



Filos Community Services

# Volunteer Centre Framework & Toolkit

March 2022

## Volunteer Centre Framework & Toolkit

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Developed by Filos Community Services

In collaboration with:

SG Cares, MCCY, NCSS, NVPC, partners and friends from the many Social Service Agencies, schools and corporates that we have interacted with, and last but not least, our passionate and committed Volunteers!

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**Version 3.0**

## Volunteer Centre Framework & Toolkit

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### CONTENT

SECTION	TOPIC	PAGE
1	INTRODUCTION	4
2	BEFORE STARTING	7
3	MAPPING & NEEDS ASSESSMENT	12
4	MATCHING VOLUNTEERS TO THE NEEDS	16
5	ENGAGING CORPORATES AND PUBLIC INSTITUTIONS	20
6	ENGAGING SCHOOLS AND IHLS	24
7	PARTNERSHIPS & NETWORKS	26
8	VOLUNTEER TRAINING	28
9	BUILDING PARTNERS' CAPABILITIES	31
10	COVID-19 MANAGEMENT PROTOCOLS	31
11	ACKNOWLEDGEMENT	32
12	ANNEXES A - P	33 - 70
	<ul style="list-style-type: none"> <li>● Annex A: Community Engagement Manager Job Description</li> <li>● Annex B1/2/3: Volunteer Job Descriptions</li> <li>● Annex C: Assessment &amp; Onboarding Form</li> <li>● Annex D: Exit Interview Form</li> <li>● Annex E: Satisfaction Survey Form</li> <li>● Annex F: Risk Registers</li> <li>● Annex G: Volunteering Requests</li> <li>● Annex H: Volunteer Programme Proposal Template</li> <li>● Annex I: Programme outline for Volunteering in the New Norm (invitation)</li> <li>● Annex J: E-invitation (EDM poster &amp; Registration PDF from Google Form)</li> <li>● Annex K: Event Reminder</li> <li>● Annex L: Feedback Form (Corporate &amp; SSA)</li> <li>● Annex M: Thank You Note</li> <li>● Annex N: Social Needs Survey 2020</li> <li>● Annex O: Proposal for Corporates</li> </ul>	

## Volunteer Centre Framework & Toolkit

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- Annex P: SSAs Feedback/Resource sheet

# Volunteer Centre Framework & Toolkit

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## 1. INTRODUCTION

The document is based on a combination of existing information from resources under Filos Community Services, National Council of Social Services (NCSS), National Volunteer & Philanthropy Centre (NVPC), and learned experiences from the operationalisation of the Volunteer Centre by Filos from April 2019 onwards. As such, this is an iterative document and will be subject to changes.

This toolkit is intended for new staff of Volunteer Centres, or existing Volunteer Managers who are interested to start looking into coordinating volunteers to meet social / health needs from their own organisation or those of other SSAs.

### 1.1. What is a Volunteer Centre?

Conceptualised by SG Cares in 2019, a Volunteer Centre (VC) is based at the Town level and serves to coordinate and drive volunteerism efforts within the assigned Town. Here are some of the desired outcomes of a VC:

- Increase the number of both ad-hoc and regular volunteers (*defined as volunteers who volunteered for at least 4 occasions, in a year*)
- Increase the volunteer's perceived rate of satisfaction after volunteering
- Identify and groom volunteer leaders
- Design and implement a volunteer training strategy to equip volunteers with the soft and hard skills to be effective in their roles
- Leverage on volunteer supply-side organisations to provide assistance to the under-served areas / Social Service Agencies (SSAs)
- Harnessing the existing resources of the community to help serve those in the same community who may be in need

The first 2 pilot Volunteer Centres are:

- SG Cares Volunteer Centre @ Bedok, Operated by Filos Community Services  
55 Chai Chee Drive #01-222 Singapore 460055  
Tel: 6241 1503, Email: [volunteer@filos.sg](mailto:volunteer@filos.sg)  
Constituencies: Kembangan-Chai Chee, Joo Chiat, Bedok, Siglap, Kampong Chai Chee, Fengshan, Bedok Reservoir-Punggol, Kaki Bukit, Eunos
- SG Cares Volunteer Centre @ Jurong East, Operated by Loving Heart  
Blk 210, Jurong East Street 21 #01-389 Singapore 600210  
Tel: 6897 4766, Email: [lhmsc@singnet.com.sg](mailto:lhmsc@singnet.com.sg)  
Constituencies: Jurong Central, Yuhua, Ayer Rajah, Bukit Batok, Bukit Batok East

## Volunteer Centre Framework & Toolkit

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There are currently 20 Volunteer Centres operating in Singapore (last updated: January 2022):

- Jurong East (operated by Loving Heart Multi-Service Centre)
- Bedok (Operated by Filos Community Services)
- Ang Mo Kio (Operated by THK Family Service Centre)
- Boon Lay (Operated by THK Moral Charities)
- Jalan Besar (Operated by Kampong Kapor Community Services)
- Kreta Ayer (Operated by Kreta Ayer – Kim Seng CCC, in partnership with New Hope Community Services)
- Tampines (Operated by Brahm Centre)
- Toa Payoh (Operated by Care Corner Singapore)
- Woodlands (Operated by Care Corner Singapore)
- Yishun (Operated by CampusImpact)
- Geylang (Operated by Care Community Services Society)
- Choa Chu Kang (Operated by Fei Yue Community Services)
- Clementi (Operated by Foundation of Rotary Clubs)
- Bukit Merah (Operated by NTUC Health Co-operative Limited)
- Serangoon (Operated by NTUC Health Co-operative Limited)
- Boon Lay (Operated by Thye Hua Kwan Moral Charities)
- Bukit Batok (Operated by Fei Yue Community Services)
- Punggol (Operated by AMKFSC Community Services)
- Queenstown (Operated by FaithActs)
- Sembawang (Operated by Blossom Seeds)

### **1.2. Why Volunteerism?**

Singapore is a rapidly ageing society. It is estimated that the number of people aged 65 years and above will increase from 440,000 in 2017 to more than 900,000 in 2030. In addition, the number of seniors aged 65 years and above living alone increased from 14,500 in 2000 to 47,000 in 2016. This figure is estimated to increase to 83,000 by 2030. With the Ministry of Health's focus on ageing-in-place for all seniors in Singapore and with a growing pool of them living alone, a large pool of volunteers will be needed to socially engage with these seniors and bring them out of their homes if possible.

By encouraging and promoting giving one's time and energy via volunteerism, we are also helping to build a more caring society, which is at the heart of what SG Cares is trying to achieve.

Volunteers themselves also benefit, as some of them may find the experience so enriching and meaningful to their lives that they decide to volunteer on a more regular basis, thus benefiting

## Volunteer Centre Framework & Toolkit

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both the organisations they are volunteering at, the people that they are serving, and also society at large.

### 1.3. **State of Volunteerism in Singapore**

From the Individual Giving Study (IGS) 2018 conducted by NVPC, volunteerism in Singapore has been on an upward trajectory and in 2018 this is at 29%, based on a sample size of 2,100 respondents being asked if they volunteered in the past 12 months. You can find out more about the study here: <https://www.nvpc.org.sg/resources/individual-giving-study-2018-findings>

By age-group, the highest proportion who have volunteered are young people aged 15-24 years (40%), followed by working adults between 35-54 years (32%), adults aged 25-34 years (27%), and seniors aged 55 and above (15-20%).

The frequency of volunteering remains largely occasional (66%), rather than monthly (20%) or weekly (14%).

Here are some implications for VC-related work from findings of IGS 2018; it may be useful to keep some of these in mind and try to implement some of the recommendations.

- Over time, small acts of care and kindness have the potential to evolve into bigger acts of giving, like donations or volunteering. *Promote micro-giving as a first step i.e. create simple, short, and engaging volunteering opportunities for time-starved Singaporeans as a way to get them to take their first steps towards a longer journey of volunteering regularly.*
- Almost two-thirds of respondents are interested in volunteering opportunities that benefit them. *Combine volunteering with other important life priorities e.g. integrating volunteering with family bonding time, enable volunteers to volunteer in line with their interests / hobbies.*
- 59% of respondents working full-time or part-time mentioned that their employers did not organise any volunteering activities in the past 12 months. *Working adults are a potentially untapped pool of volunteers; we can promote volunteerism to this pool by:*
  - *Encouraging companies to adopt a charity for the long term*
  - *Co-creating win-win volunteering programmes for team-bonding or leadership development (for staff of companies)*
  - *Consider blue collar skills as relevant and impactful e.g. cleaning, labour and related skills.*
- There is an upward trend in former volunteers i.e. volunteers who have volunteered before but not in the past 12 months; 50% of former volunteers say that their previous volunteer experience did not meet their expectations; former volunteers are interested

## Volunteer Centre Framework & Toolkit

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in convenient and practical volunteering opportunities found in their immediate neighbourhood (44%), aligned with their hobbies (36%), or allows them to learn a new skill (31%). *Non-profits need to be aware of the needs of first-time volunteers and ensure that they leave with a positive and enriching experience; allowing for convenience and alignment with volunteers' skills, preferences and life priorities may help prevent drop off among current volunteers.*

### **1.4. Impact of volunteerism**

In the NCSS pilot study for the 10 VWOs under the Volunteer Management Funding Scheme, the following impacts were found:

- Average of 60% increase in capacity to serve more clients
- Number of volunteers and regular volunteers increased by an average of 49% and 140% respectively
- Delta increase in regular volunteer hours clocked was equivalent to 12 full-time employees per VWO
- Average of 91% for volunteer satisfaction

You may download the full report here: <https://www.ncss.gov.sg/NCSS/media/Website-Images/VRO/VMFS-Report2019.pdf>

Locally there's been few studies to evaluate the tangible impact of volunteerism on the community. Emmaus Strategic LLP has developed a toolkit to assess the impact of volunteerism. This toolkit can be downloaded via link – <http://tiny.cc/vpia-toolkit>

## **2. BEFORE STARTING**

There are some useful pre-requisites to consider before setting up a VC in your organisation.

### **2.1. Staffing**

Two full-time personnel are the minimum number to staff a VC; One staff leads the VC work as the Manager while the other staff functions at Executive level competencies. The job description for the roles can be found in Annex A.

