

# **PARTNERING** ORGANISATIONS TOWARDS A LASTING IMPACT ON SOCIAL SERVICE USERS

Guide on Service-Based Volunteering

Partnership Models and Case Studies

V1.0





National Council of Social Service (NCSS) is the umbrella body for over 470-member social service organisations in Singapore. NCSS' mission is to provide leadership and direction in social services, to enhance the capabilities of social service organisations, and to provide strategic partnerships for social services.



Empact is a Singapore based social enterprise with a mission to build the capacity and capabilities of not-for-profit organisations and social enterprises (collectively known as "social organisations"). It has supported 350 social organisations through its own service provision and leveraging on partnerships with its corporate and individual volunteers.



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

## FOREWORD

Singapore has witnessed tremendous growth in volunteerism. According to the latest Individual Giving Survey, volunteerism rates in Singapore were at 35 per cent in 2016. While we celebrate the community's increasing willingness to care for each other, the Social Service Organisations are still facing significant manpower shortages to meet their service users needs.

Event-based volunteering (such as outings and spring cleaning) has been beneficial to Social Service Organisations as a way for the service users to interact with others and for ad hoc manpower needs. However, as many of the service users require consistent and regular care, the next level of impact requires a mindset shift from not only feeling good to creating a lasting impact; building social capital for the nation through volunteerism as the way to nurture empathy, grow compassion and move hearts.

In 2014, NCSS embarked on a Volunteer Resource Optimisation initiative designed to look at key manpower needs in Social Service Organisations. Through this, service provision roles were identified for

volunteers to perform. These roles have been grouped together to form a new category of volunteering called Service-Based Volunteering.

After learning of such needs, a few pioneering corporate organisations stepped forward to partner with Social Service Organisations in providing service-based volunteers. The results have been very encouraging and demonstrate that all stakeholders involved (Social Service Organisations, service users, corporate organisations and volunteers) can benefit from such a partnership.

Recognising that we are still in the nascent stage of developing service-based volunteerism, both in Singapore and globally, this guide is prepared primarily for those volunteer groups and volunteer leaders who are continuously searching for ways to efficiently make a collective difference and deepen their impact. It is equally useful to the practitioners in Social Service Organisations who are looking to start or engage more service-based volunteers.

The intention is to shed light on

service-based volunteering and its importance, impact and practice. The content is a blend of analysis and heart-warming case studies. We recognise that different volunteer groups have different motivations, resources, and practices when it comes to volunteering (for example, most large corporations might have designated causes they support whereas small and medium sized enterprises might have less fixed preference in which causes they support). This guide addresses six key types of volunteer groups.

Our sincere wish is for you to be inspired and equipped to take up service-based volunteering as part of your volunteer portfolio.

Last but not least, we would like to thank the Social Service Organisations and volunteer groups who contributed their experience and shared their insights as well as all the pioneering organisations represented for their willingness to be featured as case studies.

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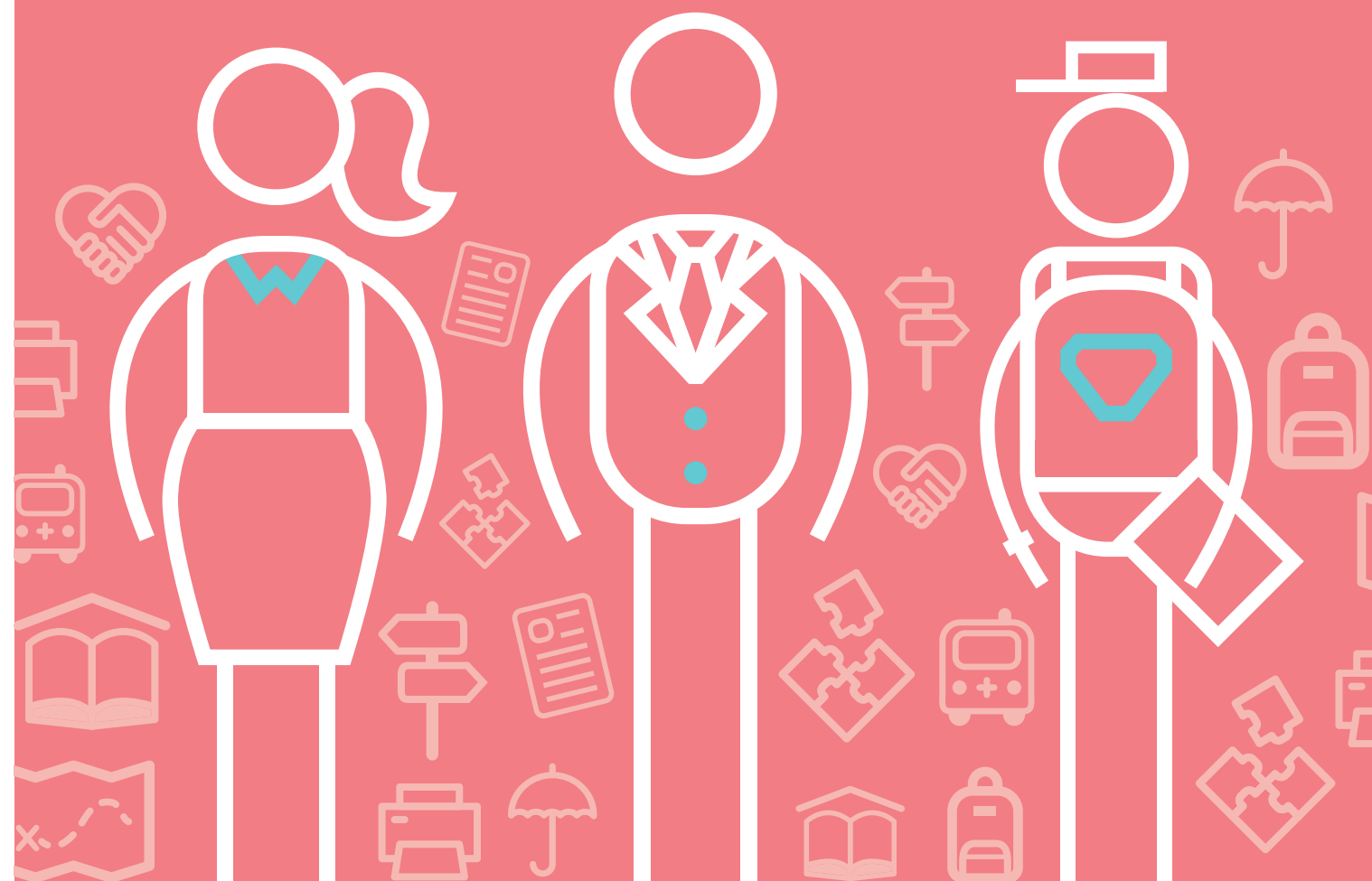
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## SECTION 1

# UNDERSTANDING SERVICE-BASED VOLUNTEERING

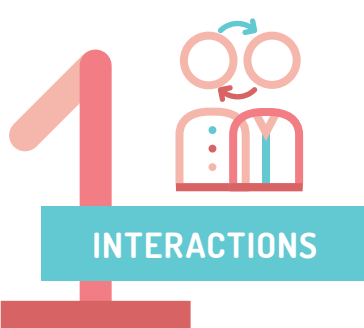


# WHAT IS SERVICE-BASED VOLUNTEERING?

Service-based volunteers refer to those who serve on a regular and timely basis, usually involving direct interaction with service users.


## CHARACTERISTICS OF SERVICE-BASED VOLUNTEERING

Being closely linked to the programmes of a Social Service Organisation, volunteers can focus on interacting with the beneficiaries.




**1 INTERACTIONS**

They are committed over the long term and serve on a regular basis.



**2 REGULAR**

The roles are clearly defined based on the Social Service Organisation's needs.



**3 DEFINED**

## EXAMPLES OF SERVICE-BASED VOLUNTEERING

### MENTOR: Befriend and Mentor Youths

The volunteer provides one to one support, emotionally and usually academically, to a teenager who is disadvantaged or at risk, so that they may be able to better fulfil their potential.

### ACTIVITY FACILITATOR: Exercise Coordinator For Seniors

The volunteer conducts gentle seated physical exercises with a group of seniors in the morning to get them moving and stretching their bodies while befriending them to reduce the risk of social isolation and health issues.

### IN CLASSROOM SUPPORT: Teaching Support In Special Education School (SPED)

The volunteer acts as classroom support for the teacher, giving additional supervision to students with mild disabilities and supporting them in achieving their learning goals.

# BENEFITS OF SERVICE-BASED VOLUNTEERING

Service-based volunteering streamlines volunteer management within organisations, enhancing productivity and credibility of service delivery through the augmentation of manpower resources.

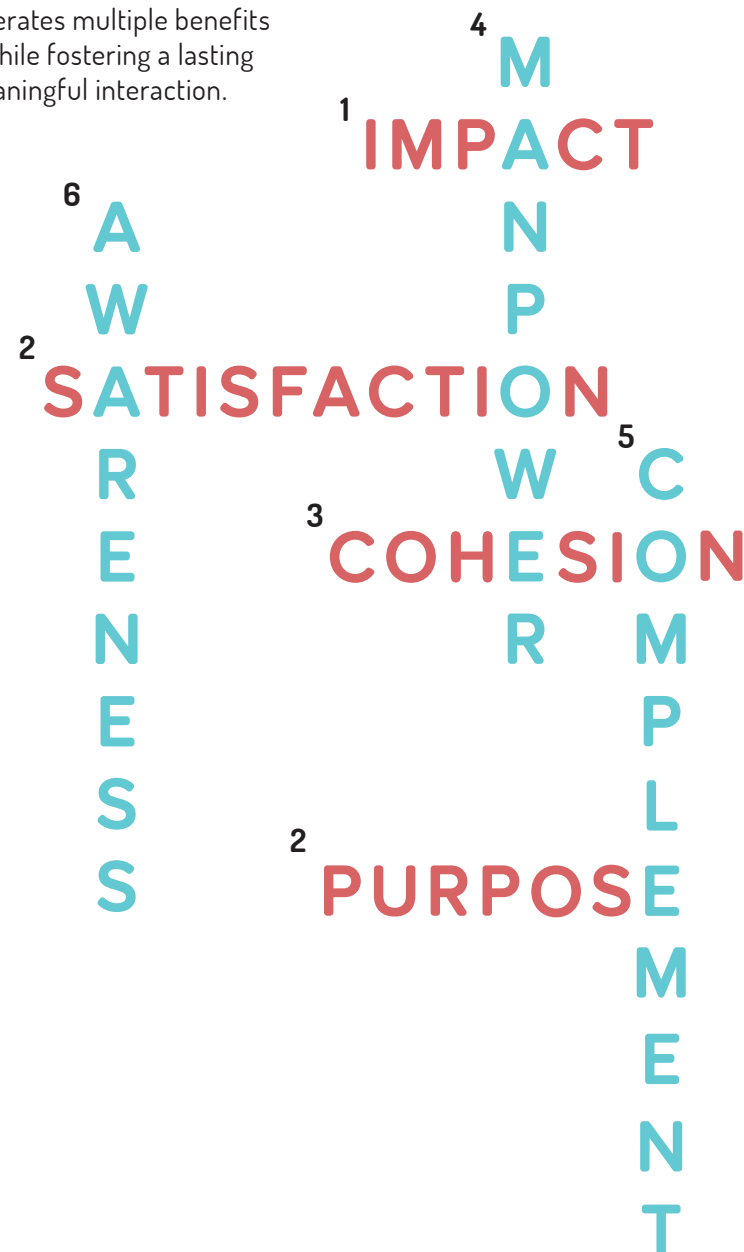
The adoption of service-based volunteering generates multiple benefits for both the organisation and volunteer group, while fostering a lasting impact on service users through regular and meaningful interaction.

## CORPORATE ORGANISATIONS

1. Deepen the positive **IMPACT** of an inclusive society on brand equity by contributing to the needs of Social Service Organisations
2. Inspire **PURPOSE** driven culture and increase **SATISFACTION** among staff/ members through value-added interactions with service users
3. Build internal team **COHESION** and effective work relationships through community engagement efforts

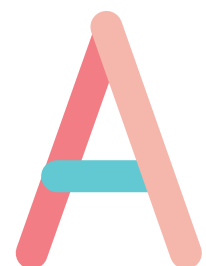
## SOCIAL SERVICE ORGANISATIONS

4. Enhance **MANPOWER** and staff utilisation with the support of regular volunteers
5. **COMPLEMENT** staff to increase quality service offering to service users
6. Generate greater **AWARENESS** among volunteers and corporate partners



# HOW TO CREATE A WIN-WIN **SERVICE-BASED** VOLUNTEERING PARTNERSHIP?

As a process to align interests, volunteer partnerships between two organisations require mutual understanding. They are not created in a quick, single moment or meeting.



