportunities encourage cohesive team building among Suntec Singapore staff. Seeing the smiles of service users and the appreciation towards each session motivates him to do more each time, stirring personal growth and fulfilment.

“Sometimes, we get so caught up by what’s happening on the surface that we forget those around us who are actually going through hard times...I do hope more will be inspired to take some time out of their schedules to befriend those in need.”

**Executive Chef  
Alfred Lee**



## CASE STUDY - DAY ACTIVITY CENTRE PROGRAMME

# A DECADE OF DANCING



**Social Service Organisation:** SUN-DAC

**Volunteer Group:** Dancing Ladies

**Volunteer Programme Type:** Service-based Volunteering

**Volunteer Champion:** Ms Trinia Teng

**Volunteer role:** Activity Facilitator

## THE VOLUNTEER

Trinia was one of the first few volunteers with SUN-DAC who began dance along sessions incorporated with exercises, beneficial for service users. Over time, she began recruiting more of her friends and now these talented ladies have been

dancing strong with SUN-DAC for the past 10 years! Through their upbeat 45-minute sessions on alternate Tuesdays, the Dancing Ladies have provided service users with a platform to express themselves through dance and music.

## BENEFITS TO VOLUNTEER

10 years of volunteering have not only fostered lasting bonds with service users but inspired a perception change to understand them better. Trinia often leaves her sessions with a deep sense of satisfaction knowing that she has made a positive difference in the service users' lives.

Moreover, meaningful volunteering opportunities as such have brought the Dancing Ladies closer and strengthened their friendship over time.

“You need to have the heart for them, to continue for them.”

**Trinia Teng**

## CASE STUDY- YOUTH PROGRAMME

# GROWING ALONGSIDE YOUNG CHANGE-MAKERS



**Social Service Organisation:** Lakeside Family Services

**Volunteer Group:** Singapore University of Social Sciences (SUSS)

**Volunteer Programme:** Service-based Volunteering

**Volunteer Champion:** Ms Nur Adilah Binte Imran

**Volunteer role:** Activity Facilitator

## THE VOLUNTEER

Adilah began volunteering with Youth-Serve, a programme under Lakeside Family Services, in 2017. It's specially tailored for Normal Stream students to develop their leadership potential through service-learning. She has shown tremendous dedication towards secondary school students, she had befriended under the

service-based programme. Adilah has regularly mentored and engaged with youth, fostering a stronger and deeper relationship through structured activities.

This year, Adilah has stepped up to lead the junior batch of volunteers and teach them the ropes. She has also contributed towards the social media marketing of Youth-Serve.

## BENEFITS TO VOLUNTEER

Adilah shares that it is heart-warming and satisfying to watch youths under her guidance grow into positive change-makers. She believes that the growth is mutual. Through her experience, she has learned that labels such as “normal-technical” or “mentally-disabled” should be eradicated, as these students have the ability to shine, if given a chance.

“One highlight of my volunteering stint was having a student come up to me, saying that she missed me and the activities we did together. At that point, I knew I was doing something meaningful.”

**Nur Adilah Binte Imran**

# #WALKTHETALK WITH NCSS



**Social Service Organisation:** Rainbow Centre

**Volunteer Group:** National Council of Social Service

**Volunteer Programme:** Service-based Volunteering

**Volunteer Champion:** Ms Jermaine Lim

**Volunteer role:** In-School Student Support

## THE VOLUNTEER

Jermaine is the 1st Service-based Volunteer Champion of an NCSS initiative, #WalktheTalk that was piloted with Rainbow Centre. The initiative began with a group of 49 NCSS staff from the Fund-Raising and Engagement Group and has now attracted more than a hundred staff members. Jermaine recruited her colleagues, facilitated the briefing sessions and coordinated the deployment schedule for all 49 NCSS staff.

NCSS explored the possibility to spread out 2 days Volunteer Leave across eight 2-hour sessions, enabling each staff to perform the service-based volunteer roles on a regular basis. To facilitate the long term partnership across 6 months, 2 batches of volunteers were formed with each batch taking a 3 month slot.

Jermaine and her colleagues took up the In-School Student support role in which they had to assist teaching staff in classroom management and provide additional support and supervision to students. With their regular contribution at the Rainbow Centre bi-weekly, the teachers were able to concentrate on students who needed more assistance in their day-to-day activities. Jermaine's endeavours have inspired more NCSS staff to serve and become ambassadors of volunteering, after the good experiences they have had interacting and bonding with the children.