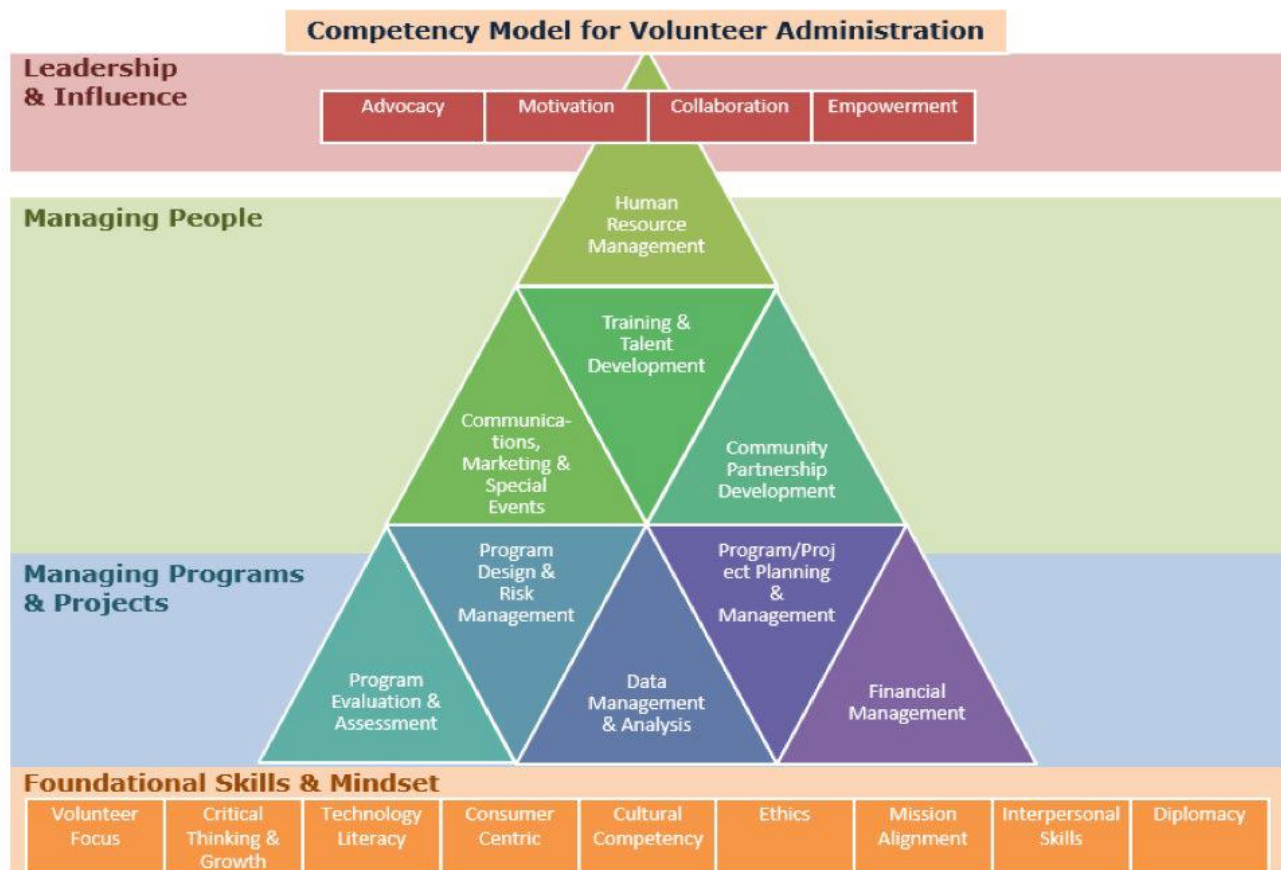
Below is a Competency Model for Volunteer Administration to serve as a guide in identifying the skills required for a fully functional volunteer programme manager and help to address gaps that may provide opportunities for training in existing or new staff.



## Volunteer Centre Framework & Toolkit

This model focuses on skills and qualities that allows room for those new to the field of volunteer management, other seasoned practitioners seeking professional development, and even how a team can be formed to split the responsibilities of volunteer management. Furthermore, it will be good to equip staff with the relevant training from NCSS upon confirmation of employment.

With our 15 years in community services, Filos is currently proficient in the core competencies of Managing Programmes & Projects section. Now, as the appointed Volunteer Centre, we look forward to equipping our staff with the relevant skills in Managing People and Leadership & Influence, along with continuous growth in Foundational Skills & Mindset.



Source: VolunteerPro, *The Essential Guide to Managing Volunteers at Your Nonprofit*

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### 2.2. **Volunteer Management Framework**

Most non-profits already work with volunteers and they may even be essential in running programmes or operations on a daily basis. But not all may have a clearly defined Volunteer Management Framework (VMF) which looks into the recruitment, onboarding, training, deployment, and follow-up engagement and management of volunteers. NCSS has developed a good toolkit on Volunteer Management (*updated in 2020*) here:

<https://www.ncss.gov.sg/Press-Room/Publications/Detail-Page?id=Volunteer-Management-Toolkit-2-0>

NCSS also recently published a resource highlighting some of the best practices associated with a good Volunteer Management Framework based on: (i) recruitment, (ii) data management and SOPs, (iii) training, (iv) recognition & retention. You may access the resource here:

<https://www.ncss.gov.sg/NCSS/media/Website-Images/VRO/VMFS-Report2019.pdf>

We have highlighted the essential components of Filos' Volunteer Management Framework below and attached the following documents for your reference.

- Process maps - covering from role
- -design of volunteering opportunities to engagement closure)
  - Needs Analysis – Role design of Volunteering Opportunities
  - Recruitment & Registration - Marketing of Volunteering Opportunities and Enquiry Workflow
  - Screening & Interview
  - Onboarding & Orientation
  - Training
  - Deployment within Organisation or Channel to other Social Service Agencies
  - Engagement & Retention – Feedback & Support
  - Training & Grooming of Volunteer Leaders
  - Volunteer Recognition & Appreciation
  - Offboarding & Exit Interview
- Volunteer Job Descriptions – Annex B1/B2/B3
- Documentation
  - Volunteer Online Application Form
    - Individual: <https://www.filos.sg/volunteer-individual-form>
    - Group: <https://www.filos.sg/volunteer-group-form>
  - Assessment & Onboarding Form – Annex C

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- Exit Interview Form – Annex D
- Satisfaction Survey Form > Google Form & Hardcopy – Annex E
- Volunteer Handbook - setting volunteer policies that outlines how a volunteer should conduct himself / herself during a placement in an organisation. The content includes:
  - Welcome Message
  - About the Handbook
  - About the Organisation - Our History, Our Services, Our Vision, Our Mission, Our Core Values, Our Value Proposition, About Volunteer Partnerships, The Volunteering Journey
  - Working Hand-in-Hand with Care Staff - Roles and Responsibilities, Shared Values, Working Alongside Staff, Escalation Policy
  - Being a Positive Role Model & Ambassador - Ambassador of Organization, Model Values, Dress Code and Appearance, Language Use
  - Maintaining a Safe Care Environment - Health & Safety, Food Allergies, Consumption & Safety, Involvement of Others in Volunteering, Handling Valuables, Working with Medication, Smoking, Drugs and Alcohol, Right to Safe Care Environment, Arranging to Meet Beneficiaries Outside, Dealing with Emergencies, Self-Care
  - Upholding Quality Service for our Beneficiaries – Respect, Fulfilling Commitments, Conflict of Interest, Continuity of Care, Fundraising Matters
  - Keeping Healthy Boundaries - Contact with Clients, Gifts, Loans & Agreements, Decision Making
  - Safeguarding Rights - Confidentiality & Consent, Harassment, Aggression & Abuse, Whistle Blowing Policy, Copyright, Suspension & Termination
  - Growing with Filos - Supporting You for a Positive Volunteering Experience, Training, Attendance, Changes in Personal Particulars, Feedback, Volunteer Management & Staff Contact Details
  - Guidelines for Effectively working with Elderly - Engaging Elderly Effectively, “Red Flag” Items for Escalation, Protecting Yourself from Bed Bugs
  - Guidelines for Effective Working with Children & Youth - 4 Core Principles of the Convention of Rights of the Child, Communicating Effectively with Children and Youth, Identifying Children and Youth in Distress, Empowering and Building Resilience
  - Guidelines for Effective Home Visits - Pre-Home Visit, Arriving for the Home Visit, Conducting the Home Visit, Post Home Visit
  - Community Resources
  - Risk Registers - migrating risk factors can be done in 5 steps i.e. identify, analyse, evaluate, treat, and monitor. Below and attached are some samples – Annex F1/F2/F3

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### 2.3. IT System(s)

As IT systems are usually costly (to non-profits), documentation with regards to volunteer management and VC-related work is therefore confined to the usual MS Office suite (Excel and Word). Below are some essential systems for consideration to maximise the use of existing systems, reduce duplication and streamline processes for more efficient administration of the VC work.

- Online systems (FOC)  
For simple surveys, registration forms and marketing platforms, there exists several free online platforms that you can use.

- Giving.sg - <https://www.giving.sg/>
- Volunteer.sg - <http://www.volunteer.sg>
- Forms.sg - <https://form.gov.sg/#/>
- Survey Monkey - <https://www.surveymonkey.com/>
- Google docs - <https://docs.google.com/document/u/0/?tgif=d>
- Mailchimp - <https://mailchimp.com/>

- Customer / Partner Relationship Management System (CPRMS)

As the VC team is required to network widely to understand the needs on the ground and subsequently match volunteers to SSAs, there is a requirement to have a system in place to track who we have met and their needs/ services. This will facilitate the eventual “matching” between volunteer supply organisations and SSAs who need volunteers. At Filos, the case management system (DOVE – MS Dynamics based) has doubled up as the CPRMS for the VC team since its implementation in April 2019. However, this system is currently unable to engage or match the volunteers.

- Volunteer Management System (VMS)

At minimum, a database comprising information about your volunteers is necessary in order to grow the volunteer pool cross-deploy volunteers to other suitable programmes and also meaningfully engage and groom potential volunteers to do higher value work e.g. running programmes / activities on their own or leading and coordinating other volunteers. Each VC / SSA is unique when it comes to volunteer management and it is essential to understand your organisational needs and if a VMS is necessary. NCSS Volunteer Resource Optimisation (VRO) team has a self-assessment toolkit to help VC / SSA determine whether a VMS is necessary. <https://www.ncss.gov.sg/Press-Room/Publications/Detail-Page?id=Volunteer-Management-System-Selection-and-Implem>

## Volunteer Centre Framework & Toolkit

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For Filos, we have recently adopted Givlly's VMS. Givlly is able to customise the backend infrastructure to satisfy both our internal volunteer management and VC requirements, thus improving our productivity and accessibility to churn out the statistics for reporting and monitoring purposes. Givlly also operates on an app-based system so that we can engage with volunteers directly via their smartphones or other mobile devices.

The commonly used VMS are:

- Salesforce - <https://www.salesforce.com/ap/solutions/industries/nonprofit/overview>
- Bantu - <https://bantu.life>
- VOOP (Volunteer Optimiser) by Trampoline - <https://trampoline.org>
- Volunteer Switchboard - <http://thevolunteerswitchboard.org/for-organisers.php>
- Givlly - <https://www.givlly.com>
- Ishinecloud - <https://www.ishinecloud.sg>

### 3. MAPPING & NEEDS ASSESSMENT

#### 3.1. Needs Assessment

Conducting a needs analysis to identify potential areas to increase partnership with volunteers in your organisation is key during the initial stage of appointment. Below are some of the steps that were taken to better understand the needs of the town.

- Study the demographics of the town and identify the major needs in the town. Filos has identified seniors and low-income families as the 2 priority social needs for Bedok town, based on the population statistics of the Bedok town, i.e. 17.3% seniors and 37.7% of children and youth.
- Obtain the town's Resource List or Social Service Directory from MCCY and/or NCSS.
- Prioritise brokering partners who can establish contacts with local agencies – MCCY, NVPC, AIC and NCSS.
- Identify Hot/Cold contacts and prioritise hot contacts for connection and collaboration.
- Visit the SSAs to understand their operations and profile their volunteer roles. Filos provides the partner SSA a Volunteer Opportunity Template below or they can submit the online request form (Link: <https://www.filos.sg/volunteer-form>) for the compilation of the volunteering needs – Annex G.
- Engage grassroots and existing volunteer groups to gain insights of needs on the ground.

## Volunteer Centre Framework & Toolkit

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From our needs assessment and interaction with various stakeholders in Bedok town, we have identified the top 6 volunteering needs below to kick-start our conversations with potential volunteer partners:

- Medical escort service
- Befriending of socially isolated elderly (living in rental HDB flats, purchased HDB flats or private property)
- Mentors for Children & Youth, Special Needs
- Activity Organiser and Facilitators for ad-hoc/regular programmes, social outings and festive events across sectors.
- Volunteer Leaders to organise volunteer groups, activities and create initiatives across sectors.
- Distribution of essential or food rations to low-income families

In response to the above pressing needs, Filos has been working with various corporate and community partners over 4 key projects namely the Gojek Medical Transport Subsidy Scheme, the Training Workshop for Befriending & Outreach and Adopt A Block.

- Gojek Medical Transport Subsidy Scheme

For a second year running, Filos is partnering SG Cares and Gojek to implement the Medical Transport Subsidy Scheme in Bedok. This scheme seeks to address a key problem of mobility-challenged seniors travelling regularly for medical appointments.

- Training Workshop for Befriending & Outreach

As befriending is one of the top 5 needs in Bedok town, it was prudent for Filos to work with Changi General Hospital and Southeast Community Development Council to conduct a series of trainings to plug the gap. Potential volunteers are sometimes intimidated by the scope and level of commitment in befriending. The training is a way to lower the barriers of entry, as it increases the understanding of the programme before committing to it wholly. Most of all, the skills obtained in the workshop equip the participants with valuable life-skills they can use in their everyday lives.

