

# CORPORATE VOLUNTEERISM GUIDE







# Contents

	PAGE
<b>PART 1: INTRODUCTION TO THE CORPORATE VOLUNTEERISM GUIDE</b>	
1.1 Using this Corporate Volunteerism Guide .....	4
1.2 Volunteerism at a Glance .....	5
1.3 Key Considerations When Developing a Service-Based Volunteering Programme .....	6
<b>PART 2: GETTING STARTED ON SERVICE-BASED VOLUNTEERISM</b>	
2.1 Choosing a Cause .....	7
2.2 Finding a Partner .....	10
2.3 What Kind of Volunteering Does Your Organisation Want To Do .....	13
2.4 Making Your Organisation Volunteer Friendly .....	14
<b>PART 3: VOLUNTEERING PROGRAMMES AND PROJECTS</b>	
3.1 Designing Your Volunteering Programme .....	21
3.2 Engaging with Employees .....	22
3.3 Getting Volunteers Onboard .....	23
3.4 Preparing For The Day .....	24
<b>PART 4: TAKING STOCK</b>	
4.1 Measuring Success of Volunteering Programme .....	31
4.2 Celebrating Success .....	33
4.3 Enhancing the Volunteering Programme .....	33
<b>PART 5: OTHER RESOURCES</b> .....	38

# PART 1: INTRODUCTION TO THE CORPORATE VOLUNTEERISM GUIDE

## 1.1 USING THIS CORPORATE VOLUNTEERISM GUIDE

### WHAT IS THIS CORPORATE VOLUNTEERISM GUIDE ABOUT?

- This guide focuses on guiding corporates who are interested in developing and implementing **service-based volunteering programmes** within their organisation

### WHY SHOULD MY ORGANISATION CONSIDER SERVICE-BASED VOLUNTEERISM?

- Volunteers play a significant role in nation building and bring multiple benefits to organisations, building of relationships and social capital
- Service-based volunteerism encourages volunteers to **engage in regular direct contact with service-users, at least 24 hours over 4 times a year**. As such, as compared to other types of volunteering, there would be a greater impact to service-users and the broader social service sector



Reaches out to more underserved individuals in society



Provides employees with a sense of purpose

#### TIP!



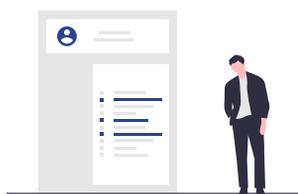
If you would like to know more about events-based volunteerism, please refer to NCSS' website <https://www.ncss.gov.sg/>



Improves the quality of life of service-users



Increases brand awareness and expands business networks



Develops employees' professional and personal skills



Encourages team building through regular volunteering

## 1.2 VOLUNTEERISM AT A GLANCE

### TYPES OF VOLUNTEERISM



#### SERVICE-BASED VOLUNTEERISM

Volunteers provide regular support to a Social Service Agency (SSA) to benefit service-users  
e.g. mentoring at-risk youth, befriending seniors



#### SKILLS-BASED VOLUNTEERISM

Volunteers provide certain skillsets to strengthen the capabilities of SSAs  
e.g. counsellor, web designer



#### EVENTS-BASED VOLUNTEERISM

Volunteers provide ad-hoc manpower support  
e.g. coordinator for festive celebration, outings

Corporates and group volunteers are encouraged to engage in service-based volunteerism for more sustainable impact on the social service sector. The following are some characteristics of service-based volunteerism:

### CHARACTERISTICS OF SERVICE-BASED VOLUNTEERISM



#### INTERACTIVE

Being an integral part of the SSA's programmes, volunteers focus on interacting with and supporting the service-users



#### REGULAR

Volunteers are committed over a period of at least 6-12 months, and serve on a regular basis, at least 24 hours over 4 times a year



#### DEFINED

The roles are clearly defined based on the SSA's needs

## 1.3 KEY CONSIDERATIONS WHEN DEVELOPING A SERVICE-BASED VOLUNTEERING PROGRAMME

If your organisation is thinking of starting your service-based volunteering journey, do take the following pointers into consideration to guide you through the process of how it can be successfully executed:

### A Is corporate service-based volunteering a good fit for your organisation?

- ❑ Does the organisation want to elevate its ad hoc volunteering efforts to something more strategic and sustainable?
- ❑ Does the organisation want to make volunteerism part of the business culture?
- ❑ Do your employees already volunteer their time on their own outside of work?