## BENEFITS TO VOLUNTEER

Through dialogue and feedback sessions conducted between NCSS volunteers and the Rainbow Centre, Jermaine and her colleagues shared that they were impacted in positive ways by the service users and gained a better awareness of their struggles. Some of the staff found themselves attached to the children they engaged with and looked forward to meeting them weekly.

“Seeing the happy face of a child is something that I look forward to, every volunteering session. I’m glad I made time for it – a gift which I hope others will give the same.”

**Jermaine Lim**

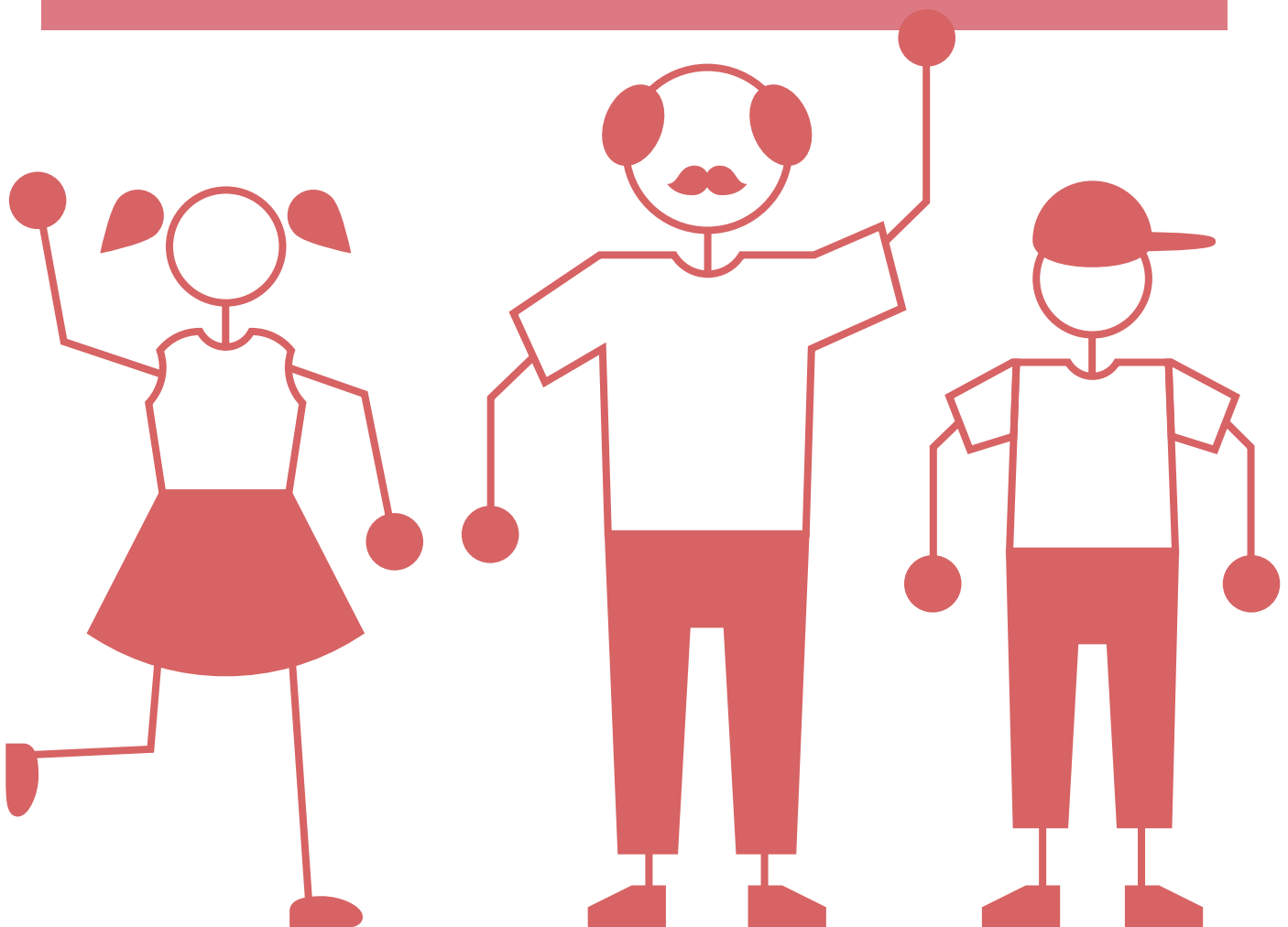


SCAN TO LEARN  
MORE ABOUT  
#WALKTHETALK

# NCSS INITIATIVES & STRATEGIC RESOURCES FOR VOLUNTEER MANAGERS

## GENERATING A GREATER COLLECTIVE IMPACT IN VOLUNTEERISM

Through active collaboration, implemented schemes for capability and capacity building and enhanced volunteer management systems, stakeholders in the social service ecosystem can contribute towards a caring, collaborating and impactful social service system - one of the key thrusts of [Social Service Sector Strategic Thrusts \(4ST\)](#), the roadmap for social service sector.



## ENLARGING CAPACITY

### VOLUNTEER MANAGEMENT FRAMEWORK

NCSS has helped more than 40 social service organisations implement volunteer management framework to uplift their capabilities to recruit, engage, and retain volunteers more effectively and to foster sustained volunteering efforts on the ground. NCSS developed resources like the **Volunteer Management Toolkit** and **Volunteer Management Playbook** to support social service organisations in implementing service-based volunteerism.

## ENHANCING CAPABILITIES

### VOLUNTEER MANAGEMENT PROFESSIONAL DEVELOPMENT

#### Volunteer Manager Circuit Training Programme

NCSS organised a Volunteer Manager Circuit Training Programme (Pilot) in February 2018 to uplift capabilities and confidence of volunteer management practitioners. The inaugural programme saw participants from 24 social service organisations spend 4 days learning together, over the span of 2 months.

#### Professional Certificate in Leadership and Volunteer Management

In collaboration with the Singapore University of Social Sciences (SUSS), this course provides an overview of key concepts and skills on non-profit leadership and volunteer management in global and local contexts.

## LEVERAGING ENABLERS

### E-LEARNING COURSES FOR VOLUNTEERS

NCSS piloted a series of 7 e-learning courses for volunteers in partnership with Social Service Institute, complementing social service organisations' training efforts, to equip and empower volunteers to work effectively with vulnerable groups. It has trained more than 1,500 volunteers to-date.