- Adopt-A-Block

Adopt a Block is an initiative that seeks to relieve the financial load of residents staying in rental blocks in Bedok town through the provision of food/essential items and care packs especially during the pandemic. As the name suggests, we encourage corporates & volunteer groups to adopt a rental block through sponsoring and distributing care packs for residents living in these blocks 3-4 times a year.

## Volunteer Centre Framework & Toolkit

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### **Tips in engaging with Social Services Agencies (SSAs):**

- Most SSAs will have various persons-in-charge of different programmes and might not have a dedicated Volunteer Manager. Identify a single point of contact for each SSA to serve as a liaison to coordinate all their programmes and services. This person should manage the volunteers you connect them with.
- Visiting the SSA's centre/location will give you better insight into their operations, capacity and available facilities. It will help you paint a better picture of volunteering opportunities, especially when a group creates a programme/activity. It also helps to build better relationships, as most people working in the community prefer face-time. *\*Given that we are still in COVID-19 phase 3 re-opening, any site visits can happen when the SMM is lifted.*
- Community needs are ever-changing and new programmes and ideas are constantly being developed. Visiting your community partners on a regular basis will be important in maintaining the relationship and keep abreast of new developments.
- Most SSAs welcome and appreciate the sharing of resources and donations-in-kind.
- Communicate clearly to the SSAs that the volunteers that are channelled to them, will be under their management thereafter, from onboarding to training for the specific role. The role of VC is to coordinate and support the programme/event to completion.

### **3.2. Supply Assessment**

Conducting an assessment of potential volunteer partners will help your team to understand the maximum potential of your town. Potential partner groups could range from corporates, schools, religious organisations, interest groups, existing volunteer groups, ground up initiatives, etc. Filos started with our existing contacts and is beginning to form partnerships based on geographic location, i.e. starting from Kembangan-Chai Chee constituency before venturing out to the rest of the town.

- Create an Asset Map of organisations in your town. Other than obtaining the resource list through the following channels, Filos found that walking the ground made it easier to see potential connections between neighbours that can turn into regular volunteers, as it eases the logistics of travel, e.g. a pre-school neighbouring a nursing home.
  - Schools via MOE or MCCY
  - Corporates via Google, visit to business parks, existing directories, tenants in malls, SBFF database, existing networks. Potential channels to explore: EDB, ACRA, Chambers of Commerce. Identify Hot/Cold contacts, prioritise hot contacts
  - Religious Organisations via existing networks and Google



## Volunteer Centre Framework & Toolkit

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- Prioritise brokering partners who can make contacts – MCCY, NVPC, AIC, NCSS, MOE and SBFF.
- Engage grassroots and existing volunteer groups to identify and cultivate potential Volunteer Leaders.
- For individuals: recruit these volunteers through your own Volunteer Application process. Filos uses an online Volunteer Registration Form for Individuals (link: <https://www.filos.sg/volunteer-individual-form>) to profile our volunteers and match them to the appropriate opportunity. Giving.sg platform is a good source for recruiting volunteers.
- For groups: Arrange for a meeting with the volunteer partners to understand their capabilities and create their volunteer profile. Filos uses an online Volunteer Registration Form for Groups (link: <https://www.filos.sg/volunteer-group-form>) to create a profile of the group and Volunteer Programme Proposal Template below to aid in creation of new programmes by the volunteer group – Annex H.

### **3.3. Forging Community Partnership: The Need for Bridges and Boats**

Drawing insights from the article, “Reporting on a Fresh Conversation on Partnering: The Need for Bridges and Boats” by Claude Vuille-Lessard, we find the framework and concept of cultural brokerage (developed by INSEAD Professor Sujin Jang) very useful and can be applied to the VC’s role of forging multi-sector partnerships in the community.

You may read more about the article here:

<https://medium.com/@asiap3hub/reporting-on-a-fresh-conversation-on-partnering-the-need-for-boats-and-bridges-be1d3d96c41d>

Basically, the cultural brokers approach and facilitate cultural differences in two ways:

- Bridges (cultural insiders) eg. grassroot and informal volunteer groups
  - Have backgrounds that match with other monocultural members;
  - Leverage the group’s resources by bridging, integrating and translating different perspectives.
- Boats (cultural outsiders) eg. schools and corporate
  - Have backgrounds that don’t overlap with any of the other group members;
  - Help the group navigate differences by eliciting new ideas and information that otherwise wouldn’t have been shared.

Defining whether they are a bridge or a boat can help practitioners:

- understand how to use their own cultural baggage and experience to improve the way they partner across different sectors to solve the region’s most complex issues.



## Volunteer Centre Framework & Toolkit

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- identify which roles they can and are willing to play, according to the prevailing context and their experience.

Some of the key ingredients of a successful partnership:

- respecting the three core values of a partnership i.e. transparency, equity and mutual benefits.
- agreeing on a common language and agenda, instead of focusing on the differences between sectors.

When partnerships are being forged between the SSAs and the School or Corporate through the VC, both parties need to respect each other's individual and common commitments. As the panel speaker, Ms. Christy Davis (Executive Director of Asia P3 Hub), correctly describes it - "The ground may not be common, but stakeholders can agree on the shared value territory and how they will each contribute to it. It takes intentionality to build a common language, trust and relationships to stay the course."

#### 4. MATCHING VOLUNTEER SUPPLY TO THE NEEDS

An existing resource produced by NCSS and Empact Pte Ltd is an appropriate tool for matching volunteer supply with demand. The resource is titled "Partnering organisations towards a lasting impact on social service users – Guide on service-based volunteering, partnership models, and case studies".

It can be found here:

[www.ncss.gov.sg/Press-Room/Publications/Detail-Page?id=Partnering-Organisations-Towards-A-Lasting-Impact](http://www.ncss.gov.sg/Press-Room/Publications/Detail-Page?id=Partnering-Organisations-Towards-A-Lasting-Impact)

In the resource, Empact had used the following criteria and developed a matrix based on level of needs.

Criteria	Level of Needs
<ul style="list-style-type: none"> <li>• <b>Manpower</b> - how many volunteers are required?</li> </ul>	High – more than 10 volunteers Medium – 5 to 10 volunteers Low – 2 to 5 volunteers
<ul style="list-style-type: none"> <li>• <b>Frequency</b> – how often does the volunteering session take place?</li> </ul>	High – Daily or weekly Medium – Bi-weekly (once every 2 weeks) or monthly

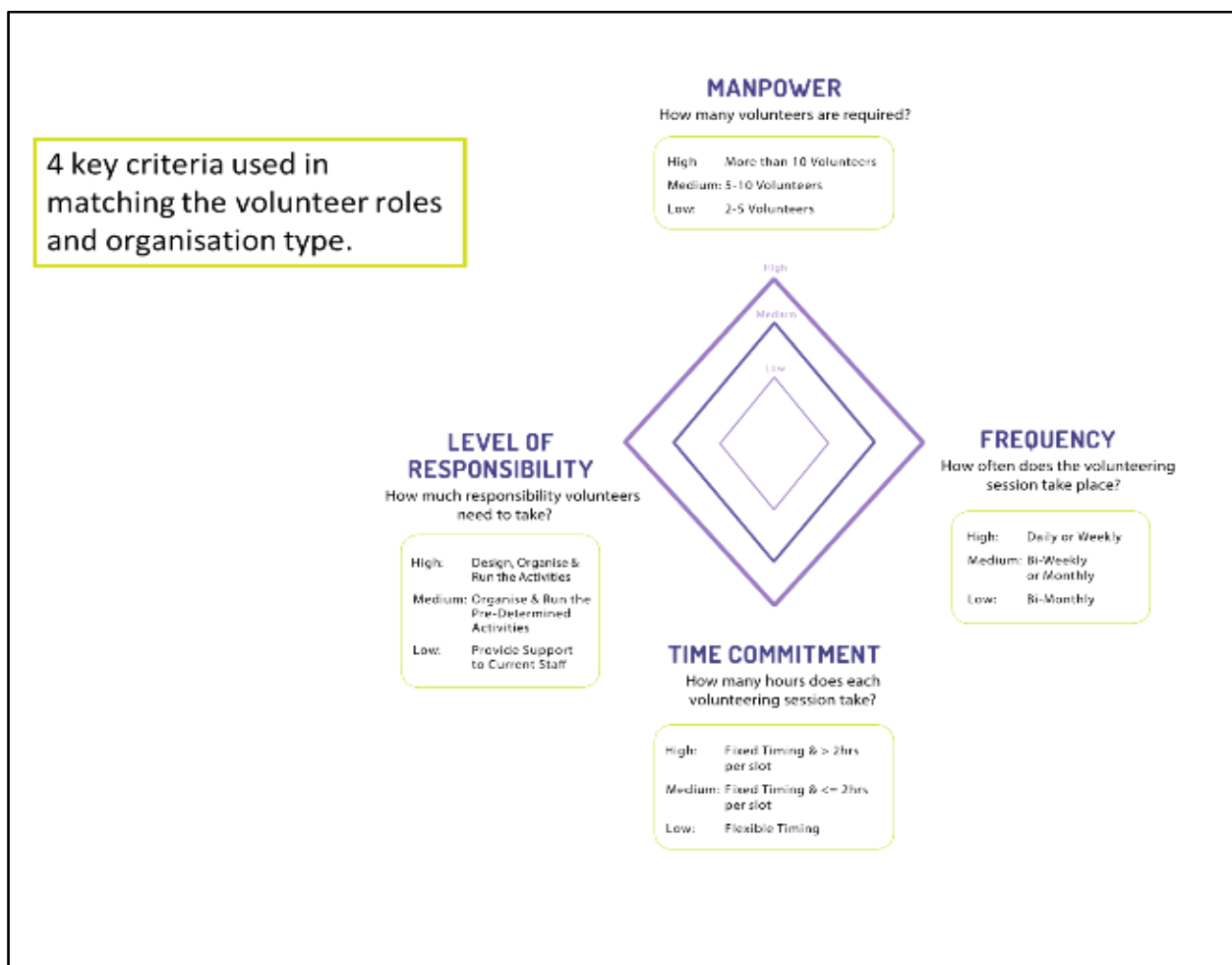
## Volunteer Centre Framework & Toolkit

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	Low - bi-monthly (once every 2 months)
<ul style="list-style-type: none"> <li>• <b>Time Commitment</b> - how many hours does each volunteer session take?</li> </ul>	High - fixed timing & > 2hrs per session Medium - fixed timing & ≤ 2hrs per session Low - flexible timing
<ul style="list-style-type: none"> <li>• <b>Level of Responsibility</b> - how much responsibility do volunteers need to take?</li> </ul>	High - Design, organise and run the activities Medium - Organise and run the pre-determined activities Low - Provide support to current staff

Here's the matrix developed using the above criteria and needs. Based on the criteria, volunteers can personalise their own profiles and search for opportunities.

## Volunteer Centre Framework & Toolkit



Source: *Empact & NCSS, Partnering organisations towards a lasting impact on social service users – Guide on service-based volunteering, partnership models, and case studies*

- **Social Service Agencies**

Applying the matrix to Social Service Agencies, the following sample job profiles for volunteers were produced.

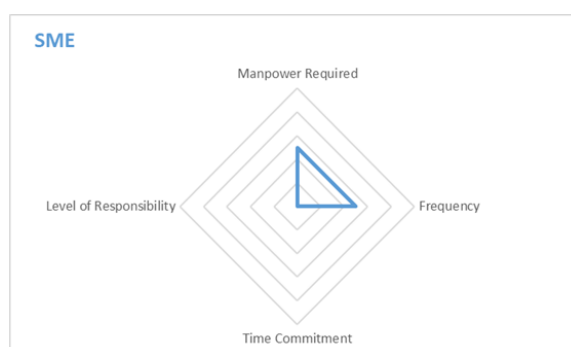
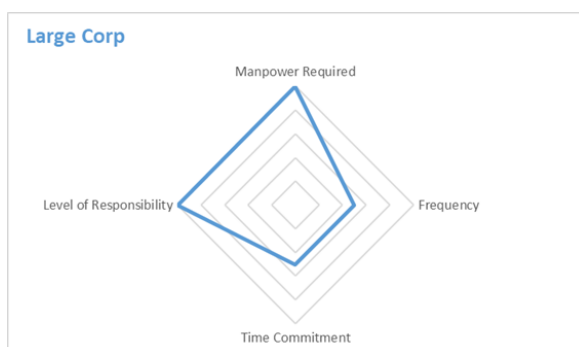
# Volunteer Centre Framework & Toolkit



Similar application of the matrix to corporate organisations (large corporate and SME), schools, and Institutes of higher learning (IHLs) produced the following pictures.