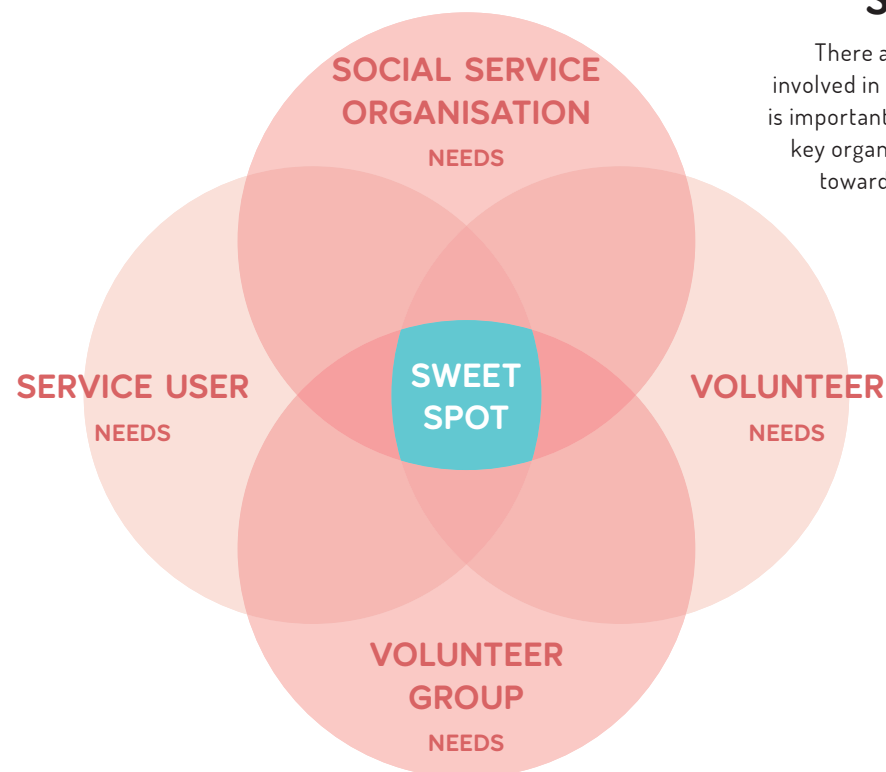
## START WITH CLARITY

Prior to engaging in service-based volunteering, volunteer groups can consider answering the following questions:

- Why are we adopting service-based volunteering?
- How will the volunteer program align with our organisational objectives?
- What outcomes do we hope to achieve from it?

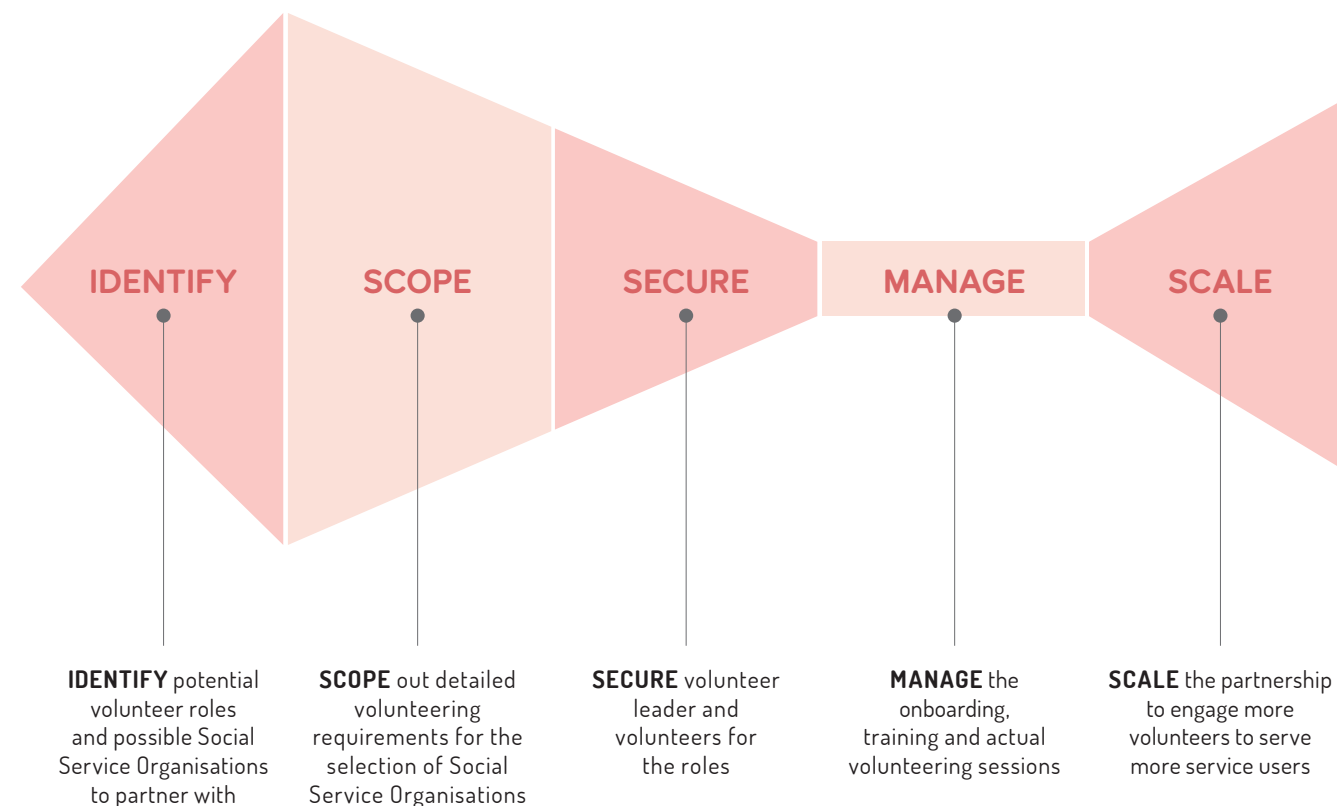
## FINDING THE SWEET SPOT

There are multiple stakeholders involved in such a partnership and it is important to start with both of the key organisations' needs and work towards finding the sweet spot.



## PARTNERSHIP IS A PROCESS

From both the volunteer and social service organisation's perspectives, volunteering partnerships usually involve the following steps:



Love at first sight is rare, so are the odds of finding the perfect partnership almost instantly. It is highly unlikely a volunteer group will fit all the "asks" of the Social Service Organisation, and vice versa. Thus, it is critical to have open lines of communication and engage with each other throughout the process, to find the sweet spot. Just like relationships, engagement is more important than a list of pre-prepared ideal match criteria.

# FACTORS FOR A **SUCCESSFUL** SERVICE-BASED VOLUNTEER PARTNERSHIP

Below are some key success factors that are present in most service-based volunteer partnerships:



## LOCALE-BASED

Choosing volunteer opportunities in close proximity to office or home locations reduce travel time, maintain motivation and minimise disruption to work schedule; thereby increasing the likelihood of a sustained volunteer partnership.



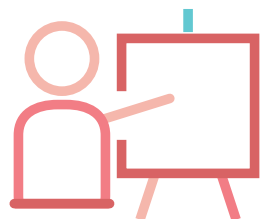
## BITE-SIZED

Regular commitment and the amount of time needed per volunteer session may seem overwhelming. Breaking down the volunteer opportunity into chunks, makes it more palatable.



## VOLUNTEER LEADER

As the volunteers may change over the duration of the partnership, it is critical to have committed and passionate volunteer leader(s) to be the constant point of contact for Social Service Organisations to organise volunteer sessions and ensure continuity.



## VOLUNTEER TRAINING

Volunteers may not be familiar with or have adequate knowledge on how to communicate or interact with certain service users (e.g. children with autism). Thus it is essential to equip volunteers through trainings and prepare them for their roles, giving them the confidence and comfort they require.

## SECTION 2

# SERVICE-BASED VOLUNTEER ROLES

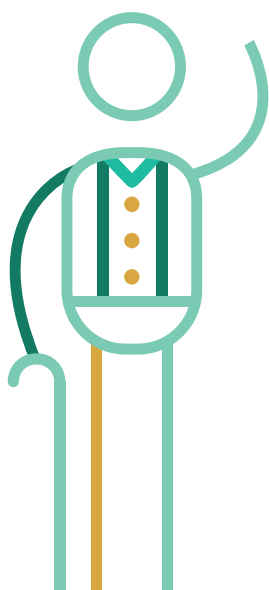


# WHAT ARE THE KEY VOLUNTEER ROLES IN DEMAND?

To begin with, NCSS focused on three social causes and associated programmes. Within each of the programmes, possible volunteer roles were designed and validated with more than 20 organisations, based on their real needs on the ground.

As of March 2018, there are more than 2,000 regular service-based volunteering opportunities based on these roles.

#1

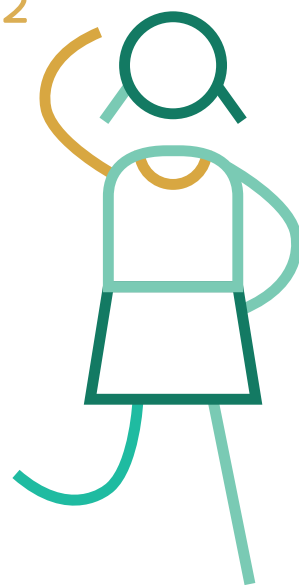


SENIOR ACTIVITY CENTRE (SAC)

## SUPPORTING SENIORS AS SERVICE USER

- Activity Facilitator
- Admin Support
- Befriender (Home Visit)
- Medical Escort
- Outing Coordinator

#2

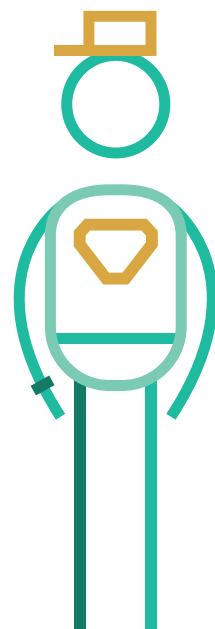


YOUTH PROGRAMME

## SUPPORTING YOUTHS AS SERVICE USER

- Activity Facilitator
- Admin Support
- Mentor

#3



EIPIC / SPED PROGRAMMES

## SUPPORTING CHILDREN & INFANTS WITH SPECIAL NEEDS AS SERVICE USER

- In-school Student Support
- Out-of-school Student Support
- Resource Support
- Therapy Escort

# VOLUNTEER ROLES IN SAC, SPED AND YOUTH PROGRAMME

Based on the criteria, below are the profiles of 10 service-based volunteer roles that have been redesigned to encourage personal interaction with service users and the formation of long-term bonds. These roles thus enable volunteers to make a valuable contribution towards improving service users' quality of life.



## ACTIVITY FACILITATOR

Applicable for SAC, Youth

Conduct activities for the service users. This could include promoting healthy community living, socialisation and education for senior citizens. Along with befriending the service users, the facilitator could assist in preparing activity material and setting up the venue.



## ADMIN SUPPORT

Applicable for SAC, Youth

Assist in administrative duties such as answering phones and responding to queries, preparing documentations, maintaining databases and records of attendance.



## BEFRIENDER (HOME VISIT)

Applicable for SAC

Visit frail and homebound seniors to ensure their well-being, provide support, build trust and reduce social isolation. This may include writing client assessments as well as recognising residents who require additional support.



## MEDICAL ESCORT

Applicable for SAC

Accompany senior service users for their medical appointments. This includes helping them out of their flats safely and providing transport to their appointments and back. Medical knowledge is not required.



## OUTING COORDINATOR

Applicable for SAC

Assist in the running of outings and events to ensure the safety of service users and encourage social interaction by befriending and conversing with them.



## MENTOR

Applicable for Youth

Befriend and mentor youths as part of centre activities and programmes (e.g. youth drop-in) or provide after care support as a mentor. This will include updating social workers and relevant staff on the youth and recognising those that may require additional support.



**IN-SCHOOL STUDENT SUPPORT**

**Applicable for SPED/EIPIC**

Assist teaching staff in classroom management and provide additional support and supervision to students. Responsibilities could include escorting students to and from the classroom, setting up equipment for the lesson and paying special attention to children who may require more attention to support the teacher.



**OUT-OF-SCHOOL STUDENT SUPPORT**

**Applicable for SPED/EIPIC**

Assist school staff in the running of outings and events to ensure the safety of service users and encourage socialisation by befriending and conversing with them.