### AI SOCIAL BROKERING ASSISTANT

NCSS is prototyping a social brokering assistant to help social service organisations facilitate better matching between volunteer groups and relevant regular opportunities.

### VOLUNTEER ROLES REDESIGN

NCSS partners social service organisations to identify their needs, co-create and redesign a variety of service-based volunteer roles to best meet these needs and match busy schedules of corporate volunteers on a sustained basis.

6 replicable partnership models based on Large Companies, Small and Medium Sized Enterprises, Public Agencies, Institutes for Higher Learning, Schools, Public Agencies and Informal Groups, were established to help social service organisations identify relevant partners to propose, forming a more sustainable and impactful volunteer partnership.

### VOLUNTEER MANAGERS' NETWORKS

NCSS has conducted 3 Volunteer Managers' Networks in FY17, with over 100 volunteer management professionals per session in attendance, to build conviction through the sharing of best practices and experiences by practitioners and diverse topics by industry leaders.

Moving forward, NCSS will be organising more of such events to promote sharing and collaboration within the social service sector itself.

### FRIENDS OF THE CARING COMMUNITY

An **online community** of more than 120 like-minded members was formed in October 2017 on Workplace@FaceBook powered by GatherHere to garner and secure the necessary support and development from the community of practitioners.

### VOLUNTEER MANAGEMENT SYSTEM

NCSS negotiated a 3-year sponsorship package with Trampoline, from August 2017 to July 2020 for NCSS's member organisations to subscribe to their volunteer management system VooP. More than 20 social service organisations are currently on board VooP in various stages of deployment to manage their volunteers more effectively and efficiently.



SCAN FOR MORE  
VOLUNTEER  
MANAGEMENT TOOLS  
AND RESOURCES



“Doing good for others, caring for the vulnerable and needy in our midst, deepening our sense of responsibility for each other – these will **help us build a better home**, where every member of the Singapore community **contributes to a caring society** and in turn enjoys strong social support.”

**Prime Minister Lee Hsien Loong, SG Cares Carnival, 13 January 2018**



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