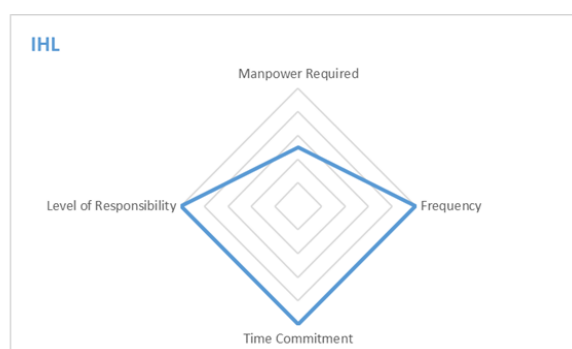
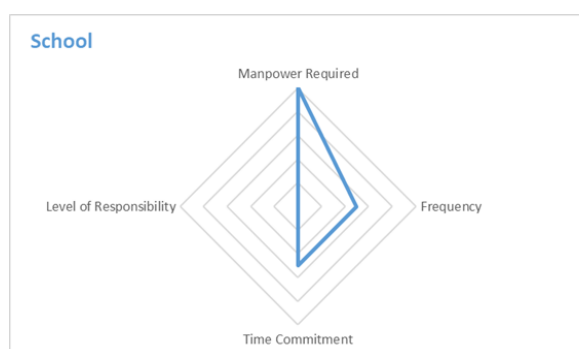
- **Corporate Organisation - Large Corporate & SME\***

## Volunteer Centre Framework & Toolkit



\* Large corporates (also known as MNC) is a corporate organisation that owns or controls production of goods or services in two or more countries other than in their home country. A Small or Medium-sized Enterprise (SME) is a company whose annual sales turnover is not more than \$100 million or has fewer than 200 workers (as defined by Enterprise Singapore)

- **School & Institute of Higher Learning\***



\* School is an institution for educating children - either Primary or Secondary schools while the Institutes of Higher Learning include tertiary education institutions such as colleges, polytechnics and universities.

By mapping the profile of the volunteering capacity of the corporate organisation to the needs profile of the SSA, a good match may result that will be win-win for both organisations.

## 5. ENGAGING WITH CORPORATES & PUBLIC INSTITUTIONS

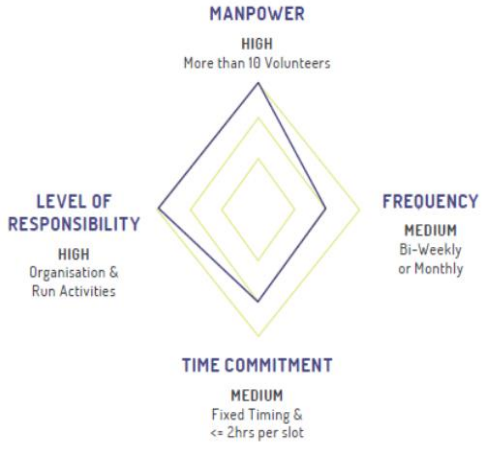
Before meeting or engaging with a corporate company or public agency, it is useful to profile the organisation using the table shown below. The value propositions are akin to the “bargaining chips” an SSA may have in terms of what they can offer to the corporate organisation.

## Volunteer Centre Framework & Toolkit

Here is the framework for matching Corporates / Public Institutions.

Type of Organisation	Good Matches	Possible Matches	Organisation Profile	Value Proposition to Volunteering Organisation
Large corporation / MNCs	<ul style="list-style-type: none"> <li>Activity facilitator</li> <li>Befriender (Home visit)</li> <li>Outing coordinator</li> <li>Sponsorship/Distribution of care packs</li> </ul>	<ul style="list-style-type: none"> <li>Mentor</li> <li>In-school student support</li> <li>Out-of-school student support</li> </ul>		<ul style="list-style-type: none"> <li>Uplift brand social equity</li> <li>Build leadership experience</li> <li>Build team cohesion</li> </ul>
SME (fewer than 200 workers or annual sales turnover of less than \$200mill)	<ul style="list-style-type: none"> <li>Resource support</li> <li>Admin support</li> <li>Holiday /Festive programme facilitator</li> </ul>	<ul style="list-style-type: none"> <li>Medical escort</li> <li>In-school student support</li> </ul>		<ul style="list-style-type: none"> <li>Less manpower is required</li> <li>Accelerates brand building</li> <li>Boosts team morale</li> </ul>

## Volunteer Centre Framework & Toolkit

Public agency	Activity facilitator Befriender (Home visit) Outing coordinator Sponsorship/Distribution of care packs	Mentor In-school student support Out-of-school student support		Demonstrate leadership in driving impact Give staff opportunity to experience needs on the ground Annual volunteer leave
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### Tips to work with Corporates:

- Most large corporate organisations have Corporate Social Responsibility (CSR) as an internal programme, staffed usually by the HR or equivalent department. CSR is usually a good entry point to getting companies to provide volunteers not only on an ad-hoc, but a more regular basis, to serve the needs of the community in which they reside.
- Before embarking on any collaborations, it is important to have a single point-of-contact (POC) on both sides – the Corporate POC and the SSA POC. This is especially so for large corporates such as MNCs or Public Service agencies. The Corporate POC should be of a sufficiently high seniority to facilitate decision-making, coordination and organising of the disparate groups of volunteers within a large organisation (such as the HR Head or Director). The SSA POC should also be an equivalent level to facilitate joint decision-making with the Corporate.
- Give enough lead time for planning about 6 to 8 weeks is needed for planning an event. It is advisable to approach corporates at the beginning of the year to lock down their date/time and budget in advance.
- Few things to note about working with MNCs or large companies :
  - Tend to have pre-determined philanthropic thrust and direction is set by board of directors or top management
  - CSR activities or projects are set a year in advance in accordance to company's budget amount. Submission of proposals and collaborations by SSAs need to be done to strictly match their approval cycles

## Volunteer Centre Framework & Toolkit

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- Filos has created a Proposal template for submission to companies. This includes : Project Objective; Project Description; Expected Impact; Timeline; Est Budget/Cost; Desired Outcome. (See Annex O)
- Company may have newsletters and other regular communication channels to broadcast volunteering opportunities amongst staff
- Company may even have designated CSR leave, to do volunteering “own time own target”
- Networks are especially important when trying to engage with corporates, and one of those with whom we worked with to create networking sessions is the Singapore Business Federation Foundation (SBFF) – which is the social arm of the Singapore Business Federation. They are good partners to work with to engage with businesses who are members.
- The National Volunteer and Philanthropy Centre (NVPC) focuses on encouraging corporates to donate and volunteer and they actively seek champions under their “Companies of Good” programme while also actively engaging the senior management of companies to promote their cause. As such, NVPC would be another good partner to approach if the VC team is considering engaging with corporates.
- Develop new models to work around barriers faced by organisations. For example, to tackle the issue of regular commitments, Filos is garnering interest in Tag-team Volunteering.
  - The concept is to create small teams of 4 or 5 around the neighbourhood to share the responsibilities and commitments of the volunteer role, e.g. befriending programmes require befrienders to visit or call the befriendeds once a week (4 times a month).
  - With a team of 4, each team member will only need to commit to an interaction once instead of 4 times a month.
  - When 1 member is unable to fulfil a timeslot, they can rearrange their schedules amongst themselves, or even seek to recruit more members.
  - Thus, the teams also help to alleviate the stress of the volunteer manager to coordinate with many individuals. Instead, the volunteer manager can focus on managing each team and growing more teams.
  - The goal is to grow regular volunteering within the neighbourhood through shared efforts of the community.



## Volunteer Centre Framework & Toolkit

### 6. ENGAGING WITH SCHOOLS / IHLs

Here's the framework for matching Schools / IHLs with potential SSA needs.

Type of organisation	Good matches	Possible matches	Organisation profile	Value proposition to volunteering organisation
School (mainstream sec and JC/CI)	Admin support Resource support	Activity facilitator Befriender (Home visit) In-school student support	<p><b>MANPOWER</b> HIGH More than 10 Volunteers</p> <p><b>LEVEL OF RESPONSIBILITY</b> LOW Provide Support to Current Staff</p> <p><b>FREQUENCY</b> MEDIUM Bi-Weekly or Monthly</p> <p><b>TIME COMMITMENT</b> MEDIUM Fixed Timing &amp; &lt;= 2hrs per slot</p>	<p>Authentic learning platform for students to engage in meaningful VIA</p> <p>Experiences that better match students' developmental and learning needs</p> <p>Inculcate values and develop empathy</p>
IHL (ITEs, polytechnics and universities, incl. private schools e.g. Lasalle, NAFA, MDIS, etc.)	Activity facilitator In-school student support Out-of-school student support	Mentor Outing coordinator Befriender (home visit)	<p><b>MANPOWER</b> MEDIUM 5-10 Volunteers</p> <p><b>LEVEL OF RESPONSIBILITY</b> HIGH Organisation &amp; Run Activities</p> <p><b>FREQUENCY</b> HIGH Daily or Weekly</p> <p><b>TIME COMMITMENT</b> HIGH Fixed Timing &amp; &gt; 2hrs per slot</p>	<p>Avenue to fulfil CIP, community svc hrs, (VIA, service-learning, etc.)</p> <p>Help students develop a keen awareness of the community</p> <p>A platform to build character</p>

Volunteers come from mainstream schools mainly via the Values-in-Action (VIA) programme under the Ministry of Education (MOE). VIA are learning experiences that support the development of students as socially responsible citizens who contribute meaningfully to the community through the learning and application of values, knowledge and skills. VIA fosters student ownership over how they contribute to the community. You can find out more about VIA here: <https://www.moe.gov.sg/education/secondary/values-in-action>

## Volunteer Centre Framework & Toolkit

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For IHLs, a similar programme would be Service-Learning or Community Service, where students apply the skills and knowledge they have learned in school to benefit the community. This could be part of their mandatory curriculum or an optional Co-Curricular Activity. We have highlighted some useful links here:

- Ngee Ann Polytechnic: <https://www.np.edu.sg/servicelearning/Pages/default.aspx>
- Temasek Polytechnic: <https://www.tp.edu.sg/student-life/cocurricular-activities/community-service-and-leadership>
- ITE East: <https://ce.ite.edu.sg/existing-students/co-curricular-activities-cca/community-service/>
- Singapore Management University: <https://www.smu.edu.sg/campus-life/community-service>
- Singapore University for Technology & Design: <https://www.sutd.edu.sg/Education/Unique-Academic-Structure/Capstone-Programme/For-Students>

### **Tips to work with Schools and Institute of Higher Learning:**

- Before embarking on any collaborations, it is important to have a single point-of-contact (POC) on both sides – the School POC and the SSA POC. The School POC should be of a sufficiently high seniority to facilitate decision-making, coordination and organising of the students from the school (such as the HoD or Level Head). The SSA POC should also be an equivalent level so as to facilitate joint decision-making with the school.
- At initial stages of the VIA programming between the school and community partner, there is a fair bit of time and effort spent to brainstorm and plan activities – as such it is important that the Teachers-in-charge always accompany the students to engagement sessions with community partners, and from the community partner, the person with the most in-depth experience of the particular service or programme that the school is interested in should be present.
- Give enough lead time for planning about 6 to 8 weeks lead time is needed for planning an event.
- Schools typically organise their mass VIA programmes in October for the following year. Therefore, it would be best to start engaging them in September to plan for the following year.
- Organisations to tap on: MOE, NYC, Youth Corp (YEP), Heartware, Girls/Boys Brigade, Girl Guides, Boy Scouts, CCAs/interest groups in schools in skills-based volunteering.