**RESOURCE SUPPORT**

**Applicable for SPED/EIPIC**

Assist with administrative duties associated with the preparation of classes. This could include preparing the schedule board and attendance sheet, printing and laminating class material and maintaining equipment.



**THERAPY ESCORT**

**Applicable for SPED/EIPIC**

Escort students from classrooms to therapy venue and back, ensuring safety at all times. This may include preparing students for their therapy sessions.

SECTION 3

**PARTNERSHIP MODELS**





# THE VOLUNTEER GROUPS

During this study, we have seen that the pioneer organisations who adopted service-based volunteering are from different types of organisations. Despite some common similarities, many of the volunteer groups have their own unique considerations.

For the purpose of this document and the modelling, we have grouped the organisations into six broad types:



## LARGE CORPORATION

A Large Corporation (also known as MNC) is a corporate organisation that owns or controls production of goods or services in two or more countries other than their home country.

CASE STUDY:  
**POSB & NTUC HEALTH**



## IHL

Institutes of Higher Learning include tertiary education institutions such as colleges, polytechnics and universities.

CASE STUDY:  
**SINGAPORE MANAGEMENT UNIVERSITY (SMU) & CARE CORNER**



## SME

A Small or Medium Sized Enterprise is a company whose annual sales turnover is not more than S\$100 million or has fewer than 200 workers.

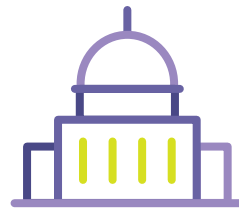
CASE STUDY:  
**PANTROPIC & LIONS BEFRIENDERS**



## SCHOOL

An institution for educating children - either Primary or Secondary schools.

CASE STUDY:  
**NANYANG GIRLS' HIGH SCHOOL & METTA SCHOOL**



## PUBLIC AGENCY

A permanent or semi-permanent organisation, established by the government to perform specific public functions, such as NCSS.

CASE STUDY:  
**LAND TRANSPORT AUTHORITY (LTA) & METTA SCHOOL**



## INFORMAL GROUP

An informal association of individuals, such as a trade association, interest group or religious group, based in or around a "community", formed to advance a particular cause or interest.

CASE STUDY:  
**THE JAPANESE ASSOCIATION, SINGAPORE & SINGAPORE CHESHIRE HOME**

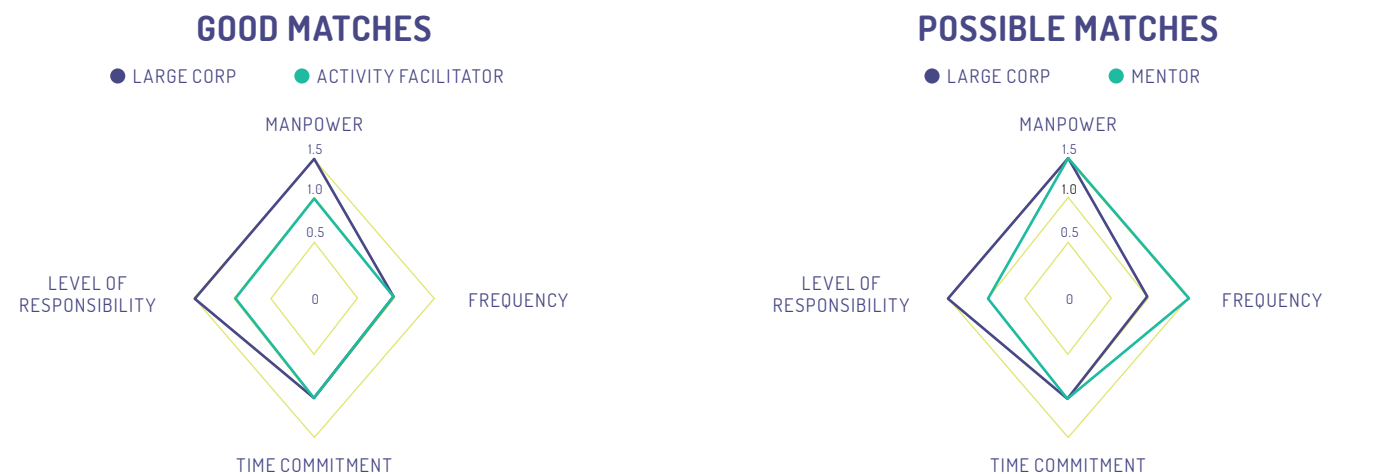
# HOW TO IDENTIFY THE MOST SUITABLE SERVICE-BASED VOLUNTEER ROLES FOR MY ORGANISATION?

Each volunteer group has its own unique capabilities and constraints. Based on your organisational characteristics, certain service-based volunteering roles will be a better fit compared to others and armed with such information, the chances of a successful service-based partnership are higher:

Knowing what roles are most suitable for your organisation can help you save significant time when it comes to finding the right partners. Hence, this guide has

developed profiles of both the Service-based Volunteer Roles and Volunteer Groups, based on inputs from more than 20 organisations. By comparing

the profiles, we aim to identify good and possible matches that can best serve both partners' needs.



**GOOD MATCHES** are identified when the organisation profile can meet all the criteria of the volunteer role (volunteer role profile). Graphically, this means the organisation profile shape can cover the shape of the volunteer role and the two profile shapes are largely similar.

**POSSIBLE MATCHES** are identified when the organisation profile can meet 3 out of the 4 criteria of the volunteer role (volunteer role profile). Graphically, this means the organisation profile shape covers only 3 out of 4 areas of the role shape.

## NOTE

The Volunteer Group Profiling is based on the volunteer group's full capabilities, as understood by EMPACT, in discussion with NCSS (the profile may or may not reflect the current practice).

We acknowledge the limitation of profiling using generalised data or views. Hence, the

recommended matching of roles may not always apply in your case, to your specific organisational situation. However, you can use the matching criteria provided to develop your own personalised Volunteer Group profile and use it to match the different roles.

Similarly, if the volunteer roles available in

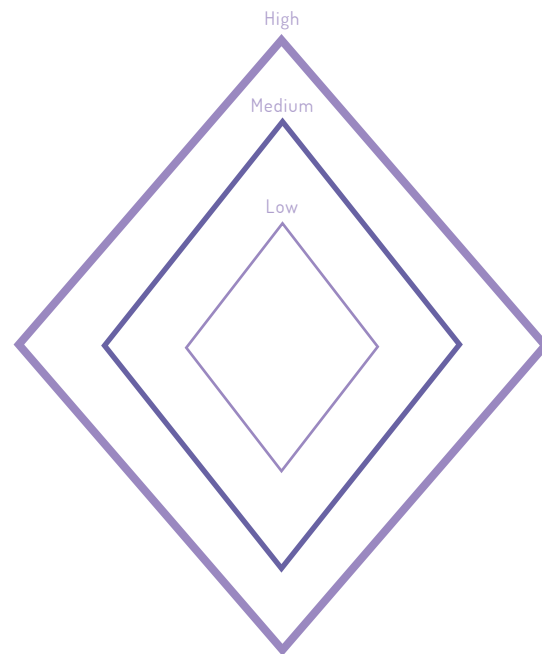
other sectors are not analysed in this guide, you could use the role profiling to search for opportunities based on your personalised profile or ask your Social Service Organisation partner to provide the necessary information.

Below are the four key criteria used in matching volunteer roles to organisation types. Based on the criteria, volunteers can personalise their own profiles and search for opportunities. Each criteria has three levels - high, medium and low. The profiling is drawn based on the level of each criteria.

### MANPOWER

How many volunteers are required?

- High: More than 10 Volunteers
- Medium: 5-10 Volunteers
- Low: 2-5 Volunteers



### LEVEL OF RESPONSIBILITY

How much responsibility do volunteers need to take?

- High: Design, Organise & Run the Activities
- Medium: Organise & Run the Pre-Determined Activities
- Low: Provide Support to Current Staff

### FREQUENCY

How often does the volunteering session take place?

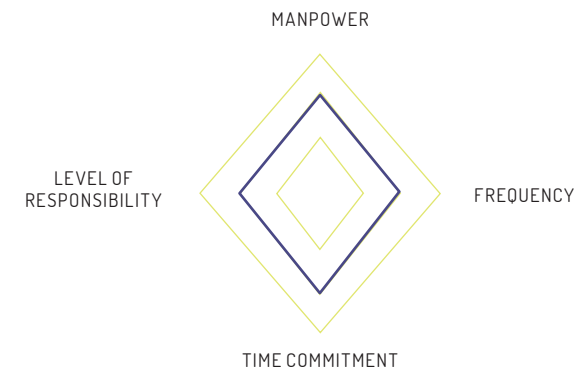
- High: Daily or Weekly
- Medium: Bi-Weekly or Monthly
- Low: Bi-Monthly

### TIME COMMITMENT

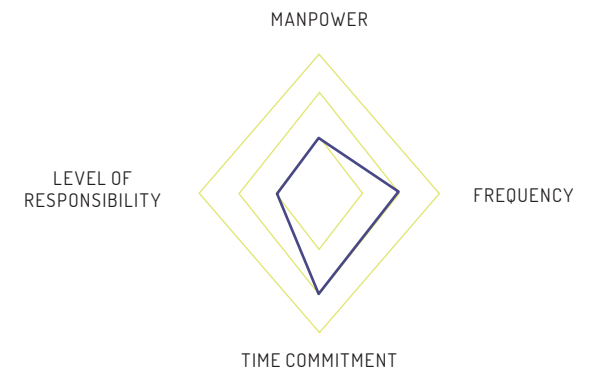
How many hours does each volunteering session take?

- High: Fixed Timing & > 2hrs per slot
- Medium: Fixed Timing & <= 2hrs per slot
- Low: Flexible Timing

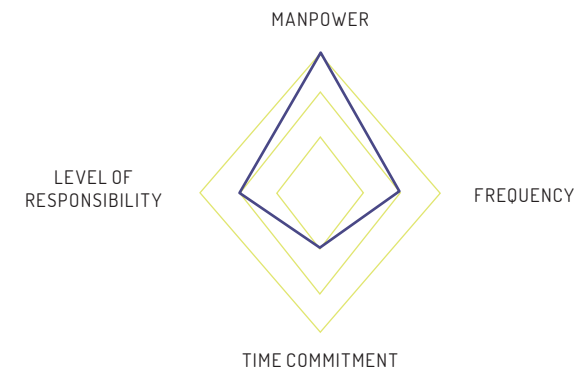
### ACTIVITY FACILITATOR



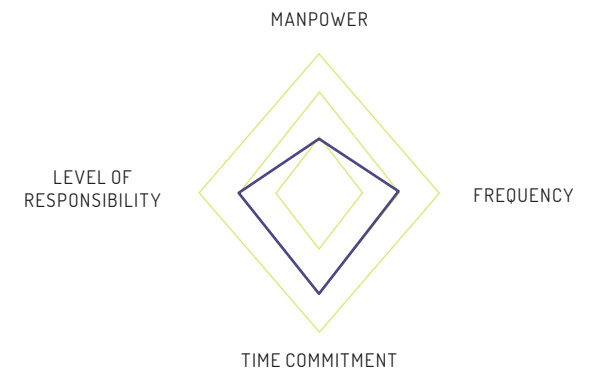
### ADMIN SUPPORT



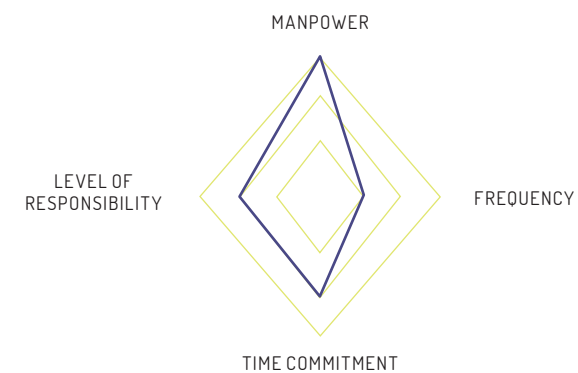
### BEFRIENDER (HOME VISIT)