### B Who will organise the service-based volunteering programme?

- ❑ Organisations can consider some of the following:
  1. A small committee can be formed to organise programmes within the organisation – with members of the team taking on either sub- programmes / projects or tasks. This could be incorporated as part of staff development plans within your respective organisations for employees to hone their professional skills
  2. A corporate responsibility resource (if available)

### C What should be the frequency of service-based volunteerism?

- ❑ Many organisations offer two days of volunteering leave per employee
- ❑ The number of employees who volunteer within the organisation would depend on the interest level and operational considerations of the organisation
- ❑ Some organisations set aside a modest budget to cover incidentals incurred as a result of volunteering – the amount of resources required may affect your decision in deciding how much service-based volunteering to engage in

### D How will you measure the success of your volunteering programme?

This would depend on what your organisation's volunteering goals are. Some examples of measures include: employee engagement levels, volunteer man-hours contributed, or impact of volunteering programme on the service users

Qualitative and quantitative measures can be used to measure your volunteering programmes' success



# PART 2: GETTING STARTED ON SERVICE-BASED VOLUNTEERING

Your organisation has decided to embark on service-based volunteering. What's next?

You would need to choose a cause, find a suitable volunteering partner and a programme to start with

## 2.1 CHOOSING A CAUSE

### WHAT IS YOUR ORGANISATION'S SOCIAL MISSION?

- Your social mission defines how your organisation engages with employees, the community and other key stakeholders. As such, it would also incorporate your corporate social responsibility (CSR) / volunteering goals
- **Start with your business mission to guide you in defining your social mission** as the former will help inform the most aligned direction to harness your corporate efforts
- **Align your business and social mission** so as to build a stronger connection between your business and community

#### TIP!



Need some help in defining your volunteering goals? One tip is to make sure they are:

**Specific**  
**Measurable**  
**Attainable**  
**Relevant**  
**Timebound**

### WHAT ARE YOUR EMPLOYEES' VOLUNTEERING NEEDS?

- It is important to identify and understand your employees' motivations for volunteering and the types of volunteering causes that they are passionate about. This could help your organisation to **recognise patterns of common interests** and **potentially increase volunteer participation**
- This could include other SSAs where they are presently volunteering at or SSAs that they would potentially want to reach out to
- The following are some recommended approaches to identify your employees' volunteering needs:



Informal discussions



Surveys



Focus-Group Discussions



One-on-One Interviews



Social Media Analysis

- Once you have assessed your community's needs and gathered your employees' volunteering interests, the next step would be to choose the right volunteering cause to support

## 2.1 CHOOSING A CAUSE

### ARE YOUR BUSINESS GOALS ALIGNED WITH THE VOLUNTEERING GOALS OF YOUR CHOSEN CAUSE?

- **Alignment with your organisation’s vision and values** could help build a stronger connection with the community and also meet shareholder value
- When organisations are able to generate economic value for themselves while simultaneously providing value for society, it would increase the likelihood that such volunteering programmes will be sustained within your organisation
- The following are some of the numerous worthwhile causes that are available for your organisation to support:



Children and Youth



Persons with Mental Health Conditions



Seniors



Adults with Disabilities



Children with Special Needs and Youth-At-Risk



Families



Caregivers

### HOW TO ASSESS THE SUITABILITY OF A SSA?

- When trying to decide which SSA to partner, consider the following:
  1. Purpose of the volunteering cause and the scope of its activities
  2. Location – For your employees’ convenience, it is helpful to partner with an SSA which is conveniently located from your office or your employees’ homes
  3. Type of support required by the SSA – Is it in line with what your employees are interested and able to do? (e.g. type and frequency of volunteering activities)
  4. Volunteering schedule compatibility between organisation and SSA
  5. Whether the SSA is able to support volunteers on rotation – For example, if there is a general befriending role, then volunteer rotation is possible and the programme would be more sustainable

## 2.1 CHOOSING A CAUSE

### APPOINT SOMEONE TO ORGANISE AND DRIVE YOUR VOLUNTEERING GOALS

Consider appointing a Volunteer Leader to represent your organisation in liaising and acting as the main point of contact with the SSA's staff and Volunteer Management (VM) team

Some of the core and supplementary tasks of a Volunteer Leader are as follows:

#### CORE TASKS



Co-ordinate with corporate staff and SSA to co-create programme



Recruit employees / volunteers who would be suitable for programme



Act as a main point of contact between corporate and SSA



Provide pre-programme briefing to employees / volunteers

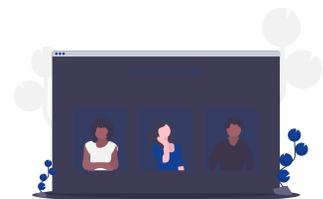


Provide volunteer feedback to SSA on organisation's experience

#### SUPPLEMENTARY TASKS



Co-ordinate logistics with SSA prior to and during the day of volunteering



Be present at all events / activities to co-facilitate with SSA



Conduct check-ins with SSA staff and employees regularly



Discuss with SSAs on potential areas for improvement for next collaboration

## 2.1 CHOOSING A CAUSE

### APPOINT SOMEONE TO ORGANISE AND DRIVE YOUR VOLUNTEERING GOALS

The following are some skills and attributes of a potential Volunteer Leader that could be taken into consideration:



#### Leadership / Mentorship

- Lead a team effectively
- Impose a positive influence on the team



#### Interpersonal skills

- Manage relationships between SSA, organisation and volunteers effectively



#### Communication

- Convey and exchange thoughts, ideas and information effectively



#### Resource Management

- Allocate and deploy volunteers
- Plan and coordinate needs of SSA and volunteers effectively



#### Project Management

- Plan / execute programmes
- Engage in succession planning for programme continuation



#### Commitment

- Given the voluntary nature of this role, commitment is one of the most important attribute of a Volunteer Leader

## 2.2 FINDING A PARTNER

### WHAT ARE VOLUNTEER CENTRES?

Volunteer Centres (VCs) are existing community-based organisations appointed to:

1. Grow and coordinate volunteer supply
2. Build volunteer management capabilities
3. Broker partnerships between supply and demand

VCs are the conduit between organisations and SSAs which require volunteers, by engaging SSAs to understand their volunteering needs and referring interested organisations to them. As of 2019, there has been six volunteer centres as follows:

1. Care Corner Singapore (Toa Payoh)
2. Care Corner Singapore (Woodlands)
3. Filos Community Services
4. Kreta Ayer-Kim Seng Citizens' Consultative Committee
5. Loving Heart Multi-Service Centre
6. Thye Hua Kwan Moral Charities

## 2.2 FINDING A PARTNER

### WHERE TO FIND A VOLUNTEERING PARTNER?



#### Networking Events

Networking events help bring together corporates and partners from non-profit and social enterprise sectors



#### Research

Engage in online desktop research to source for potential volunteering partners



#### Connections

Employees already volunteering at SSAs or organisation leaders who are on Board of Directors of charities



#### Volunteer Centres

These agencies help to actively recruit, manage and develop volunteers within a specific locale before deploying them to relevant volunteer programmes

#### TIP!



NVPC networking event:  
<https://www.companyofgood.sg/events>

Online resource for research:  
<https://www.giving.sg/>

Registrar of Charities:  
<https://www.charities.gov.sg/>

Community Chest:  
<https://www.comchest.sg/>

### HOW TO IDENTIFY THE RIGHT PARTNER?

- **Assess the location** and distance from the offices and the **type of volunteering programmes** offered
- **Take a tour of the SSA / its premises** to make sure that you are comfortable with the SSA that you would potentially be working with for the long-term
- Conduct **exploration interviews** with the stakeholders to assess suitability. **Keep an open mind and be flexible for a mutually suitable outcome.** Some beneficial questions are:
  1. What are the key priorities of your agency this year?
  2. How do you think our organisation can best partner you in service-based volunteering?
  3. What kind of programmes and activities would be suitable?
  4. What are the type of skills and commitment required for the selected programmes and activities?
  5. How would the selected programmes and activities impact service-users?
- If publicly available, you can also **review SSA's annual reports**

## 2.2 FINDING A PARTNER

### HOW TO ALIGN VOLUNTEERING NEEDS AND EXPECTATIONS WITH POTENTIAL SSAS?

- **Ensure that the volunteering requirements of the SSA coincide with what your organisation is able to offer.** Facilitate such discussions through open and consistent communication early on. The following are some key considerations:



#### **Manpower needed**

Number of volunteers required (e.g. More than 10 volunteers)



#### **Expected responsibility level**

Degree of volunteer task responsibility

TIP!