## Volunteer Centre Framework & Toolkit

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- Consider educational pre-volunteering sessions. School children have minimal interaction with the beneficiaries and often face difficulties in reaching out and warming up to them. Filos has an existing “Total Recall” programme to teach primary to secondary school children about elderlies living with dementia, through talks and experiential activities. We use this as a pre-volunteering engagement which helps the school children have greater empathy towards the beneficiaries they meet and give them more confidence to interact with them during the volunteering sessions. We hope that this will create a more meaningful and impactful volunteering experience for both sides.
- Most schools have existing community involvement programmes you may tap onto. Some schools even have leadership programmes for older students that you may groom volunteer leaders from. IHLs have the potential to create and lead evidence-based programmes to work alongside the Volunteer Centre team to tackle organisational or community issues.

### **7. PARTNERSHIPS, PROGRAMMES & NETWORKS**

#### **7.1. Types of Partnerships**

In trying to build partnerships we rely heavily on the 3Ps – People (SSAs), Private (Corporates), and Public (Schools, Public Service Agencies). As such, organising events or sessions that allow networking among the 3Ps would be a crucial part of what the VC seeks to accomplish in terms of matching volunteers in the community to the needs in the community.

- Monthly Meeting with Key Community Partners – coordination between AIC, MCCY, NCSS and Advisor, key in building relationship and trust, Single Point of Contact, clear goals, feedback loop
- Participate in Constituency-level Network Meeting and Key Projects - bi-monthly KCC Social Network meeting, participates in ComLink survey and developmental work
- Organising Network Meeting - Corporate/School/SSA Engagement Session. 1) Networking session: We conducted Annual SSAs meeting at the beginning of the year; Annual Corporate Networking Session in mid-year; and Annual Schools VIA meeting at the end of the year. 2) Community Of Practice (COP) : We organised COP for sector-based SSAs, with the purpose of bringing them together to share best practices and brainstorm new ideas for the challenges they face.

One way to build partnerships across organisations is to introduce them to each other via networking sessions. Such sessions can serve to highlight the core agenda and needs of each sector and help build understanding and relationships between staff from the respective organisations.

## Volunteer Centre Framework & Toolkit

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One learning point about networking sessions, be it Corporates, SSAs or Schools, do ensure that there is a Feedback or Response sheet for all to submit at the end of the meeting. The Response sheet is for the attendees to indicate their interests on volunteering needs or activities, resources and training, etc. This gives us an opportunity to follow up with them on their specific interests and ensure that a partnership is formed quickly. Such follow up should also be carried out within 2 to 3 weeks from the date of the event. (See Annex P for the Feedback/Resource sheet)

### 7.2. Types of Programmes

#### **SSA-specific volunteering programmes**

Most of the time, volunteers are channelled to support an SSA in their specified programmes. The SSA would have their programme requirement that meets their beneficiaries' needs. The Volunteer Centre will help recruit the volunteers, the SSA will provide the training and manage the programme on their own.

#### **VC-initiated/led volunteering programmes**

Filos created a few programmes that are deployed across the town, to meet the town's common needs. For these programmes, the Volunteer Centre recruited and trained the volunteers and managed the overall programme, with the support of the SSAs. Such programmes are : Medical Escort Service, Adopt-A-Block and Adopt-A-Repair.

### 7.3. Organising networking sessions

#### *Corporate-SSA Engagement Session*

Filos VC had worked with the Singapore Business Federation Foundation (SBFF), NVPC, NCSS and MCCY to co-design and develop the first networking session between Corporates and SSAs in the Kembangan-Chai Chee area on 6 September 2019.

Working with SBFF, Filos was able to engage with neighbouring corporates from the Viva Business Park at Kembangan-Chai Chee area and SMEs who are interested to volunteer in Bedok town. We also engaged with tenants at Bedok Mall via the landlord, CapitaMall Trust. This would be the Private arm.

From the list of SSAs that Filos had engaged with previously during needed assessment, a list of SSAs was curated and included into the networking session – this represented the People arm.

The COVID-19 measures did not allow us to organise a physical corporate networking session but it did not deter us from organising a virtual one. A subsequent virtual corporate networking session, titled "Volunteering in the New Norm" was co-organised by Filos, NCSS VRO team and SG Cares Office. The virtual session was held on the 18<sup>th</sup> September 2020 with more than 120

## Volunteer Centre Framework & Toolkit

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participants from corporates, ground-up movements, SSAs, schools and government agencies. The highlight of the event was the panel discussion with Speaker Tan Chuan-Jin as one of the panellists. The session discussed about volunteering in the post pandemic and stressed on the importance of collaboration between the private, public and people sectors. Similarly, on 2 June 2021, we organised another session titled “Volunteerism+Communities: Making connections, Delivering impact, Building resilience”. Main discussion was about while volunteerism is taking on a hybrid mode, how can companies stay agile and effective in engaging their communities.

Lastly, NCSS, NVPC and MCCY represented the Public arm of the partnership, bringing with them significant resources in terms of funding, existing materials and toolkits with regard to volunteer management, and oversight of the various policy levers that could shape the volunteer landscape in the years ahead.

As a VC, it would be necessary to hold at least 1 networking session a year to build healthy networks and relationships that can contribute to a conducive environment for volunteerism and the building of a more caring community.

You may find the templates for the following documents below:

- Programme – Annex I
- E-Invitation – Annex J
- Event Reminder (sent at least 3 days prior event) – Annex K
- Feedback Form – Corporate & SSA – Annex L1/L2
- Thank You Note – Annex M1/M2

## **8. VOLUNTEER TRAINING**

### **8.1. Training by Programme-based Volunteerism**

- Tier 1: Events-based / Ad Hoc Volunteering
- Tier 2: Skill-based Volunteering
- Tier 3: Service-based Volunteering

## Volunteer Centre Framework & Toolkit



Source: <https://www.ncss.gov.sg/GatewayPages/Donate-Volunteer/Volunteer/Types-of-Volunteerism>

While some individual Volunteer Supply and Demand organisations already have their own programmes for on-boarding and training of volunteers (and should continue doing it), there may be a case for consolidating some training for common needs under the Town's Volunteer Centre (VC), especially if it is related to a certain service or programme that multiple agencies are running e.g. seniors' befriending.

There already existing free resources that provides VCs can tap on for basic training of volunteers. NCSS offers free basic online training courses for first time volunteers who are interested to befriend seniors or work with youths. Each volunteer will need to register for a Learning Cloud account but it is free of charge. Each course will take about 60 to 45 minutes to complete and after successfully answering some quizzes, participants will be issued with a soft copy of the course certificate, issued by NCSS.

The link is here: <https://www.ncss.gov.sg/GatewayPages/Donate-Volunteer/Volunteer/Training-for-Volunteers-Managers>

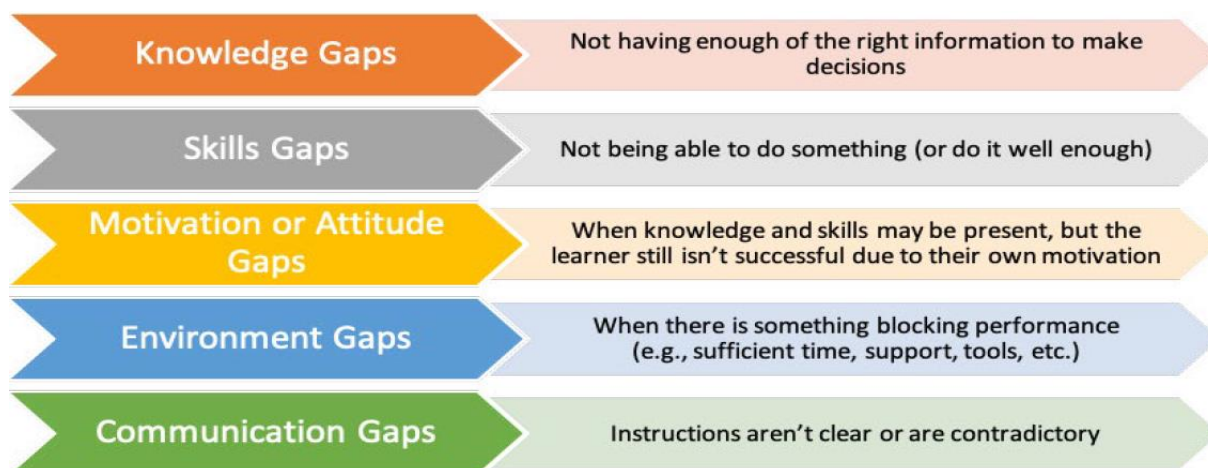
Filos is currently at the stage of fine-tuning its programme-based training and will look next into the training based on the stages. One of such training is the Training Workshop for Befrienders -- split into 4 modules throughout the year so as to engage and equip the volunteers based on the stages of their volunteer involvement. Tier One training: 'Introduction to Senior befriending'. Tier Two training: 'Challenging Issues in Senior Befriending' done in collaboration with CGH. We have planned to roll out 'Foundations in Senior Befriending' in 2022 under Tier Two training.



## Volunteer Centre Framework & Toolkit

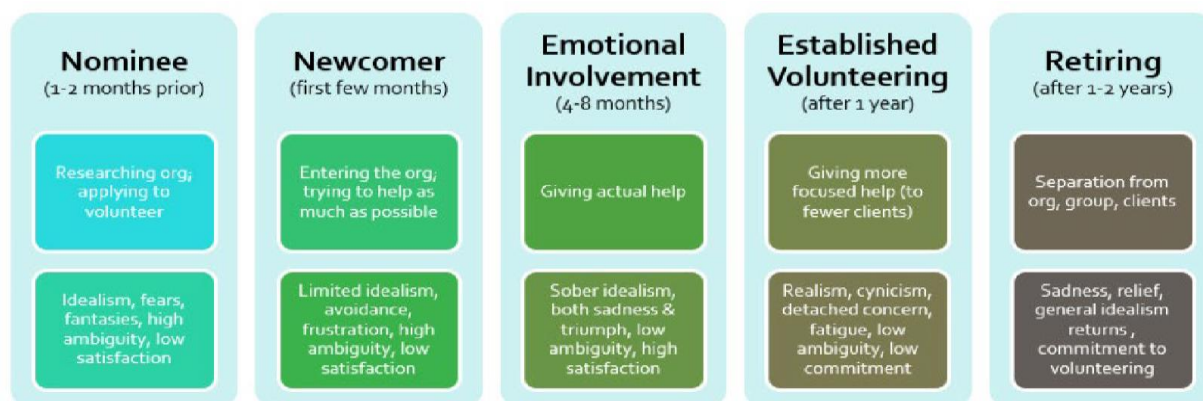
### 8.2. Training by Stages of Volunteer Involvement

Volunteerism is a journey and a volunteer's level of involvement will be crucial in understanding his or her potential gaps. The goal is to help align the volunteer's skills with the needs in the community. Below are 5 Key Learning Gaps for your consideration in designing training programmes.



Source: VolunteerPRO The Essential Guide to Managing Volunteers at Your Nonprofit eBook

Coupled with identifying the Stages of Volunteer Involvement your volunteers are at; you will be able to design training programmes that tailor to their growth. A more tailored approach will prevent alienation of newcomers and repeated trainings for established volunteering. Furthermore, you will be able to develop a plan to level-up volunteers to get more involved in leadership and development roles. Below is a chart showing the Stages of Volunteer Involvement and their typical characteristics that can help you profile your volunteer pool.



Source: VolunteerPRO The Essential Guide to Managing Volunteers at Your Nonprofit eBook

## Volunteer Centre Framework & Toolkit

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For volunteers that have been matched to SSAs external to Filos, those SSAs will take charge of the training and subsequent deployment of the volunteers. The Volunteer Centre aims to co-create and co-develop training models for the more common needs in the community. Filos has extended some of our trainings to the volunteers from other SSAs, eg. Befriending the Elderly & Befriending Children & Youth. Some SSAs on the ground currently have their own training models and programmes, we aim to examine these further to see how we can collaborate in sharing these resources.