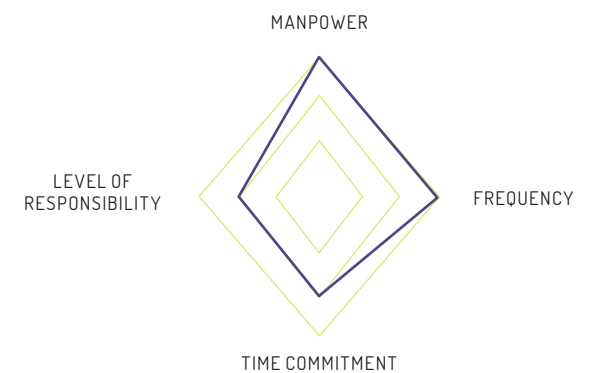
### MEDICAL ESCORT



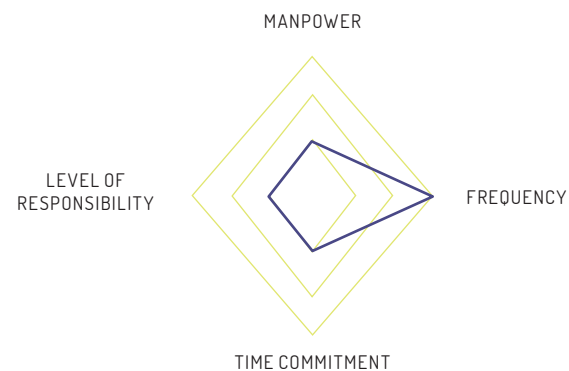
### OUTING COORDINATOR



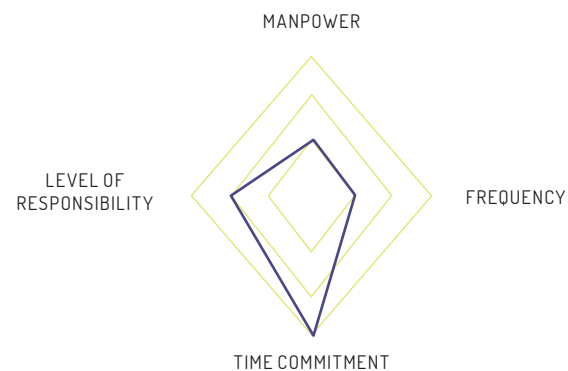
### MENTOR



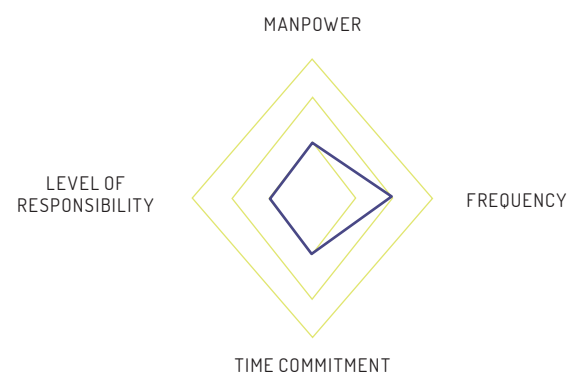
### IN-SCHOOL STUDENT SUPPORT



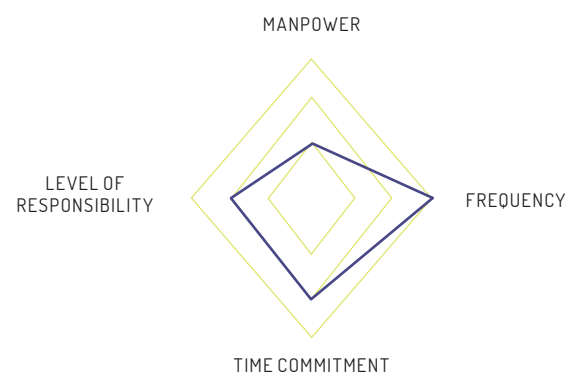
### OUT-OF-SCHOOL STUDENT SUPPORT



### RESOURCE SUPPORT



### THERAPY ESCORT



# LARGE CORPORATION

A Large Corporation (also known as MNC) is a corporate organisation that owns or controls production of goods or services in two or more countries other than their home country.



## WHY SHOULD LARGE CORPORATIONS ADOPT SERVICE-BASED VOLUNTEERING?

A majority of large corporations have a history of volunteerism and may have their own Social Service Organisation partners. Further adopting service-based volunteering into the portfolio would yield the following benefits:

- 1 UPLIFT BRAND SOCIAL EQUITY** by contributing to the needs of Social Service Organisations.
- 2 PROVIDE LEADERSHIP EXPERIENCE** to employees who are passionate about a particular cause and want to see the results of their contribution over a period of time. This in turn fosters a purpose-driven culture among staff through value-added involvement.
- 3 BUILD TEAM COHESION** and effective work relationships within the corporation to catalyse productive workflow.

## WHAT ARE THE POSSIBLE SERVICE-BASED VOLUNTEERING ROLES FOR LARGE CORPORATIONS?

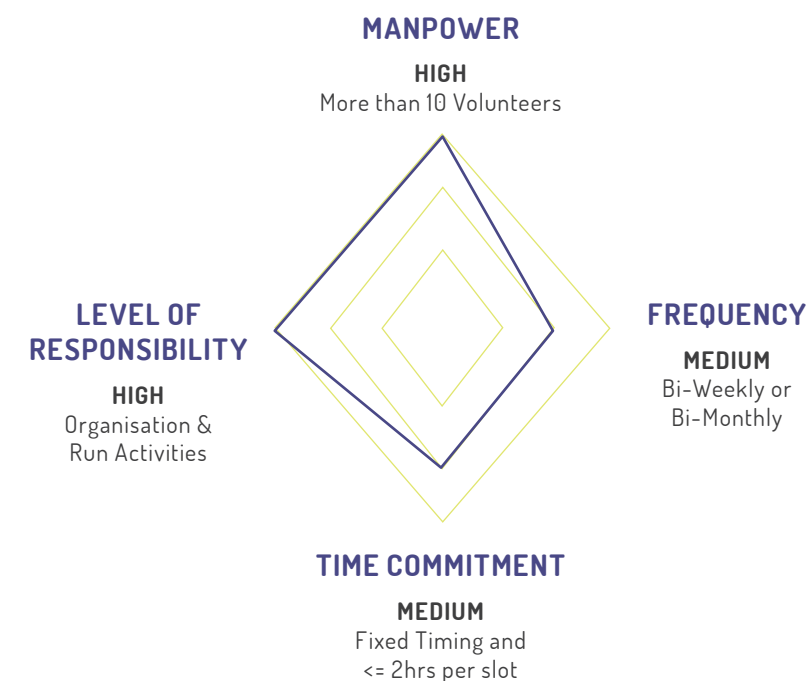
Large corporations have relatively more resources and capabilities. This makes them good candidates for many service-based volunteer roles (especially those that require large manpower).

### GOOD MATCHES:

- Activity Facilitator
- Befriender (Home Visit)
- Outing Coordinator

### POSSIBLE MATCHES:

- Mentor
- In-school Student Support
- Out-of-school Student Support



## WHAT ARE THE KEY SUCCESS FACTORS UNIQUE TO LARGE CORPORATIONS?

**BUY-IN AT ALL LEVELS** - Large Corporations usually have a multi-layer structure in decision making. In addition to top management's buy-in, it is also important to secure buy-in at all levels, from senior and middle management to direct line managers and the volunteers themselves. Not having the support of a direct line manager could potentially be a deal breaker.

**FLEXIBILITY** - Flexible policies encourage volunteer sign up and adoption. Such policies could provide time off in lieu for volunteering sessions on weekends or weeknights. Volunteer leave can be broken down into hours rather than utilised as a full day or half day leave. Allowing the leave to be taken in chunks will maximise the official time available for volunteering.

**MAXIMISE EXISTING STRUCTURE** - Leverage the existing corporate structure to secure volunteers. For example, different departments could adopt the volunteering slots each month to make recruitment easier. Internal informal interest groups can also be tapped on if the volunteer activity matches the staff's interest. For example, a sports club can take on a regular sports befriending programme for youth beneficiaries.

**BUDDY SYSTEM** - Pairing up the volunteers during each session usually provides the staff with some level of comfort and security. They can also cover for each other in case of unforeseen circumstances and provide some stability for the Social Service Organisations. Pairing two people from different departments reduces the likelihood of clashing schedules and increases interdepartmental bonding and communication. The buddy system could be very helpful when pairing up a new volunteer with a more experienced volunteer who can act as a mentor.

**UNIFYING VISUAL IDENTITY** - This could be, for example, t-shirts with the same design. As it might not be possible for the same members to attend every session, having something that is consistent and recognisable for the service users is useful, especially for the seniors. This gives the service users a level of comfort, reassurance and continuity.

# SME

A Small or Medium Sized Enterprise is a company whose annual sales turnover is not more than S\$100 million or has fewer than 200 workers (as defined by Enterprise Singapore).



## WHY SHOULD SMEs ADOPT SERVICE-BASED VOLUNTEERING?

**1 LESS MANPOWER** is required. Unlike ad hoc events that might require larger group of volunteers at one time, service-based volunteering can easily involve smaller numbers.

**2 ACCELERATES BRAND BUILDING.** SMEs, especially startups, can reap the benefits of an enhanced company profile by actively contributing to their community through sustained service-based volunteering.

**3 BOOSTS TEAM MORALE.** Employees working for SMEs with a higher sense of purpose that goes beyond their core business are able to derive more meaning from their work, which translates to higher motivation and stronger team cohesion.

## WHAT ARE THE POSSIBLE SERVICE-BASED VOLUNTEERING ROLES FOR SMEs?

SMEs are generally resource-lean organisations. It is challenging for them to take on roles that require significant efforts in activity curation or that require large manpower at once. They are best suited to roles that are clearly defined and require less manpower.

### GOOD MATCHES:

- Resource Support
- Admin Support

### POSSIBLE MATCHES:

- Medical Escort
- In-school Student Support

## POSB (Large Corporation) & NTUC HEALTH (Social Service Organisation)

### CASE STUDY

### ROLE: ACTIVITY FACILITATOR

Volunteers from POSB Jurong branches volunteered to exercise with seniors from NTUC Health Jurong West. POSB committed to volunteering every Wednesday, between 9.30am and 11.30am, for about 4 months. The timing was intentionally chosen by POSB as mid-week mornings tend to be the quietest for branches (avoiding the pre-work and lunchtime peaks). Benefitting from the close proximity, staff of POSB could minimise travel time and maximise volunteering time.

From an overall pool of about 50 volunteers, each session involved about 10 volunteers (from 3 different branches) with 20 seniors. This is coordinated and run by POSB's CSR staff and branch managers, who planned a month in advance to give the volunteers sufficient time to build into their schedule and ensure that a fellow staff member 'covers' for them at work while they are out volunteering.

### MANPOWER

**MEDIUM**  
5-10 Volunteers

### LEVEL OF RESPONSIBILITY

**LOW**  
Provide Support to Current Staff

### FREQUENCY

**MEDIUM**  
Bi-Weekly or Monthly

### TIME COMMITMENT

**MEDIUM**  
Fixed Timing & <= 2hrs per slot

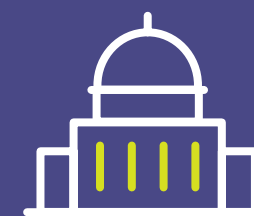
## WHAT ARE THE KEY SUCCESS FACTORS UNIQUE TO SMEs?

**CHAMPION** - Having an internal champion who is passionate about planning and driving the partnership could be particularly necessary as the company may not have an existing dedicated CSR person in-house.

**ROTATION** - Social Service Organisations can be accommodating to the needs of their partnered SMEs by allowing different faces across the volunteering sessions. Rotating amongst the interested volunteers will help reduce the impact on core business operations. Setting up a system of staff rotation could help with the planning process.

**AN INTERMEDIARY** - A broker can help identify the possible match to save you time scouting and meeting Social Service Organisations one by one. Possible Intermediaries range from online volunteering portals (e.g. Giving.sg), Community Development Councils (CDCs) and brokers like Community Chest.

**TAPPING INTO INTERESTS** - Understanding and playing into the volunteers' strengths would keep their interest intact and motivate them to support for a longer-term. When necessary, volunteer roles can be broken down into sub-roles and taken by different individuals based on their passions, personalities and skills.



# PUBLIC AGENCY

A permanent or semi-permanent organisation, established by the government to perform specific public functions, such as NCSS.

### PANTROPIC (SME) & LIONS BEFRIENDERS (Social Service Organisation)

### CASE STUDY

#### ROLE: MEDICAL ESCORT

Lions Befrienders (LB) faced a manpower challenge of not being able to accompany seniors beyond their medical appointments. Pantropic was then introduced to LB by an intermediary organisation who suggested the volunteer medical escort role.

The volunteers would pick up the seniors from their homes and accompany them to the hospital, help schedule their next appointments and send them back home thereafter. The length of the volunteering varied each time, but could take up to 4 hours, so Pantropic specified that they wanted to focus on Chinatown, where their office is located.