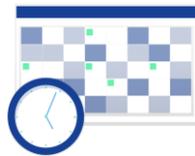
Some volunteering opportunities may be a better fit for your organisation than others. Refer to NCSS' Guide on Service-Based Volunteering Partnership Models and Case Studies for more tips on matching to the right SSA!

<https://www.ncss.gov.sg/NCSS/media/NCSS-Publications/Service-basedVolunteerPartnershipModels.pdf>



#### **Frequency of programme**

How often the volunteering session occur (e.g. Weekly)



#### **Time commitment needed**

Number of hours per session (e.g. Fixed timing and more than 2 hours / slot)



#### **Budget required**

Resources committed to programme

### HOW TO CO-CREATE VALUE WITH POTENTIAL SSAS?

Long-term relationships that are built on a realistic understanding of mutual benefits for both parties have a greater opportunity of being successful and sustainable



**Consider the outcomes that you wish to achieve** when partnering with SSAs, and **what are the relevant metrics to employ** when measuring the success of volunteer partnership



**Validate these outcomes** and ensure that SSAs are able to **mutually benefit from this partnership**



**Clearly define and document the project scope** with SSAs, communicating and validating on volunteering goals, project timelines, and proposed roles and responsibilities



**Put the action plan into writing** and make these commitments public, **ensuring that all key stakeholders are aware and clear**

## 2.3 WHAT KIND OF VOLUNTEERING DOES YOUR ORGANISATION WANT TO DO

- Consider the kinds of volunteering programmes that your organisation wants to do and is able to commit your employees' participation
- Depending on the type and respective characteristics of your organisation, certain service-based volunteering roles may be more suitable for your employees to adopt. Please refer to page 39 for more details!
- **Types of skillsets and the relevant training required to carry out the role is also important, especially if your employees would be interacting with service-users with specific needs (e.g. special needs service-users)**

### EXAMPLES OF VOLUNTEER ROLES AND TYPICAL COMMITMENT REQUIRED

			
<b>Children and Youth</b>	<b>Persons with Mental Health Conditions</b>	<b>Seniors</b>	<b>Adults with Disabilities</b>
<b>In-school student support</b> Weekly  <b>Mentor</b> Fortnightly  <b>Activity Facilitator</b> Weekly	<b>Therapy Escort</b> Weekly  <b>Befriender</b> Fortnightly	<b>Activity Facilitator</b> Fortnightly  <b>Befriender</b> Fortnightly  <b>Medical Escort</b> Monthly	<b>Community Integration Facilitator</b> Monthly or Quarterly  <b>Resource Support</b> Fortnightly to Monthly  <b>Medical Escort</b> Monthly
			
<b>Children with Special Needs and Youth-At-Risk</b>	<b>Family</b>	<b>Caregivers</b>	
<b>Therapy Escort</b> Weekly  <b>In-school student support</b> Weekly	<b>Befriender</b> Fortnightly  <b>Mentor</b> Fortnightly	<b>Befriender (Basic Care)</b> Weekly  <b>Enrichment Support</b> Weekly  <b>Exercise Facilitator</b> Weekly	

## 2.4 MAKING YOUR ORGANISATION VOLUNTEER FRIENDLY

In the long run, engaging in service-based volunteering programmes could help in enhancing employee engagement and boost morale! Consider some of the following points to facilitate the volunteering process for your employees:

- **Put in place clear volunteering leave policies** - Many companies provide 2 days of volunteering leave for employees to use. Increase flexibility by allowing these days to be broken up into 4 or more bite-sized volunteering slots across the year (e.g. 2 hours each across 8 days)
- **Reimburse employees** of any relevant cost they may incur throughout the volunteering
- **Get management support for employees who want to volunteer.** Enlist members of the senior management to get involved in volunteering so that the supervisors of employees are understanding when they go for volunteering programmes
- **Recognise the volunteering efforts of your employees** through recognition in performance appraisal and recognition policies such as Volunteer Appreciation Day
- Set up **communication channels to spread awareness** (e.g. social media, newsletters)





## CASE STUDY: ENCOURAGING VOLUNTEERISM AMONGST EMPLOYEES AT COGNIZANT

### ABOUT US

NASDAQ-listed Cognizant (Nasdaq-100: CTSI) is one of the world's leading professional services companies, transforming clients' business, operating and technology models for the digital era.