### **9. BUILDING COMMUNITY PARTNERS CAPABILITIES**

One of the Volunteer Centre's role is to build Volunteers Management capabilities of the Partners. Many SSAs do not have dedicated Volunteer Managers for their centre. The person who manages the volunteers is usually the programme staff or the social worker. They might not have the knowledge or skillset or bandwidth in onboarding or training the volunteers.

Filos conducted a 3-hr workshop on Volunteer Management Framework for the SSAs in 2021. This was meant to equip the staff-in-charge of volunteers with the right mindset and understanding of the whole framework, from Needs analysis, recruitment to Recognition & Offboarding. The Volunteer Centre aims to continue to provide such bite-size trainings to the SSAs either through workshops or through our monthly newsletter.

In addition, some SSAs are lacking in design & social media skills. This is one area where they have requested for training, to help them in their volunteer recruitment and programme publicity. The Volunteer Centre continues to look into the needs of the SSAs to help build stronger capabilities to better support their volunteers.

### **10. COVID-19 MANAGEMENT PROTOCOLS**

When the Circuit Breaker was implemented on the 7<sup>th</sup> April 2020, physical volunteering activities were suspended due to the prevailing Safety Management Measures (SMM).

The most immediate thing we did was to convey the suspension of physical volunteering activities to our volunteers and to engage them safely and meaningfully during the course of the Circuit Breaker.

Communication between us and the relevant Government Agencies are important as updates to the SMM are always evolving and Filos has to keep abreast to the safety protocols.

Filos conducted a Social Needs Assessment Survey (Annex N) for Bedok Town and subsequently a Bedok Town Community Partner cluster meeting to share the findings from the survey and initiatives the VC will run for the community partners during the pandemic.

Top 3 Social Needs are (not in order):



## Volunteer Centre Framework & Toolkit

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- 1) Lack of Digital Resources
- 2) Loss of Job / Income
- 3) Food Insecurity

From the findings, 4 initiatives were implemented under the COVID-19 VC Initiative

- 1) Hygiene Pack Initiative
- 2) Digital Resources
- 3) Grocery Run Initiative
- 4) "Thanking Our Heroes" volunteer appreciation initiative

Understanding the challenges and safe management measures that surfaced during Phase 1, Filos created a [Volunteer Management Protocol for COVID-19](#). This protocol serves as a working standard operating procedure for Filos' volunteer management processes and can be used as a reference for other SSAs and VCs to adopt.

NCSS also has resources to support SSAs into entering the next normal. Please find the Beyond Covid-19 Re-opening Guide in the link below: <https://file.go.gov.sg/beyond-covid19-reopening-guide-for-ssas.pdf>

### 11. ACKNOWLEDGEMENT

We would like to acknowledge the following partners who contributed to the current draft of the VC Toolkit.

- 1) Agency for Integrated Care
- 2) Empact Pte Ltd
- 3) Emmaus Strategic LLP
- 4) National Council of Social Service
- 5) Ministry of Culture, Community and Youth
- 6) National Voluntary and Philanthropic Centre
- 7) Singapore Business Federation Foundation
- 8) VolunteerPRO

## Volunteer Centre Framework & Toolkit

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### Annex A

#### Community Engagement Manager

##### **Purpose of Job:**

To develop and execute strategies for volunteer engagement and fundraising, collaborating and building relationships with stakeholders for outreach and public communication efforts.

##### **Key Responsibilities Areas:**

- Volunteer Engagement
  - Develop, coordinate, match and manage all aspects of the volunteer programmes at town level
  - Work with the team and volunteers to drive recruitment efforts and to develop and organise outreach events and initiatives to promote volunteerism and implement networking sessions
  - Curate and organise training curriculum and framework for existing volunteers
  - Explore, plan and manage all publicity efforts for volunteer recruitment and engagement initiatives and programmes
  - Organise and provide support in appreciation and recognition events
  - Support all secretariat work and reports of the volunteer programmes to senior management, internal and external stakeholders
  - Manage resources and implement the volunteer programmes within set budget, funding mechanisms and timelines
  - Administrative duties such as manage and maintain the volunteer database system, data entry
  
- Marketing and Communication
  - Develop strategy and operationalize plans to market the services and volunteering opportunities of the organization to community and corporate partners
  - Provide editorial support for corporate communication, collaterals and materials
  - Update and maintain content of corporate website and social media platforms
  
- Fund Raising
  - Devise and execute fundraising strategies and plan for Filos
  - Cultivate new donors, engage and enhance donors relationship and build long term relationship with donors

## Volunteer Centre Framework & Toolkit

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- Making the 'ask' for donation to Filos programmes and services
- Prepare fundraising report for management review

### Annex B1 - Volunteer JD Overview (Skills-based)

## Skills-based Volunteering

Share your specialized skills and talents to strengthen the services of Social Service Agencies, helping them build and sustain their capacity to successfully achieve their missions.

Volunteer Opportunity	Suitable for				
	<i>Individuals</i>	<i>Corporate Teams</i>	<i>Schools</i>	<i>Other Groups</i>	<i>Applicable for Tag-Teams</i>
<b>Graphic Designer</b>	✓	✓	✓	✓	✓
<b>Social Media &amp; Digital Marketing</b>	✓	✓	✓	✓	✓

## Volunteer Centre Framework & Toolkit

### Annex B2 - Volunteer JD Overview (Service-based)

# Service-based Volunteering

Help Social Service Agencies cope with the rising demand of services during this time, as well as pivoting existing services to online modes.

Volunteer Opportunity	Suitable for				
	<i>Individuals</i>	<i>Corporate Teams</i>	<i>Schools</i>	<i>Other Groups</i>	<i>Applicable for Tag-Teams</i>
<b>Tele-befriender</b>	✓	✓		✓	
<b>Virtual Activity Organisation &amp; Facilitator</b>	✓	✓	✓	✓	✓
<b>Virtual Tutor</b>	✓	✓	<i>IHL Only</i>	✓	✓
<b>Virtual Mentor</b>	✓	✓		✓	
<b>Ration or Meal Delivery</b>	✓	✓		✓	✓
<b>Medical Escort</b>	✓	✓		✓	✓

# Volunteer Centre Framework & Toolkit

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## Annex B3 - Volunteer JD Example

# Graphic Designer

for

- ✓ Elderly
- ✓ Children & Youth
- ✓ Family
- ✓ The Differently-abled

### ABOUT THE PROGRAMME

It has become ever more important for Social Service Agencies (SSAs) to connect with donors, volunteers and the public through online media. However, most SSAs require the help and expertise to transition to online media.

### Service-users

Potential and existing donor and volunteer partners, such as schools, corporates, social groups and individuals.

### ABOUT THE OPPORTUNITY

Assist SSAs in the design of marketing collateral, such as banners and email flyers.

### Suitable For

Open to All: Individuals / Family-friendly / Groups / Seniors / Youths

### Requirements

- At least 18 years old
- Proficiency of graphic design software required
- Proficiency of social media tool preferred

### Schedule

Volunteers will be engaged on project-basis

### Support Given

- Orientation by the SSA
- Staff support to be advised by the SSA

### Areas to Note

1. **Confidentiality** – Do safeguard the privacy and confidentiality of the Social Service Agencies and their service-users' data and/or details, which you may be exposed to in the programme. Do not copy or share any details/photos/materials to any third parties, social media or public without the consent of the SSA you work with.

# Volunteer Centre Framework & Toolkit

## Annex C - Onboarding & Assessment Form



### VOLUNTEER ASSESSMENT & ONBOARDING FORM

SECTION G: FOR OFFICIAL USE ONLY			
<b>Date Application Received:</b>		<b>Received By:</b> <i>(Name &amp; Designation)</i>	
<b>Interview Notes:</b>			
<i>Name &amp; Designation of Interviewer 1</i>			
<i>Dated:</i>			
<b>Interview Notes:</b>			
<i>Name &amp; Designation of Interviewer 2</i>			
<i>Dated:</i>			
<b>Placement</b> <input checked="" type="checkbox"/>	<b>For Placed Volunteers:</b> Acceptance Date:	<b>For Rejected Volunteers:</b> Date Thank You Letter Sent:	
	<u>Family Life</u> <input type="checkbox"/> Workshops and Talks  <u>Assistance and Referral Services</u> <input type="checkbox"/> Bread Distribution and Food Rations <input type="checkbox"/> Blessing Projects	<u>Elderly Services</u> <input type="checkbox"/> Social Wellness Programme <input type="checkbox"/> More Than Friends Programme <input type="checkbox"/> Home Care Programme <input type="checkbox"/> Community Befriending Programme <input type="checkbox"/> Community Resources, Engagement & Support Team	
<b>Training Needs:</b>	<input type="checkbox"/> Basic CPR / AED Training <input type="checkbox"/> Transferring Skills <input type="checkbox"/> Wheelchair Handling	<input type="checkbox"/> Blood pressure Monitoring <input type="checkbox"/> CBP Befriending <input type="checkbox"/> Others:	
<b>Details of Training Attended:</b>	<b>Course Name</b>	<b>Date</b>	<b>Completed?</b>
			<input type="checkbox"/>
			<input type="checkbox"/>
<b>On-boarding</b> <input checked="" type="checkbox"/> by:	Service Commencement Date: On-boarding Date:		
	<input type="checkbox"/> ID Tags / Lanyards <input type="checkbox"/> Communication Groups <input type="checkbox"/> Email: <input type="checkbox"/> IT Assets e.g. Laptop: <input type="checkbox"/> Namecards	<input type="checkbox"/> Keys: <input type="checkbox"/> Files & Documents: <input type="checkbox"/> Accounts: <input type="checkbox"/> Others:	
<b>Check-In Date:</b>		<b>Check-In By:</b> <i>(Name &amp; Designation)</i>	1. 2.

# Volunteer Centre Framework & Toolkit

## Annex D - Exit Interview Form



### VOLUNTEER EXIT INTERVIEW

Name as in NRIC (In BLOCK and <u>underline surname</u> ):	
Partial NRIC No. (Eg.SXXXX567D):	Contact No:
Volunteering start date:	Volunteer Role(s) :
Length of volunteering period with <b>Filos</b> (mths/yrs):	
<p>What are the reason(s) that you are leaving the organization?</p> <p> <input type="checkbox"/> Health                                      <input type="checkbox"/> Burnout                                      <input type="checkbox"/> New volunteer commitments  <input type="checkbox"/> Relocation/Moved                                      <input type="checkbox"/> Lost interest                                      <input type="checkbox"/> Lack of family support  <input type="checkbox"/> No mentorship/poor guidance                                      <input type="checkbox"/> Disagreement with issue management  <input type="checkbox"/> Physically not capable                                      <input type="checkbox"/> Others (please specify): _____         </p>	
<p>What are the area(s) that were positive (if any) in your volunteer experience?</p> <p> <input type="checkbox"/> Self-satisfaction                                      <input type="checkbox"/> Community service                                      <input type="checkbox"/> Social Service Team  <input type="checkbox"/> Helping others                                      <input type="checkbox"/> New friendship                                      <input type="checkbox"/> Personal growth/Learning  <input type="checkbox"/> Time Well Spent                                      <input type="checkbox"/> Others (please specify): _____         </p>	
<p>What are the area(s) that we can improve on for your volunteer experience at <b>Filos</b>?</p> <p> <input type="checkbox"/> Lack of organization support                                      <input type="checkbox"/> Stress                                      <input type="checkbox"/> Social Service team/conflicts  <input type="checkbox"/> Lack of rewards/recognition                                      <input type="checkbox"/> <u>Financial</u> strain                                      <input type="checkbox"/> Time commitment/hours Lack  <input type="checkbox"/> of training                                      <input type="checkbox"/> Too much admin. <u>work</u>  <input type="checkbox"/> Others (please specify): _____         </p>	

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Were you given appropriate orientation and training to do your job?  Yes  No

Were you given appropriate resources to do your job?  Yes  No

Did you feel you had sufficient coaching to do your job?  Yes  No

Did you feel that your work had a positive impact for yourself as our volunteer?  Yes  No

Did you feel that your work had a positive impact on the community?  Yes  No

Would you recommend others to volunteer with this organization?  Yes  No

Would you return to volunteer with this organization?  Yes  No

Please explain your reason: \_\_\_\_\_

### ANY OTHER COMMENTS/SUGGESTIONS/EXPERIENCE

What suggestions, changes or recommendations would you make to improve our volunteer program, to make the experience better for other volunteers in the future?