The volunteering sessions are ad hoc but regular, depending on when the medical appointments are scheduled. The medical appointments are booked in advance so the volunteers can build it into their planning and work schedule. Overall, it takes about 15 rounds over 4 months to support 4 seniors. Whilst Pantropic has less than 10 staff, they plan to continue this partnership.

## WHY SHOULD PUBLIC AGENCIES ADOPT SERVICE-BASED VOLUNTEERING?

**1 DEMONSTRATING LEADERSHIP IN DRIVING IMPACT.** Public agencies could lead by example to galvanise their volunteering efforts and manpower to meet real societal needs. This would set the benchmark and standards for other organisations to follow.

**2 GIVING STAFF OPPORTUNITIES TO EXPERIENCE NEEDS ON THE GROUND.** Service-based volunteering provides avenues for staff to have first-hand experiences of what transpires on the ground, which will help provide meaning and context for their work such as understanding and strategising policy making.

**3 ANNUAL VOLUNTEER LEAVE** of at least 1 day for each public agency staff. Service-based volunteering provides staff with the opportunity to spend it meaningfully without the hassle of going through various channels and multiple rounds of planning.

## WHAT ARE THE POSSIBLE SERVICE-BASED VOLUNTEERING ROLES FOR PUBLIC AGENCIES?

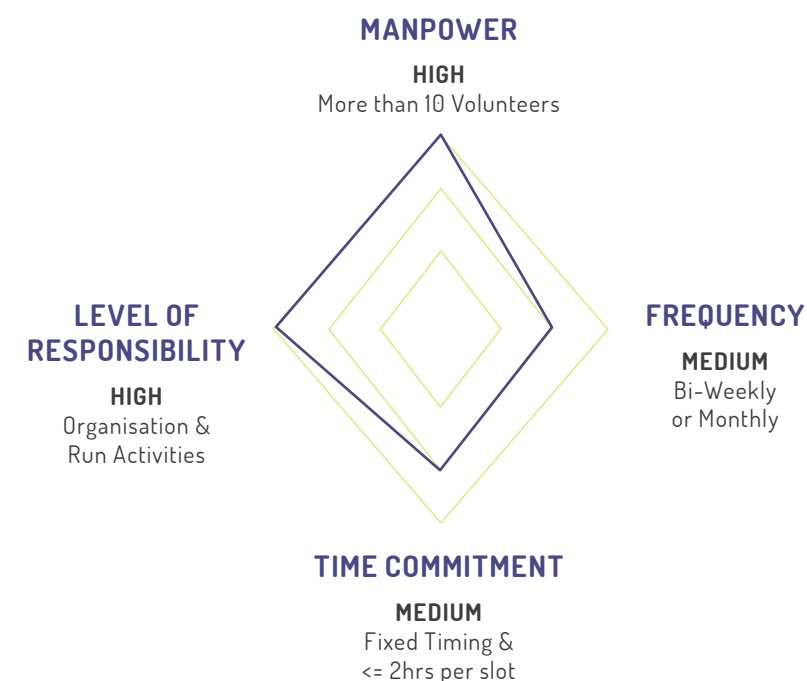
Public Agencies have relatively more resources and capabilities. This make public agencies good candidates for many roles, especially for those that require more manpower per session.

#### GOOD MATCHES:

- Activity Facilitator
- Befriender (Home Visit)
- Outing Coordinator

#### POSSIBLE MATCHES:

- Mentor
- In-school Student Support
- Out-of-school Student Support



## WHAT ARE THE KEY SUCCESS FACTORS UNIQUE TO PUBLIC AGENCIES?

**FLEXIBILITY** - Flexible policies encourage volunteer sign-up and adoption. Such policies could provide time off in lieu for volunteering sessions on weekends or weeknights. The flexible timing could apply to the beginning or the end of a working day; for example, allowing staff to begin their day a little later so that they can volunteer first thing in the morning.

**TEAM BONDING** - Currently many of the public agencies have staff engagement objectives in their volunteering programme. Hence, choosing activities that have significant team bonding elements or require teamwork would best fit such objectives.

**SMALL GROUPS** - Public agencies can usually bring together large numbers of volunteers easily but in order to make the process more manageable, the overall cohort can be broken up into smaller groups, each with a leader. An added benefit is that each individual volunteer feels more compelled to attend this way; they feel more responsibility. Whereas in a large group of 50, for example, the pressure and need to commit is reduced; once one volunteer drops off, many others do so as well and it can lead to high attrition rates.

### LAND TRANSPORT AUTHORITY (Public Agency) & METTA SCHOOL (Social Service Organisation)

### CASE STUDY

#### ROLE: OUTING COORDINATOR

Land Transport Authority (LTA) volunteers play the outings coordinator role by accompanying Metta School students for their monthly social competence outings, usually timed between 1pm - 5.30pm.

A pool of 12-25 LTA volunteers act as guides for the children, building capability and confidence in them through essential

activities such as purchasing food and travelling by public transport. The close relationship and open communication between LTA and Metta School is critical in enabling both organisations to better plan for the students.

# INSTITUTE OF HIGHER LEARNING

Institutes of Higher Learning include tertiary education institutions such as colleges, polytechnics and universities.



## WHY SHOULD IHLs ADOPT SERVICE-BASED VOLUNTEERING?

**1** An **AVENUE TO FULFIL COMMUNITY IN PRACTICE (CIP) HOURS**. The volunteering opportunities are identified and made available, which makes it easier for students to fulfil CIP requirements while meeting the organisation's needs meaningfully.

**2** Develops a **KEEN AWARENESS OF THE COMMUNITY**. On top of deepening students' understanding, service-based volunteering also encourages them to play an active part in tackling social/community issues.

**3** A **PLATFORM TO BUILD CHARACTER**. Service-based volunteering instils students with good values, and moulds them into active citizens with the disposition, awareness and will to act upon the needs of the community. This complements their academic education through the holistic development of personal character.

## WHAT ARE THE POSSIBLE SERVICE-BASED VOLUNTEERING ROLES FOR IHLs?

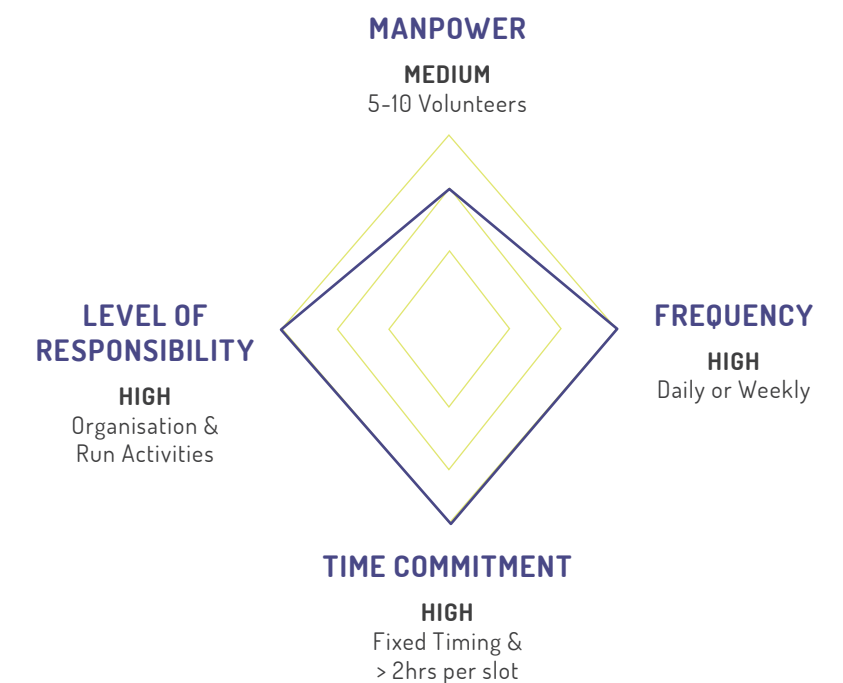
IHLs have the advantage of a cyclical timetable, with certain block-out periods in the year allowing students to have more flexibility compared to other organisational types. This is especially beneficial for those weekday mid-morning or mid-afternoon volunteering slots that are often hard to fill in. IHLs and students are therefore ideal for those roles that require high time commitment and frequency.

### GOOD MATCHES:

- Activity Facilitator
- In-school Student Support
- Out-of-school Student Support

### POSSIBLE MATCHES:

- Mentor
- Outing Coordinator
- Befriender (Home Visit)



## WHAT ARE THE KEY SUCCESS FACTORS UNIQUE TO IHLs?

**BUDDY SYSTEM** - Consider setting up mini groups of three for backup as on average one out of the three cannot attend, leaving two volunteers per session (additionally providing a certain comfort level to the individual).

**DELIVERY METHOD** - Rotate the method in which the volunteering is undertaken. For instance when youth are befriending seniors (a popular activity), it is possible to alternate how the befriending is delivered; one week, it can be conducted in person and the following week by telephone.

**CYCLICAL TIMETABLE** - Over such a long-term partnership, build in breaks so volunteers can come back refreshed. Use the natural school cycle to structure the partnership.

**UNIFYING VISUAL IDENTITY** - As the students may not be the same for all sessions, it is still possible to provide continuity for the service users by volunteers wearing the same t-shirt. This way the service-users can recognise this pool of volunteers, enjoy seeing regular faces and appreciate that they are coming back.

# SCHOOL

An institution for educating children - either Primary or Secondary schools.



### SMU BP MENTORING CLUB (IHL) & CARE CORNER (Social Service Organisation)

### CASE STUDY

#### ROLE: MENTOR

The student volunteers mentor youth from Care Corner - Teck Ghee Care Youth Centre on a weekly basis, usually in a 1:3 or 1:4 ratio. Each interaction takes about four hours on average, although some volunteers end up staying longer. The commitment required from the students is a minimum of one semester (equivalent to 6 months), although many students continue afterwards.

Due to the nature of the mentoring role, it is critical that the same volunteer shows up each time, rather than a rotating group of faces.

Training is provided by Care Corner on a needs basis, about twice or thrice a year, and this includes guidelines on how to interact with the youth. This is essential because as a result of their weekly sessions, relationships are built between the service user and the volunteer, especially as they are so close in age, and it is very easy to become emotionally attached.

## WHY SHOULD SCHOOLS ADOPT SERVICE-BASED VOLUNTEERING?

**1** An **AUTHENTIC LEARNING PLATFORM** for students to engage in meaningful Values in Action (VIA) experiences. The identified volunteering opportunities allow students to gain exposure and better understand community needs. Students who are passionate about a particular cause could inspire their peers to make a positive difference.

**2** VIA experiences that **BETTER MEET STUDENTS' DEVELOPMENTAL AND LEARNING NEEDS**. This is achieved through clearly defined volunteer roles by Social Service Organisations. This approach also facilitates efficiency in executing VIA projects.

**3** **INCULCATE VALUES AND DEVELOP EMPATHY** in students through volunteering experiences. The regular nature of volunteering opportunities allows the school to rotate the students, allowing many to go through such an experience.

## WHAT ARE THE POSSIBLE SERVICE-BASED VOLUNTEERING ROLES FOR SCHOOLS?

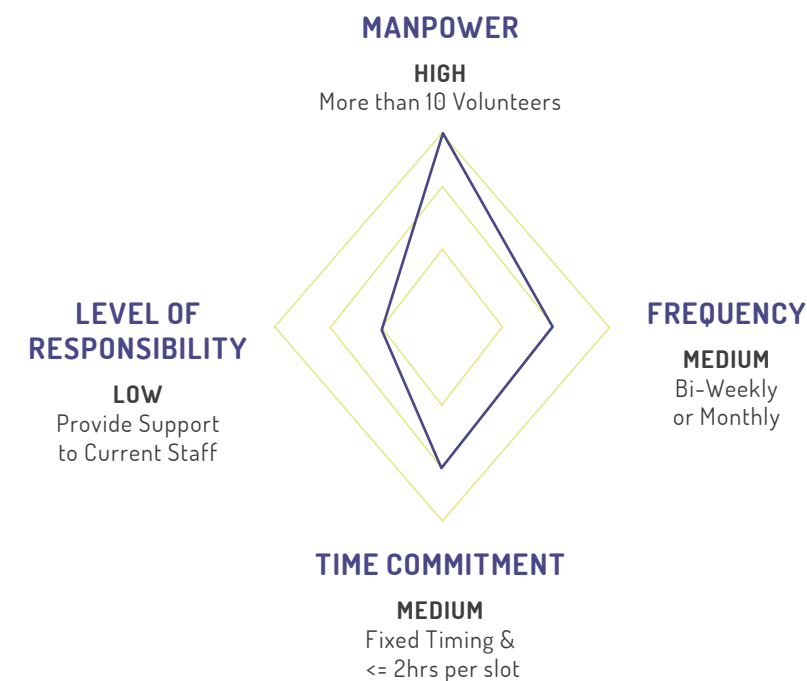
Volunteering activities are usually organised by the school with a relatively large group each time. However, given the relatively young age of the volunteers, they are best suited for roles that require less responsibilities and fixed locations.