VOLUNTEER SIGNATURE /DATE:

### OFFICIAL USE:

*Interview conducted by Staff:*

NAME: \_\_\_\_\_

DESIGNATION: \_\_\_\_\_

SIGNATURE/DATE: \_\_\_\_\_



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## Annex E - Satisfaction Survey Form

### SG Cares VC @ Bedok Volunteer Satisfaction Survey

Thank you for volunteering and we appreciate your feedback. Please take a few moments to share your experience with us.

---

\* Required

1. Volunteer Opportunity: \*

*Mark only one oval.*

- Adopt a Block Ration Distribution
- Medical Escort
- Activity Facilitation

2. Which organisation did you volunteer with? \*

*Mark only one oval.*

- Filos Volunteer Centre
- BYSD

3. This is my first time volunteering for this organisation. \*

*Check all that apply.*

- Yes
- No

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4. Please rate these factors according to your volunteering experience. (10-Strongly Agree, 0 - Strongly Disagree) \*

Mark only one oval per row.

	10	9	8	7	6	5	4	3
I was adequately briefed and oriented clearly on my roles and responsibilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The volunteer opportunity met my expectations as a volunteer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My contribution was meaningful to meet the needs of target group of the programme.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel that I am supported in my role	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I intend to continue to volunteer with this organisation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would recommend someone I know to volunteer with this organisation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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5. Please let us know what was done well or could be improved.

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6. Any other Comments or Suggestions

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### Personal particulars

7. Prior to this event, have you volunteered in other activities/events in the past 12 months? \*

*Mark only one oval.*

- Yes  
 No

8. If you have answered yes to the previous question, in which capacity did you volunteer?

*Check all that apply.*

- Company CSR  
 School volunteering programme  
 Religious organisation  
 Grassroots organisation  
 Individual  
 Ground-up initiative

Other:  \_\_\_\_\_

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9. Volunteer Name \*

---

10. School/ Organisation - \*For Individuals, Please Indicate NA \*

---

11. Email Address \*

---

12. Contact Number

---

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### Annex F1: Features of Risk Registers

#### Features of Risk Register

1. Autocalculates Risk Priority Number based on Likelihood and Magnitude of Harm
2. Conditional Formatting based on Status (Red for 1. Not Started, Yellow for 2. In Progress and Green for "3. In Place")
3. Conditional Formatting based on Target Completion Date vs Today i.e. if the target completion date is passed, the cell will be coloured red. (Conditional formatting will not be applied if Status is "3. In Place")
4. Autonumbering on the first row of each page from Page 2 if the last row of the last page is not empty.
5. Autocalculation of Risk Zone
6. Fields to autoformat after Organization Name and Endorser Name is inputted.
7. Added a new column to indicate if to include the risk in the Role Description as "Areas to Note". The Register will also allow up to 4 risks to be selected and once all 4 has been used up, the dropdown list will be blank.

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### Annex F2 - Types of Risks (*non-exhaustive*)

Volunteer Role	Types of Risks
Tutor - Children & Youth	<ul style="list-style-type: none"> <li>• Cross-infection of diseases</li> <li>• Physical abuse</li> <li>• Poor pedagogy</li> <li>• Sexual Abuse</li> <li>• Physical safety after tuition programme ends</li> <li>• Verbal/Emotional abuse</li> <li>• Breach of confidentiality</li> <li>• Struck by object</li> <li>• Loans from volunteers/clients or staff</li> <li>• Slips, trips and falls</li> <li>• Harassment due to exchange of personal contact details</li> <li>• Contact outside due to exchange of personal contact information</li> <li>• Unclear boundaries, being “too involved”</li> <li>• Impact to morale due to gossips</li> <li>• Conflict of interest, e.g. volunteer providing paid tuition to clients</li> <li>• Transfer of wrong values</li> <li>• Succession of volunteers - not enough volunteer tutors to sustain the programme</li> <li>• Proselytizing</li> <li>• Theft</li> <li>• Volunteers absent without notice which causes disruption to operations</li> <li>• Volunteer burnout</li> <li>• Infringement of copyright when photocopying assessment books</li> </ul>
Mentor - Children & Youth	<ul style="list-style-type: none"> <li>• Safety if home visits conducted</li> <li>• Slips, trips &amp; falls</li> <li>• Money-matters</li> <li>• Child’s family members’ expectation towards the mentor</li> <li>• Unclear boundaries:               <ul style="list-style-type: none"> <li>○ Sharing of information when the staff need to step in</li> <li>○ Over involvement of volunteers</li> </ul> </li> </ul>

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<p>More Than Friends Befriender</p>	<ul style="list-style-type: none"> <li>● Disagreement between staff and volunteers on actions to take for clients and volunteers proceed with their own ways</li> <li>● Death/unforeseen health circumstances</li> <li>● Inability to handle situations due to lack of knowledge and skills</li> <li>● Abuse of authority</li> <li>● Inaccurate assessment</li> <li>● Breach of confidentiality</li> <li>● Erroneous administration of medication</li> <li>● Substandard performance which will affect operations</li> <li>● Volunteer burnout</li> <li>● Abuse e.g. physical or sexual</li> <li>● Injuries due to cluttered environments in elderly's homes</li> <li>● Gossips which will damage rapport and morale</li> <li>● Volunteers do not fulfil their commitment/provide substandard performance which will disrupt operations</li> <li>● Slips, trips &amp; falls</li> <li>● Conflicts and threats</li> <li>● Verbal abuse</li> <li>● Boundaries issue</li> <li>● Theft (during home cleaning, when packing rations)</li> <li>● Loans</li> <li>● Conflict of interest, exploiting volunteer roles for personal gains (e.g. MLM)</li> </ul>
-------------------------------------	--

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## Annex F3 - Risk Registers Sample

### Risk Register for Filos Community Services

Volunteer Role:  
Date Reviewed:

Next Review on:

S/N	Risk & Brief Description 1 <small>(Consider the specific circumstances surrounding the risk, the consequences and the "casualties".)</small>	ATN? 5	Risk To 2	Risk - Likelihood	Score - Likelihood	Risk - Magnitude of Harm	Score - Magnitude of Harm	Risk Priority Number (RPN) <small>(Likelihood of Occurrence x Magnitude of Harm)</small>	Risk Zone	Strategies 3	Action By:	Residual Risk Priority Number (RPN) 4	Target Completion Date <small>(DD/MM/YYYY)</small>	Status <small>1. Not Started 2. In Progress 3. In Place</small>
								0						
								0						

1. List the risks in the following sequence from the Risk Priority Map: C-F-B-E-H-A-D-G  
 2. C= Client / CF = Client's Family / S = Staff / V = Volunteer / P = Public / O = Organization  
 Strategies should aim to (i) eliminate risk or (ii) minimize harm. Some suggestions include: 1. Documentation / 2. Documentation / 3. Screening / 4. Training & Orientation / 5. Performance Management  
 3  
 4. Residual RPN refers to the new Risk Priority Number after applying the risk management strategies.  
 5. Include in Risk Description as Area to Monitor? Choose a maximum of 4



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## Annex G – Volunteering Requests

### Volunteer Requests

Hi everyone,

If you're looking to have volunteers for your centre/activities, please kindly help to fill up this form with as much details as possible. We will look into finding volunteers from our pool of volunteers or put it up on [giving.sg](http://giving.sg) for you. Should you have any queries regarding the questions, please do not hesitate to contact Ruth at [ruth@filos.sg](mailto:ruth@filos.sg).

Thank you! :)

---

\* Required

1. Activity Name

---

2. Activity Description of who it will benefit

---

---

---

---

3. Ad-hoc or Regular programme?

*Mark only one oval.*

Ad-hoc    *Skip to question 4*

Regular    *Skip to question 9*

Ad-hoc Volunteer Opportunities

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4. Onsite or virtual or hybrid? \*

Mark only one oval.

- Onsite  
 Virtual  
 Hybrid

5. What is the schedule of the programme? \*

---

---

---

---

---

6. Role description of the volunteer activity \*

---

---

---

---

---

7. Requirements of the volunteer \*

---

---

---

---

---

8. Number of volunteers needed \*

---

*Skip to question 15*

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## Regular Volunteer Opportunities

9. Onsite or virtual or hybrid? \*

*Mark only one oval.*

- Onsite
- Virtual
- Hybrid

10. How long do volunteers need to commit for? \*

---

11. Schedule of volunteering activity (if flexible, leave blank) \*

---

12. Role description of the volunteer activity \*

---

---

---

---

13. Requirements of the volunteer \*

---

---

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14. Number of volunteers needed \*

*Skip to question 15*

Point of Contact

15. Name of POC for this Volunteering activity \*

16. Organisation \*

17. Email Address \*

18. Contact Number \*

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## Annex H - Volunteer Programme Proposal Template



### **FILOS VOLUNTEER PROGRAMME PROPOSAL**

Share your volunteer ideas with us!

Your Name:	
Title/Position:	
Your School/Organisation:	
Contact No./ Email Address:	
Total No. of Volunteers:	
Your Programme Title:	
Your Programme Date/ Time:	

1. What is the objective your programme?

2. Tell us more about your programme idea (e.g. programme schedule, topics covered, materials you will use, logistics requirement, location, budget).

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3. How do you think your programme will contribute to our beneficiaries?

4. How will your volunteers benefit from this programme?

5. Any other interesting information or comments.

---

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### Annex I - Programme Outline for Volunteering In The New Norm (e-invitation)

<b>Programme Timeline</b>	
2.30pm Panel Discussion	Speaker of Parliament – <b>Speaker Tan Chuan-Jin</b> Head of Community Investment, Prudential – <b>Ms Apriani Kartika</b> Executive Director, Filos Community Services – <b>Dr Foo Fung Fong</b>
3.10pm Human Library (Breakout Rooms)	<u>Breakout room 1 – SSAs</u> Deputy Executive Director, Lions Befrienders – <b>Ms Karen Wee</b> Founder, Project Audible Cheer – <b>Dr Skye Yeo</b> Programme Executives, Goodlife!@Bedok – <b>Ms Elise Huang &amp; Ms Huiwen</b>  <u>Breakout room 2 – Corporate</u> CSR Program Lead, APAC, Cognizant – <b>Ms Pratibha Kurnool</b>  <u>Breakout room 3 – Ground-up initiative</u> CEO, Co-founder, SG Assist – <b>Mr Greg Tan</b> COO, Co-founder, SG Assist – <b>Mr Adrian Tan</b>
3.40pm Big Group Sharing	Sharing on key takeaways from the discussion in each Human Library breakout room
3.50pm Sharing of NCSS Resources	Director of Volunteer Resource Optimisation, NCSS – <b>Dr Andrew Lim</b>
3.55pm Closing	Closing announcements and evaluation

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Annex J - E-Invitation (EDM poster and registration pdf from google form)




SG CARES VOLUNTEER CENTRE @ BEDOK,  
OPERATED BY FILOS COMMUNITY SERVICES


PRESENTS

**2020 BEDOK CORPORATE VOLUNTEERISM FORUM**


## Volunteering IN THE New NORM

 **JOIN US**  
VIA ZOOM  
18 SEPT FRIDAY, 2.30 TO 4.00 PM

 **EXPERT PANEL**  
WHAT IS THIS NEW NORMAL? HOW CAN WE ADAPT?  
*Mr. Tan Chuan-jin, Speaker of Parliament and Adviser to Marine Parade Grassroots Organisation,*  
*Ms. Apriani Kartika, Head of Community Investment at Prudential Singapore*  
*Dr. Foo Fung Fong, Executive Director of Filos Community Services*

 **HUMAN LIBRARIES**  
LEARN FROM REAL "CIRCUIT BREAKER" EXPERIENCES  
*How did Social Services adapt? Featuring Lions Befrienders, Project Audible Cheer & Goodlife!@Bedok*  
*How did Corporate Social Responsibility adapt? Featuring Cognizant*  
*How did Ground-up groups support? Featuring SG Assist*

[Click here to Register Now!](#)

Championing:  Supported by: 



## 2020 Bedok Corporate Volunteerism Forum: Volunteering in the New Norm

SG Cares Volunteer Centre @ Bedok, Operated by Filos Community Services, supported by  
National Council Of Social Service, presents

2020 BEDOK CORPORATE VOLUNTEERISM FORUM: VOLUNTEERING IN THE NEW NORM

Via Zoom

Date: 18 September 2020, Friday

Time: 2.30 to 4.00 PM

\* Required

1. Name \*

---

2. Your Designation \*

---

3. Work Email: \*

---

4. Organization \*

---

5. Is your organisation a corporate or a social service agency? \*

*Mark only one oval.*

Corporate

Social Service Agency

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6. Will you be attending our forum on 18 September, Friday, 2.30 to 4.00 pm? \*

*Mark only one oval.*

- Yes, I will be attending!
- No, but please contact me for future events and volunteering opportunities.

7. By submitting this form, I understand that I allow Filos Community Services and its partners to contact me for activities of the SG Cares Volunteer Centre. \*

*Check all that apply.*

- Yes, I would like to know more about volunteering!
- No, please do not share information about volunteering with me.

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## Annex K - Event Reminder (sent at least 3 days prior to event)

### Volunteering in the New Norm Online Networking Session

1 message

Ruth Yeo <ruth@filos.sg>

Tue, Sep 15, 2020 at 3:58 PM

To: Shawn Soh <shawn@filos.sg>, Interns Filos <interns@filos.sg>

Dear Invited Guest,

Thank you for registering for our virtual networking session – Volunteering in the New Norm! We are excited to meet all of you!

Please do note the event details in the attached table, and also check out the attached programme timeline for information of the various speakers!

Volunteering in the New Norm	
Time	Friday, 18 <sup>th</sup> September 2020 2.30pm – 4.00pm (Room will open at <b>2.20pm</b> )
ZOOM Meeting Details	<a href="https://zoom.us/j/91328885938?pwd=RkNXOXV2anpnN012RzVaYnQ5c1hhdz09">https://zoom.us/j/91328885938?pwd=RkNXOXV2anpnN012RzVaYnQ5c1hhdz09</a> Meeting ID: 913 2888 5938 Passcode: 170520
Points to Note	<ul style="list-style-type: none"> <li>You will be muted upon entering the meeting, please keep yourself on mute for the best experience for yourself and others.</li> <li>Please do type your questions into the appropriate chat functions provided at the session.</li> <li>The session will be recorded and photos will be taken. Photos might be used for publicity purposes. Please inform us prior to the session if you do not consent to having your photo taken at the session.</li> <li>Have a great time learning about new volunteering roles in this season.</li> </ul>

We look forward to seeing you at the session as we learn about how to best support the beneficiaries in Bedok Town! Please reach out to me if you have any questions.

Best regards,  
Ruth Yeo  
Executive, Community Relations

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## Annex L1/L2 - Feedback Form, Corporate & SSA

### Volunteering in the New Norm Evaluation Form

We hope you have enjoyed your time and taken away something useful at our Volunteering in the New Norm networking session. Do leave us some feedback on how we can improve for future sessions, and we look forward to connecting with you soon! :)

\* Required

1. Name \*

---

2. Email \*

---

3. Organisation \*

---

4. This networking session has allowed me to have a better understanding of how the volunteering landscape has changed during a pandemic \*

*Mark only one oval.*

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

5. I have a better understanding of the types of volunteering opportunities available during a pandemic \*

*Mark only one oval.*

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

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6. I am better equipped to collaborate with volunteer / community partners to address the needs of the community. \*

*Mark only one oval.*

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

7. Please indicate the Human Library Breakout Room that you attended during the session. \*

*Mark only one oval.*

- Room 1: Social Service Agencies (Lions Befrienders, Project Audible Cheer and Goodlife! @ Bedok)
- Room 2: Corporate ( Cognizant)
- Room 3: SG Assist

8. Please rate the quality of the facilitation in your breakout room discussion \*

*Mark only one oval.*

	1	2	3	4	5	
Very Poor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Excellent

9. Please share with us 1 key takeaway from the breakout room discussion. \*

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10. How could we have improved on today's session to better benefit organisations who want to initiate virtual volunteering?

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11. I agree to be contacted for opportunities to collaborate with volunteer / community partners \*

*Mark only one oval.*

Yes

No

12. I agree to receive monthly e-newsletters from Filos sent to my email containing publications, updates and articles of Filos and Bedok Town. \*

*Mark only one oval.*

Yes

No

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## Annex M1/M2 - Thank You Note



24<sup>th</sup> September 2020

Ms Apriani Kartika  
Head of Community Investment, Prudential Singapore  
7 Straits View  
#06-01  
Marine East Tower  
Singapore 018936

Dear Apriani,

### **JUST SAYING THANKS!**

Volunteering in the New Norm was a great networking session that had an overwhelming response from organisations across the corporate, social service and public sectors. It was an event that taught us about the importance of collaborations that enable and empower partners and volunteers to better serve beneficiaries.

I would like to thank you for availing your schedule to contribute at our networking session. The incredible insights of how Prudential Singapore has been utilising the niche skills and knowledge of staff to reach out to beneficiaries through the Cha-Ching Program has indeed taught us to leverage on volunteers' skills and time wisely. Additionally, it was great to hear of the wonderful CSR efforts and structures that Prudential Singapore has for staff to support the community which would hopefully encourage more corporates to structure their CSR to allow more regular volunteering stints.

Our networking session would not have been the same without the inspiring testimonies from you! As such, all of us at Filos would like to extend our gratitude to you for sharing with our attendees your experiences which I believe would inspire more to do the same. As a token of our appreciation for your time and sharing, we have included a gift for you.

Do stay in touch with us! While the networking session may be over, we look forward to having future collaborations with you.

Best wishes,

Shawn Soh  
Manager, Community Relations

### **Filos Community Services**

38 Chai Chee Avenue #01-177 Singapore 461038 | [O +65 6242 5978](tel:+6562425978)  
55 Chai Chee Drive #01-222 Singapore 460055 | [O +65 6241 1503](tel:+6562411503) | [F +65 6242 6039](tel:+6562426039) | [E info@filos.sg](mailto:info@filos.sg) [www.filos.sg](http://www.filos.sg)





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<https://www.filos.sg/resources>

Do check out our resources. There is something for everyone! ☺

Best regards,  
Ruth Yeo  
Executive, Community Relations

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## Annex N: Social Needs Survey 2020

### COVID-19 Needs Analysis (Bedok Town)

Let us know what you think your communities will need in this volatile time. Your answers will help us direct the appropriate volunteers and donors to your needs.

\* Required

1. Email address \*

2. Which statement is true? \*

*Mark only one oval.*

- My organisation still engages individual or small group volunteers. We are open to engaging new/virtual volunteers to meet the community's needs at this time.
- My organisation has suspended all volunteering activities. We will not be accepting new/virtual volunteers at this time.

Understanding your needs

Tell us more about the community you serve and your organisation.

3. Which sector do you serve? Tick all that apply. \*

*Check all that apply.*

- Family
- Children & Youth
- Persons with Disabilities or Special Needs
- Elderly

Other:  \_\_\_\_\_

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4. What do you think are some of the issues your clients face during this COVID-19 period? Tick all that apply. \*

*Check all that apply.*

	Family	Children & Youth	PWDs	Elderly	Not affected	Others
Loss of jobs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Loss of income	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Food security	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Social isolation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
High-risk of infection	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of digital resources for school/work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Others	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5. Please elaborate on the issues mentioned above. Give us details of the problems they face and the help they would need. Importantly, give us an estimate of your number of affected clients. \*

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6. Do you have any virtual, individual or small group volunteering opportunities open at this time? \*

*Check all that apply.*

- Remote office work (e.g. Admin, design, etc.)
- Virtual Befriending or Mentoring
- Virtual Tuition or teaching
- Virtual Activity Facilitator (e.g. classes, exercise sessions, etc.)
- Facilities management (e.g. cleaning, gardening, painting, etc.)
- Distribution of food or rations
- Medical escorts and transportation
- None

Other:  \_\_\_\_\_

7. Which of these activities would your organisation be interested in participating? \*

*Check all that apply.*

- Digital solutions (e.g. virtual tuition, IT for seniors)
- Food or rations distribution
- Creating individualized or small group activities
- Productive Ageing Initiative
- Posting volunteering opportunities on online portals
- Online peer support groups for SSAs
- None

Other:  \_\_\_\_\_

8. Do you have a policy in place for volunteering during COVID-19? \*

*Mark only one oval.*

- Yes
- No
- Not sure

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9. What else do you think volunteers or donors can support your organisation and clients during this time? E.g. items that are critical for your clients in this time of need. \*

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10. Are you interested in online Volunteer Management training at this time? \*

*Mark only one oval.*

Yes

No

11. Any other comments

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---

---

---

Contact  
Information

Please leave your contact details so we can follow up for more information and opportunities.

12. Organisation \*

---

13. Name \*

---

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## Annex O: Volunteering opportunities Proposal for Corporates (Excel)

Volunteering opportunities for Corporates					
<b>Information on Corporate :</b>					
<b>Objectives for CSR</b>	<b>Interested Causes</b>	<b>Preferred Volunteering modality</b>			
1. Deeper engagement with beneficiaries and bringing them some joy 2. Time of team bonding for staff and colleagues	Seniors	1. Physical volunteering 2. Weekday, half day morning 3. Avoid month-end 4. To give at least 1-month advance notice			
<b>Information on Proposed volunteering opportunities :</b>					
<b>Opportunity 1 : Let's Go Jalan Jalan</b>					
<b>Objective of the Project</b>	<b>Project Description</b>	<b>Expected Impact</b>	<b>Timeline</b>	<b>Budget</b>	<b>Desired Outcome</b>
To reduce rate of frailty and introduce digital resources to isolated seniors living in the community.	1. Walk with seniors around a route that visits places of interest around the Bedok area 2. Introduce to them mobile apps relevant to the place, e.g. HealthHub x Bedok Polyclinic, SGBusLeh x Bus Interchange. 3. Have a meal with the seniors and engage them in conversation 4. Take a bus trip back to the centre	For each round of Jalan Jalan, 5 seniors from a SAC to be engaged by 5 volunteers	Mid-March will be the first round, if response is favourable, we can run a second round in May	Food - \$7 x 5pax x 2 rounds = \$70/- Bottled water - pack of 24x500ml = \$8.80/- <b>Total cost - \$78.80/-</b>	Staff spending a meaningful morning with the seniors, befriending them and imparting new digital skills unto them through a casual event. The seniors get to exercise, gain new knowledge and make a new friend.

## Volunteer Centre Framework & Toolkit

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### Annex P: Feedback/Resource Sheet for SSAs to indicated their interests

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#### Activities for your consideration

- Let's Go Gai Gai
- Seniors Go Digital Teaser session
- Befriending
- Activity Booklet / Kit
- Virtual Activities eg Games, Quiz, virtual tours
- PenPal – Story-Telling Journal
- Exercises / Sports / Dance / Outings
- Art/Painting/Music classes
- Holiday Reading sessions
- Parent Child bonding activities

#### Skills-based volunteer services

- Repair / cleaning service
- IT support for service users
- Social media support
- Medical escort services
- Other...

## Volunteer Centre Framework & Toolkit

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### Talks / workshops

- Cyber wellness for Children & Youth
- Healthy living: nutrition & food
- Cyber security solutions for SSAs
- Caregiver support group
- Scam Alert! for Seniors
- Other...

### Trainings

- Volunteer training: befriending, online facilitation & tools, language skills
- Staff training : CSR Insights, empowering seniors
- Staff training: lifeskills workshop - interpersonal relationship, EQ, problem solving, effective communication
- Other...