#### GOOD MATCHES:

- Admin Support
- Resource Support

#### POSSIBLE MATCHES:

- Activity Facilitator
- Befriender (Home Visit)
- In-School Student Support



### WHAT ARE THE KEY SUCCESS FACTORS UNIQUE TO SCHOOLS?

**TEACHER LEADER** - It is critical for the teacher to lead and structure the involvement of students, so that they can have meaningful experiences building relations with service users.

**CURRICULUM** - Weave the service-based volunteering into the school planning and find linkages with the curriculum so it both makes sense strategically and strengthens the learning outcomes.

**CYCLICAL TIMETABLE** - Use the school's natural cyclical timetable when structuring the partnership, avoiding periods such as exams and holidays.

**SMALL GROUPS** - Schools can recruit fairly large numbers of volunteers at one time without too much difficulty but in order to make the process more manageable, the overall volunteer group can be broken down into several smaller groups, each with a volunteer leader. Older student volunteers can be paired with their younger peers to provide additional mentoring and leadership experience.



# INFORMAL GROUP

An informal association of individuals, such as a trade association, interest group or religious group, based in or around a "community", formed to advance a particular cause or interest.

## NANYANG GIRLS' HIGH SCHOOL (NYGH) [School] & METTA SCHOOL [Social Service Organisation]

### CASE STUDY

#### ROLE: ACTIVITY FACILITATOR

Nanyang Girls' High School's Secondary 2 students were involved with volunteering at Metta School for 8 sessions over one semester.

The volunteers acted as facilitators for a sports carnival that included scooter board, archery and Junior Olympics. The NYGH volunteers also organised a science fair for the Metta School students that included simple interesting experiments such as the density of lava lamps and snow globes. This was particularly special as in previous years Metta School has not had science lessons.

The long term service-based interaction has allowed NYGH girls to learn from Metta School students, gradually build relationships with them and see their strengths. It creates a deeper awareness and understanding of others within the community, especially special needs children. It has given them an opportunity to form bonds, and has made the community that little bit friendlier for the Metta School students.

### WHY SHOULD INFORMAL GROUPS ADOPT SERVICE-BASED VOLUNTEERING?

**1** Provides a **UNIQUE VALUE-ADD OFFERING** to group members. Service-based volunteering is particularly attractive for members who want to do good but do not have access or channels to do so.

**2** Consistent volunteering can **STRENGTHEN THE BONDING** between members. Coming together to fulfil a social good provides unique opportunities for members/teams to work together. Through regular sessions, camaraderie is fostered as members get to know each other better.

**3** Instils a **GREATER SENSE OF PURPOSE**. Service-based volunteering can increase satisfaction and fulfilment among members as their effort advances more than just a specific cause; it has the potential to shape a more integrated community as a whole.

### WHAT ARE THE POSSIBLE SERVICE-BASED VOLUNTEERING ROLES FOR INFORMAL GROUPS?

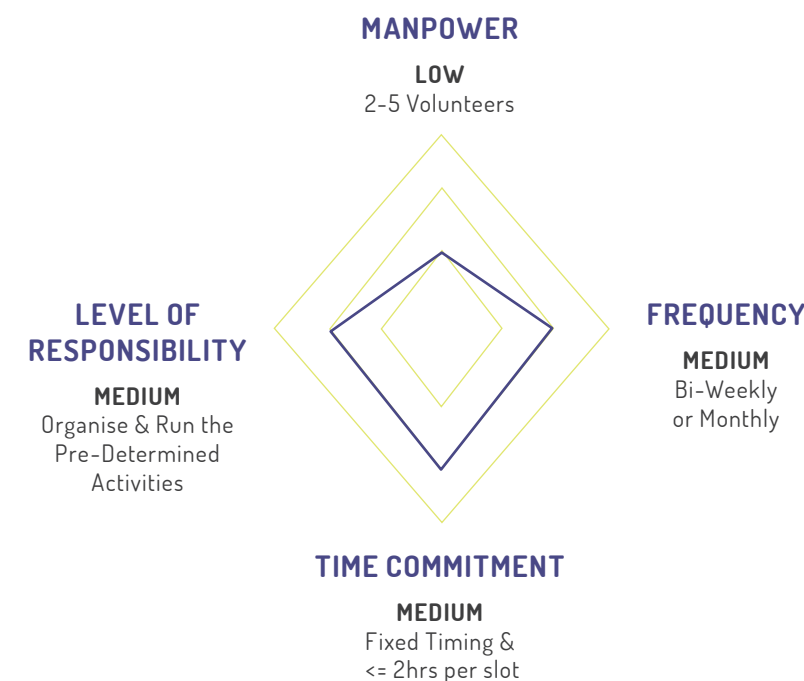
Informal groups usually volunteer in small groups. They suit roles that are more flexible and require fewer people.

#### GOOD MATCHES:

- Medical Escort
- Resource Support
- Admin Support

#### POSSIBLE MATCHES:

- Befriender (Home Visit)
- In-School Student Support
- Activity Facilitator





## WHAT ARE THE KEY SUCCESS FACTORS UNIQUE TO INFORMAL GROUPS?

**TAPPING INTO STRENGTHS** - If the informal group is known for a particular skill, hobby or activity, consider using this as the foundation of the volunteering activity undertaken with the Social Service Organisation. This will play to the group's strengths, give comfort and familiarity to the volunteers, and be welcomed by the Social Service Organisation.

**BUDDY SYSTEM** - A buddy system could be implemented to help the volunteers understand how the volunteering works and what is required; perhaps pairing them with more seasoned volunteers at the Social Service Organisation. This will also help the volunteers gain confidence and be motivated to continue by the passion of such committed supporters.

**RECOGNITION** - This is important for long-term volunteering to maintain enthusiasm and commitment. This could be, for example, incentives of some kind and / or celebrating them during members' gathering. Such recognition would in turn create more awareness and inspire more members to join.

**CONTINUOUS RECRUITMENT** - Informal groups usually have an influx of new members, keeping the potential volunteer pool fresh and increasing the chances of sustainability.

### THE JAPANESE ASSOCIATION, SINGAPORE (Informal Group) & SINGAPORE CHESHIRE HOME (Social Service Organisation)

#### CASE STUDY

#### ROLE: ACTIVITY FACILITATOR

A group of 8 members of The Japanese Association rotate visiting Cheshire Home twice a month. It is usually five or six volunteers per 1 hour session, although they often come in earlier to chit-chat with the residents.

The volunteers run a special music and movement programme that is highly interactive and improves the motor skills of the

seniors. The volunteers dedicate additional time to prepare the session content in advance.

The volunteers have a deep sense of belonging, partly because of their regularity in attendance so they are treated like staff, with each having their own locker at Cheshire Home.

## SECTION 4

# CASE STUDIES



# POSB & NTUC HEALTH

This case study demonstrates the partnership between POSB (specifically branches in Jurong) and NTUC Health Nursing Home Jurong West.



NTUC Health is a social enterprise that provides quality and affordable health and eldercare services, including dental clinics, a family medicine clinic, senior activity centres, and nursing homes. It also runs services such as home care and community support for vulnerable seniors.

POSB is a Singapore bank offering consumer banking services and is the oldest bank in continuous operation in Singapore. 2017 marks POSB's 140th milestone anniversary and to celebrate the occasion, they wanted to work on an initiative that gives back to the community in a more sustainable manner.

## THE VOLUNTEER ROLE

POSB staff played the volunteer role of Activity Facilitator, where they helped seniors to exercise, stretch, and move gently, with an in-house therapist leading the sessions. The branches nearby to the centre were identified and this generated a pool of about 20 potential volunteers in Jurong West that could be rotated. There were usually 10 volunteers with 20 seniors per session, which took place every other Wednesday between 9.30am - 11.30am over the course of three months.

## THE PARTNERSHIP PROCESS

POSB as "Neighbours 1st, bankers second" has been regularly doing its part for the community through various community engagements. These included empowering community seniors on how to use their smartphones and self-service machines to meet their banking needs, promoting financial literacy for underprivileged kids which highlights the importance of savings, and teaching basic banking as part of lifestyle skills to children with special needs. Other than the kids segment, the senior community is another key segment for POSB. In light of the ageing population in Singapore, POSB as a community bank recognized the importance of regular training and has equipped their 1,000 branch staff with knowledge on dementia awareness to ensure that all employees are familiar to professionally assist any customer with mental incapacities. This knowledge served the branch staff well not just while they are at work, but also in their daily lives and in their volunteering too.

Next, as part of its 140-year milestone anniversary, POSB embarked on a service-based volunteering project together with NTUC Health. This partnership was made possible by NCSS,

which brought the two organizations together.

NTUC Health is always looking for regular committed volunteers and had a variety of activities and options that met their needs and were available for POSB to consider. This 'menu' served as a conversation starter for both partners and as a way to start discussions and for NTUC Health to understand the CSR objective and expectations from POSB. From this, NTUC Health could understand volunteers' profile, availability and capability to customise the appropriate engagement activity to meet residents' needs and fulfill volunteers' aspirations to make the engagement meaningful for both. They also started talking about practical matters and logistics, for example they decided to block out certain dates from the start which were either not suitable for the bank or would be popular with other corporates and thus NTUC Health would not need the volunteers.

In terms of securing the volunteers for this project, the process was as follows: POSB franchise rep pre-planned the proposed regular CSR calendar dates about two months ahead and worked closely with the Jurong branch managers, who in turn conducted the required manpower planning so that it was still business-as-usual for the bank's customers.

The volunteers were briefed by the nursing home on what to expect, and gradually warmed up to engaging the seniors in conversation. There were the usual introductions to welcome the POSB volunteers before each exercise/interaction session began. The volunteers brought the POSB History Book, retro photos, and stickers - all of which triggered memories and was an icebreaker to start conversations with the seniors. This kind of activity plays an important role in the improvement of the seniors' memory and slowing down dementia.

Since the volunteering pilot began, they embarked on additional activities together to expand their partnership, which included

"It is amazing that our colleagues have been asking when will our regular CSR start again. We have also heard from our NTUC Health Nursing Home in-charge that the seniors have been asking when will the POSB volunteers be coming again - so heartening to hear!"

## Boon Inn (CSR Rep. Franchise & Strategy)

participating in the official opening of NTUC Health's new nursing home in Chai Chee. There was also an ad-hoc mass CSR initiative where 80 volunteers were activated to set up carnival-styled games booth and serve high tea to seniors across 3 NTUC Health Nursing Homes in Geylang East, Chai Chee and Jurong West.

In 2018 they will be expanding the initiative by matching volunteers from POSB branches in the East to support the NTUC Health Chai Chee Nursing Home on a monthly basis. Thus going ahead, the POSB volunteer lead will have sub leads to co-ordinate future regular CSR sessions at the two locations.



## KEY SUCCESS FACTORS APPLIED

**LOCALE:** The overall partnership has been forged between POSB and NTUC Health. However, it was acknowledged at the start that distance was a key consideration for success. To overcome this, it was then decided by the working committee that a pilot phase will be a good start and the Jurong region was chosen. The primary driver was to minimise the travel time for the volunteers and as a result, the volunteering took place only a couple of bus stops away from the branches.

The reduced travel time required for volunteering made it easy for the volunteers to resume their duties. They also had colleagues back in the branch who 'covered' their responsibilities on their behalf while they were out volunteering.

**BITE-SIZED:** All DBS staff, including POSB staff, are entitled to 2 volunteer leave days annually. And for this project, instead of having

to take a half or a full day's leave, POSB allowed its employee volunteers to accumulate their bite-sized volunteer hours against their entitled volunteer leave application. In practical terms this meant separating their volunteering leave into two-hour chunks, so each branch staff could then commit to volunteer eight times.

POSB anticipated the challenge that half or full day volunteering may affect the branch's usual operations, and hence decided the two-hour volunteering slot between 9.30am-11.30am was appropriate timing - which turned out best with the seniors too - that gave employees adequate time to be back before the busier lunch hour onwards to closing hour.

**SENIOR MANAGEMENT BUY-IN FROM BOTH PARTIES:** The MD from POSB and the CEO from NTUC Health were present in the first meeting and both parties invested in making it work. POSB's Managing Director, Susan Cheong, supported and approved breaking down the volunteering into bite-sized slots.

**A STRONG VALUE PROPOSITION FOR POSB:** It is aligned with their internal organisational objectives and indicators as well as the requirements of the branch staff. It provides strong motivation to ensure partnership is focused and will have successful outcome.

**NO TRAINING REQUIREMENTS:** No prior training needed as the sessions were led by a trained physiotherapy aide, and the duties identified were also not technical.

**COORDINATOR ROLE:** Proper pre planning was important so that the branch manager can manage and plan the manpower scheduling plan in advance. To help avoid the issue of volunteer attrition, the planning also included arranging the volunteer dates around the corporate calendar ie avoiding public holidays and other key periods for the branches. For this reason the volunteering falls on a Wednesday.

**UNIFYING IDENTITY:** The exact same set of volunteers may not be able to commit to the same session each time. Also to encourage more branch staff to give time back to the community, the volunteers put on the same corporate POSB polo t-shirts, so that there is clear branding for the seniors who could always identify them and gave POSB flexibility in who volunteered each week.

## IMPACT TO NTUC HEALTH

- Increased manpower available for other work as staff were not needed for these sessions when the volunteers were present
- Helped improve the quality of the engagement with seniors as more attention could be given to each
- It has led to further partnership opportunities with the bank
- An opportunity for NTUC Health to spread awareness about ageing, and to provide training on palliative care to the volunteers

## IMPACT TO POSB

- Inter and cross branch bonding amongst colleagues in the West region
- Discovering hidden talents amongst their colleagues - Learning how to interact with seniors better and deepen their understanding / awareness of dementia

# PANTROPIC & LIONS BEFRIENDERS



Lions Befrienders Service Organisation Singapore (LB) was formed in 1995 by the Lions Clubs of Singapore and Lions District Project. It has a mission to provide friendship and care for seniors to age in place with community participation, enabling them to enjoy meaningful and enriching lives.

Pantropic is a Singaporean Small and Medium Sized Enterprise (SME) which specialises in data protection, disaster recovery enterprise solutions and managed services. They are a small team of 10 staff, total, with an office in central Singapore. Whilst individuals within the company may have volunteered or raised funds internally beforehand, prior to this partnership with Lions Befrienders, they had not done any corporate volunteering.

## THE VOLUNTEER ROLE

Pantropic played the volunteer role of medical escort, whereby they bring a senior to medical appointments, sit with them, bring them from station to station, collect medicines and bring them home. Appointments are usually scheduled 5 months ahead, but follow each service user's appointment schedule. A session lasts two hours on average, although it can stretch to four hours. The sessions are ad hoc but regular, depending on when the medical appointments are scheduled. In the first two months the commitment was quite high – 4 or 5 appointments a month. Overall, it's been about 15 rounds over last 4 months. Volunteers are paired, one to one, with the same

beneficiary each time so that a relationship can be built and they supported a pool of 4 – 5 seniors. No official training was provided as it is not a technical role and most volunteers felt they were comfortable enough, having knowledge from their own home situations.

## THE PARTNERSHIP PROCESS

This partnership with Lions Befrienders was brokered by National Volunteer & Philanthropy Centre (NVPC), following an event attended by Pantropic, who expressed interest in exploring a service-based volunteering opportunity. They were given a few options but once Pantropic heard the facts and the need for medical escorts, they agreed to it immediately as their main selection criteria was to be needs-based and were happy with one long term partnership to focus on. Pantropic felt that medical escorting was a role where they could add real value.

Pantropic does not allocate official annual volunteer leave but instead staff communicate with each other and balance their own work loads to make it happen. As an SME they can be flexible and trust their staff on this so for them choosing a role whose time commitment was varied suited their work environment. Together with Lions Befrienders, they established how many seniors it was realistic for the staff to be able to support. They also agreed to a pilot phase to begin with to trial service based volunteering.

For Pantropic, it was quite easy to get senior level support internally however they recognised that it might be a challenge to get the staff on board to volunteer, especially as this was a new initiative internally. To anticipate this, Pantropic organised a meeting, using information pulled from the internet, to share about the charity and the medical escort role. It was designed to show the employees why they were needed as volunteers thereby enticing them to sign up. As Kevin, who ran the session admits, he wanted to “pull at their emotional heart strings”!

Some of the volunteers were apprehensive to begin with and to overcome this, they started with a buddy system so two employees could volunteer together. This was for the first two months in order to build up their confidence and understand the processes. Generally, the management of this involved the Lions Befrienders Volunteer Manager, and heavy lift from the organiser at Pantropic. However, the scheme is now more established internally and so the volunteering is fairly independently arranged by the volunteers themselves, directly with their seniors.

Pantropic and Lions Befrienders plan to continue this partnership.

## KEY SUCCESS FACTORS APPLIED

**INITIAL BUDDY SYSTEM:** Some of the volunteers were apprehensive to begin with, as to whether they could connect with their senior and whether they would know what to do at the hospital. The solution put in place was a 'buddy system', to aid in the orientation and confidence of the volunteers. Two volunteers with a Lions Befriender executive would attend together and these would rotate depending on who was available on that day. Helpfully, the volunteers booked the seniors' next appointment so they could choose a time and date that could fit around their work and family responsibilities. After the first two months, once all had familiarised themselves with the hospital system and felt comfortable with their partner, it transformed into one volunteer paired with one service-user.

**LOCALE:** This was absolutely necessary as the volunteering itself could sometimes take up to 4 hours so at the outset Pantropic intentionally requested that the seniors reside centrally and preferably in the Chinatown area as that is where their office is located. This minimised the travel time required and made the volunteering manageable for the employees and the partnership viable.

“I speak a dialect, which seems to be helpful when it comes to communicating with the seniors, but initially, if I'm being completely honest, I almost gave up. At first I escorted a very quiet and able service-user and personally just didn't feel I was adding much value. Then I was paired with this auntie who loves to tell stories, and I've been volunteering ever since”.

## Patricia, Volunteer, Pantropic

**MANAGEMENT BUY-IN:** It is extremely critical to have management buy-in: “the boss buying-in is important. They need to be supportive to get it going. You need a champion to progress it”.

**A BROKER:** For an SME like Pantropic, busy with their core business delivery, they were unsure of how to proceed and identify the right 'fit' i.e. role and organisation. Having an intermediary who could appreciate and listen to both sides and help matchmake was invaluable to move them forward; Pantropic felt it would have been difficult to find a suitable charity partner otherwise.

**PROJECT MANAGEMENT:** The person that you choose to drive the partnership from the corporate side must have the skills of a project manager. The coordinator role requires an ability to organise, especially at the beginning to establish the process and structure.

**ACKNOWLEDGING PEOPLE'S INTERESTS AND STRENGTHS:** The same activity will not appeal to everyone so you need to either tailor and offer a range of tasks or accept that not everyone will sign up. For example one staff member was not able to connect with a beneficiary and felt she was adding little value. However, the issue was

resolved when she was then assigned to another elderly lady who was a more motherly figure. That motivated the volunteer to continue and today, she is a vital and dedicated member of the programme.

## IMPACT TO LIONS BEFRIENDERS

- Meeting an essential need to help escort seniors for medical appointments that they wouldn't be able to make otherwise
- Helping to significantly reduce manpower limitations
- Easing the loneliness of the seniors and providing assurance during the appointment
- Volunteers help seniors track medical appointments, reducing absenteeism
- Saving time for the seniors – on average they cut 30 minutes off their travel time and 1 hour in waiting time by splitting up the tasks e.g. volunteer is booking next appointment while senior is having their blood taken

## IMPACT TO PANTROPIC

- Perception change at the personal level, the volunteers developed patience and helped them understand seniors better
- Deep satisfaction that they are actively helping Lions Befrienders and meeting a necessary need
- Deep satisfaction that they are helping the seniors, who communicate their gratitude regularly
- Provided an opportunity as a company to satisfy the need to “give back”, so as to do some good

# LAND TRANSPORT AUTHORITY & METTA SCHOOL

This case study demonstrates the partnership between the Land Transport Authority and Metta School.



## THE VOLUNTEER ROLE

Land Transport Authority (LTA) volunteers play the outings coordinator role by accompanying Metta School students for their monthly social competence outings, usually timed between 1pm – 5.30pm. The outing locations are decided based on the profile of the children; sometimes it can be to neighbouring areas or other times to places further away such as the National Library, museums and airport.

A pool of 12–25 LTA volunteers rotate their services to look after the children and help build capability and confidence through daily essential activities such as purchasing food, ensuring there's enough credit in their ezLink cards and topping it up before travelling by public transport. The volunteers are together with the children at all times to ensure safety throughout, working closely alongside teaching staff.

## KEY SUCCESS FACTORS APPLIED

**CONTACT POINT:** Consistent contact person throughout the partnership to liaise and communicate within each organisation (Metta School Principal and the HOD MID Junior).

**TRUST:** Both parties establish trust and reliability of service.

**RESPONSIBILITY:** LTA staff are mature working adults with high levels of responsibility; they are aware of the event and are prepared to help/support the teachers in managing the children.

**EARLY COMMUNICATION:** Metta School communicates regularly with the LTA team, providing them with the outing dates and details at the beginning of the year. This helps with LTA's planning and enables LTA staff to be prepared for the event.

## IMPACT TO METTA SCHOOL

- Children benefit from the support because of the attention given by the volunteers. Interaction between volunteers and children helps them to learn to interact with strangers.
- With more adults watching the children, it helps teachers to focus on those who need more help.
- Volunteers can bring in their experience from outside the school setting and give suggestions to school staff in certain occasions as they work together during the outing.

## IMPACT TO LTA

- The volunteers learn how to communicate with children with disabilities.
- The opportunity to interact with children with disabilities, which they seldom get in their daily lives, makes them more receptive to children with disabilities.

# SMU BP MENTORING CLUB & CARE CORNER

This case study demonstrates the partnership between Singapore Management University and Care Corner.

“Be the mentor you wish you had”  
Volunteer, SMU



The BP mentoring club exists in many IHLs in Singapore, and whilst BP sponsors the clubs, the SMU club has been running for over eight years and is self sustaining.

Care Corner is a voice and catalyst of care, compassion and change, serving the vulnerable, disadvantaged and isolated in the Singapore community without consideration of race, gender or religion. They have been operating for over 36 years, have 32 centres islandwide and over 14,500 direct service users.

The Youth Services division of Care Corner focuses on developing and delivering the relevant intervention, enrichment and support programmes in our range of services, assisting and spurring youth and pre-teens in their growth

journey to better learn, adapt and integrate socially in schools, relationships, family and society. This particular partnership is focused on Care Corner – Teck Ghee Youth Centre.

## THE VOLUNTEER ROLE

The volunteers mentor youth on a weekly basis. Each interaction takes about four hours on average, although some volunteers end up staying longer. The planning is done by the Care Corner Youth Services staff so the volunteers act as facilitators, usually in a 1:3–4 ratio. There are currently 120 active student mentors in the SMU BP Mentoring Club, divided amongst the various centres and programmes. For example, Evergreen Bees at Care Corner – Teck Ghee Youth Centre has about 10–15 volunteers and the

same for the Youth Rangers.

The Club is working in five different places – 2 centres with Care Corner and 2 schools. The partnership first began with Care Corner – Teck Ghee Youth Centre eight years ago.

The engagement is weekly, except during school holidays, and each student has to have a 75% attendance rate. The Club used to require a minimum one year commitment but it is currently one semester now e.g. 6 months, although many students continue afterwards. For instance, the Club Vice-President has been volunteering for 2 years running.

## THE PARTNERSHIP PROCESS

The student committee of SMU BP Mentoring first approached Care Corner – Teck Ghee Youth Centre as the volunteering opportunities offered were of long term regular basis, unlike most community services that students then would be involved in to complete the prescribed number of hours of community service as part of their graduation requirement.

The scope of partnership is currently reviewed on an annual basis with regular check in on both ends, as needed. This includes selection of programme to involve volunteers, responsibilities and duration involved.

Volunteer recruitment takes place bi-annually and the Club sends an email university wide to advertise. Potential mentors have to go through two rounds of interviews. The Club does a first round of selection and then Care Corner does a more thorough selection, using a volunteer application form and interview to determine who will participate. The successful candidates then sign the code of volunteer partnerships to confirm the volunteer engagement. It is a

stringent selection process in order to ensure high commitment levels from the volunteers. Volunteer training is organised on a needs basis around two to three times a year.

The Club's Executive Committee is made up of 12 members and they manage the process and handle the project management required. The volunteers are tagged to particular programmes so that they would be able to build relationships with the beneficiaries in the programme over time.

After so many years of successful partnership with Care Corner – Teck Ghee Youth Centre, they have expanded to also volunteer at Crossroad Youth Centre with similar programmes. These programmes are mentoring in nature, with each programme targeting different age groups using different techniques. The younger groups are mentored through academic support while the youths are mentored through leadership and character development.

*“As I began volunteering, I realised I liked it a lot, and decided to continue after the 80 hours of CCA. I have a passion to serve and seeing the kids improve and evolve is magical.”*

### Volunteer

### KEY SUCCESS FACTORS APPLIED

**LOCALE:** A key reason for the success of the partnership between SMU BP Club and Care Corner – Teck Ghee Youth Centre is the convenient



location of the centre. This helps because time management is certainly a challenge for the students with such a high commitment level required, even during exam period. Having a handy location means the students can leave after class and get there very easily. Whilst they are managing to source volunteers for Crossroads but it is a lot harder due to the tricky location far from SMU. Some who volunteer there do live in Woodlands which helps.

**STRONG COMMUNICATION:** The communication between Care Corner and the Club is really strong. Both parties find it easy to communicate with each other and this makes the coordination between them simple.

**ALIGNMENT:** The Club feels one of the reasons the partnership has been successful is down to them being well matched. The students feel a connection to the youths, partly because they are similar in age and this helps with the empathy.

**TRAINING:** Care Corner provides training for the mentors in order to prepare them for the experience. Some of the challenges the volunteers face are becoming too emotionally attached to the children they work with on a weekly basis and also keeping the lines clear as the beneficiaries are often wanting to connect on social media for example. The training helped

give the volunteers guidelines and tools and there is strictly no interaction in between the official sessions.

### IMPACT TO CARE CORNER - TECK GHEE YOUTH CENTRE

- Help manpower constraints, by providing regular dependable volunteers
- The volunteers are a group of adults that are closer to the kids in age and so they can relate more to them and often share similar interests they can both talk about

### IMPACT TO BP MENTORING CLUB

- The satisfaction and reward to the student volunteers of watching a child grow and change under their guidance
- The benefits are mutual and work both ways: It gives the young volunteers an opportunity to look back on themselves and their own values and see if they are aligned and what they actually want to teach and impart to these youth
- Develop a deeper sense of empathy

### CASE STUDY

# NANYANG GIRLS' HIGH SCHOOL & METTA SCHOOL

This case study demonstrates the partnership between Nanyang Girls' High School and Metta School.



### THE VOLUNTEER ROLE

As part of Nanyang Girls' High School's (NYGH) Community Education programme, Secondary 2 students volunteered at Metta School for 8 sessions over 1 semester. The role of these volunteer students was to befriend and participate in some of the activities the students from Metta School are involved in; including the Performing & Visual Arts (PVA) classes. The same group of about 30 students would volunteer each time.

The volunteers acted as facilitators for a sports carnival that included nerf game, scooter board, archery and Junior Olympics.

A unique highlight of this partnership was the NYGH students specially preparing a science fair for the children from Metta School to move around various booths and perform experiments. The volunteers had to come up with the scientific learning and create simple interesting experiments. The science learning included the density of lava lamps and snow globes,

air resistance from the parachute booth, and chemical reactions in the Sour Explosion booth! The volunteers had to collect the materials and arrange the logistics. This is the first time Metta School has ever had a science fair.

### KEY SUCCESS FACTORS APPLIED

**CONSISTENCY:** The long term partnership and having the same faces volunteer, allows a consistent figure and presence for both schools which fosters a stronger and deeper relationship between the students.

**RELATABILITY:** The similar ages of the volunteers and the service users so they can relate.

**RELIABILITY:** The commitment NYGH places in the project is critical as it forms part of the school's curricular programme.

**OPENNESS:** Metta School's open door approach to meaningful collaboration certainly enhances new partnerships.

**TRAINING:** Metta School provides thorough induction and coaching to volunteers while NYGH introduces students to the principles and practice of Service-Learning.

### IMPACT TO NANYANG GIRLS' HIGH SCHOOL

- The long term service-based interaction has allowed NYGH girls to learn from Metta

**Volunteer, Nanyang Girls' High School**

School students, gradually build relationships with them and see their strengths. It creates a deeper awareness and understanding of others within the community, especially children with special needs and gives them an opportunity to form bonds.

- Meaningful fulfilment of their VIA hours
- Having the NYGH students as ambassadors (that's what Metta School urge the NYGH students to be) will create greater awareness and understanding towards Persons With Special Needs and make the community a friendlier one for Metta School students.



### IMPACT TO METTA SCHOOL

- Students gain the opportunity to interact with peers from mainstream schools.
- Students received help to enhance their visual art skills and were introduced to new science experiments.

*“After interacting with the special needs children, I have learnt to put myself in their shoes and understand their situations before learning how to provide service to them. Community service is learning from your own perspective as well as the community's perspective, immersing yourself in their needs and lending them a helping hand and listening ear. It also allows you to reach out to the community, pushing away any preconceived perceptions of that community.”*

*“My view of volunteering has changed since being a mentor. I've never had difficult time as such in my life, and this experience engaging with youth at risk has made me realise a whole other side of Singapore and I've found it so fulfilling.”*

**Volunteer, LTA**

# THE JAPANESE ASSOCIATION, SINGAPORE & SINGAPORE CHESHIRE HOME



This case study demonstrates the partnership between The Japanese Association, Singapore (JAS) and Singapore Cheshire Home.

## THE VOLUNTEER ROLE

The Japanese Association of Singapore (JAS) has been volunteering and giving back to the local community through ComChest initiatives since 1958. A group of 8 members rotate visiting the Singapore Cheshire Home - it's usually five or six volunteers volunteering at a time.

The volunteers visit Cheshire Home twice a month (the first and third Wednesday). They often come around 10am to prepare for the session, and the programme runs from 10.30 - 11am so as not to clash with the early rehabilitation exercises that happen beforehand.

The volunteers provide instructional guide for about 20 - 30 residents in day care. They coordinate movement to the music. Throughout the session they change the music, change the movement required from the residents, rehearsal of voice, they sing songs, sometimes play the piano for them; it's a highly interactive programme. Everything is planned by the volunteers themselves.

This partnership together is long standing and has been going for about 10 years. JAS does a lot of advertising to recruit the volunteers, including at Takashimaya. The volunteers are all female and are available during weekdays although turnover is quite high as people move in and out of Singapore based on their husband's employment.

## KEY SUCCESS FACTORS APPLIED

**COMMITTED VOLUNTEER LEADER:** The person in charge at JAS keeps the partnership working

smoothly for all parties and ensures continuity and attendance of volunteers at each session. The Volunteer Leader ensures there are no gaps in provision of manpower or content for the sessions. The challenge is secession and ensuring that future volunteer leaders are equally as effective and can commit sufficiently. This is hard to predict when many times it is out of their control (for example, husband's job requiring them to relocate).

**INTEGRATION:** The volunteers do not just provide additional manpower in the staff sense but also become friends of the residents; they always arrive early to chat informally. In fact, they are so well settled that, like staff, the volunteers have their own dedicated lockers at the centre. This helps them feel comfortable and signals that they are an integral part of the Cheshire Home team; this creates a sense of belonging for them.

**STRONG RECRUITMENT PROCESS:** The volunteer leader and deputy are continuously recruiting to ensure no issues with lack of volunteers and they sustain the group's commitment.

The opportunity to interact with children with disabilities, which they seldom get in their daily lives, makes them more receptive to children with disabilities.

## IMPACT TO SINGAPORE CHESHIRE HOME AND ITS RESIDENTS

- The major impact is on the non-functioning residents as this gives them an opportunity they wouldn't have otherwise - to be really

involved so they don't just sit and observe passively. There is a lot of engagement and high interaction with the volunteers, such as passing the ball and blowing bubbles.

- Provide regular support so makes it easier to plan and for manpower.
- It's a very important activity for the Home from a therapeutic aspect. Also from the simple perspective that service users can get bored by the regular staff and may require more interactive attention. The service users love engaging with volunteers and can thus generate better participation rates.
- Psychosocial impacts - The residents feel the benefits for the whole day of being able to participate and contribute, it trains their motor skills and coordination, as a lot of therapeutic elements can be incorporated into the programme; clapping their hands and using a fan for example.

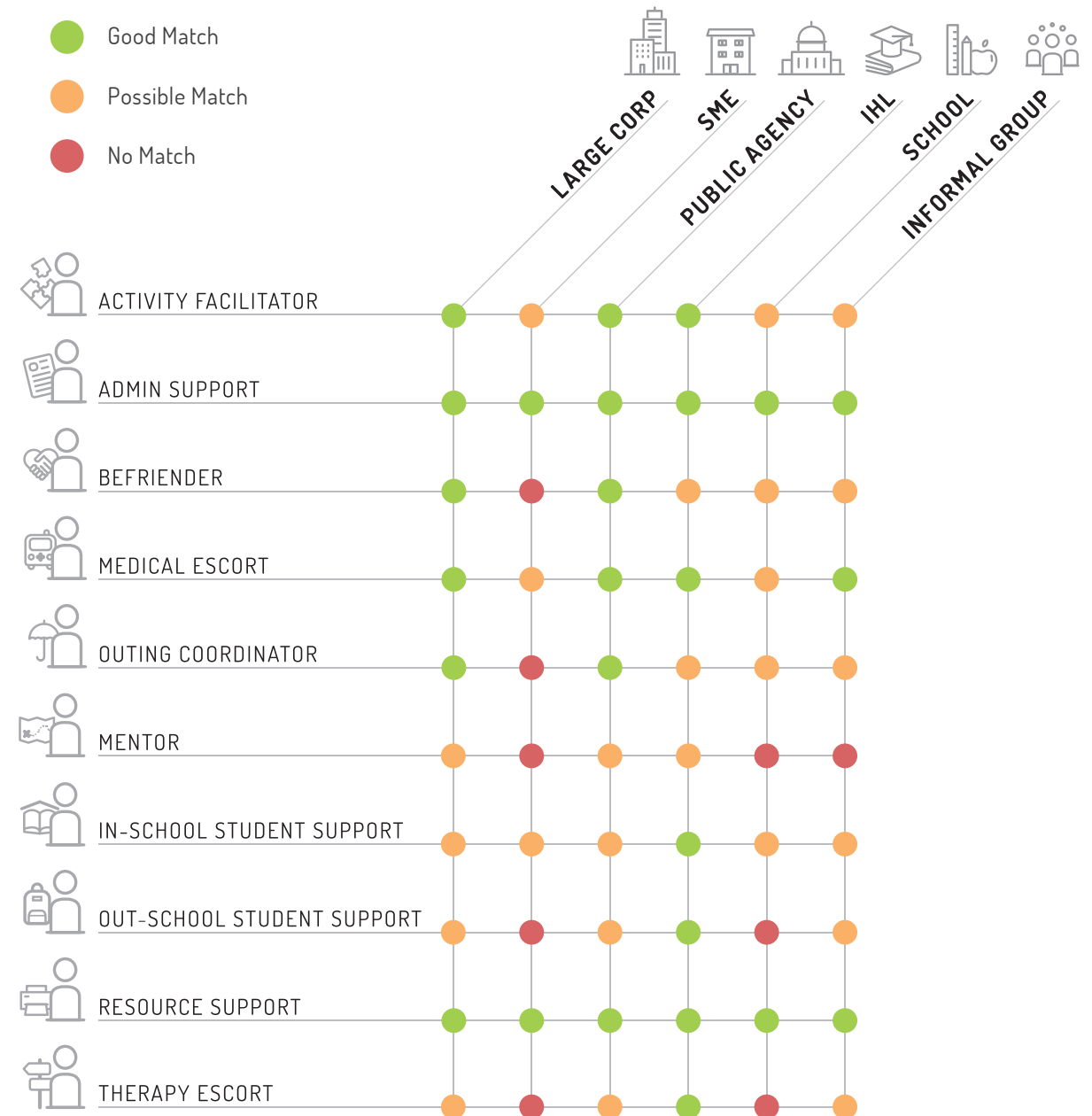
## IMPACT TO THE JAPANESE ASSOCIATION, SINGAPORE

- There are 20 to 30 residents continuously participating so they like what they are doing is meaningful and they can see the improvement in the residents.
- Building relationships with the residents on a personal level.
- The volunteers feel huge satisfaction and have grown closer to the local community as a result.

"I can sense it, I can feel it, the atmosphere the volunteers create. This programme really is quite special. The bubble blowing lightened my mood... If I felt happy, imagine how the service users must have felt."

Staff member, Cheshire Home

# SERVICE-BASED VOLUNTEERING ROLE COMPATIBILITY



To find out more about how to get started on your service-based volunteering journey, check out **NCSS.GOV.SG**, **GIVING.SG** and download the **SG CARES APP** using the QR code below.



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