**Outreach**, the company's global employee volunteering program, is the platform through which employees leverage their skills, expertise and passion to make a positive difference to their communities.

Outreach volunteers focus on a variety of grassroots initiatives in the spheres of education, environment, community welfare and pro-bono volunteering. Since its inception in 2007, 200,000 Outreach volunteers have devoted over 3.4 million hours to volunteering, thereby positively impacting over 700,000 lives in 29 countries. Today, Outreach is among the largest corporate volunteering efforts.

As an organisation, our vision is to **harness technology and talent to enable our clients and communities to drive digital inclusion in all aspects and be a force for societal good**. Extending this philosophy, Outreach endeavours to leverage the power of employee volunteerism to drive a culture of purpose. Our social initiatives are aligned with the needs and culture of each country we operate in, and are chosen to deliver optimal benefits to local communities. In Singapore, our approach is to utilise our core technical skills to drive strategic and focused impact through the Smart Nation initiative, as well as to work on inclusive community causes through the Caring Nation initiative.

### BEST PRACTICES

In order to mainstream volunteerism and drive a culture of giving across the organisation, we ensure that every interested associate is given relevant volunteering opportunities that align with their own interests and expertise. In Singapore, our employees can choose from a wide variety of initiatives ranging from teaching coding to children and families, applying their technical expertise and professional skills, pro bono, to help non-profit and charities, improving digital literacy amongst senior citizens and coaching disabled athletes, amongst others.

Our employees are also encouraged to **identify causes, develop strategies and execute volunteering projects**, with the support of the Outreach Programme Management Office which guides, supports and facilitates all projects.

The culture of giving is deeply embedded in the DNA of Cognizant, with **senior leaders in Singapore leading some of our key initiatives**. Our leaders play an important role in mobilising support from their peers and network to create change and generate momentum for volunteering. In 2019, 47% of the employees in leadership levels (Director+) volunteered for Outreach projects with their teams.

Outreach is also one of the most visible brands for Cognizant, both internally and externally. In particular, high visibility of the volunteering programme is mainly due to our **active social media presence**, which has helped us to effectively engage with today's millennial workforce.

We also **record and report metrics and outcomes of all Outreach initiatives**. Over the years, this has helped us assess the quality and scale of our initiatives and interventions and harness the work of diverse volunteering groups towards a common vision. From the outset, Outreach has been powered by the enthusiasm, energy and commitment of our employees and their collective passion to make a difference.



## CASE STUDY: ENCOURAGING VOLUNTEERISM AMONGST EMPLOYEES AT EY

### ABOUT US

At EY, our purpose is 'Building a better working world' and we have embedded this into our overall ambition and strategy. Through our four service lines, we create long-term value for our clients by helping them grow, optimise and protect value, so that they can address today's challenges and move forward into the next wave of innovation and technological and social change.

EY emphasises on developing outstanding leaders and providing valuable experiences to our people. We see a huge opportunity in tapping onto our people's skills, knowledge and experiences to address some of the toughest social challenges of our time.

As such, we have launched **EY Ripples**, our global corporate responsibility programme, that brings together our social impact initiatives globally, under one shared vision to positively impact the lives of others. Under our EY Ripples programme, as well as other formal and informal programmes, employees can choose from a range of activities to give back to their communities, both locally and abroad.

Among one of our larger-scale efforts, EY organises the annual Walk for Rice programme, in support of the NTUC FairPrice Walk for Rice @ South East programme organised by the CDC and NTUC FairPrice Co-operative Limited. Our Singapore-based staff, together with family and clients, would participate in this programme, and for every 200 metres walked, NTUC FairPrice will donate a bowl of rice each to needy residents living in the South East district. Since EY started this initiative in 2012, we have raised more than 1 million bowls of rice for low-income families.

### BEST PRACTICES

EY has a corporate responsibility committee led by a Partner and represented by individuals across our business units who lead volunteering initiatives throughout the year. This committee reviews and provides the necessary support to such initiatives and is also supported by organisation-wide functions such as Talent and our Brands, Marketing and Communications teams. Additionally, **membership to this committee is open to all and any employee can suggest or start a volunteering initiative** in EY.

Volunteerism is currently **embedded within EY's yearly planning processes and key areas of our Talent function**, such as employee onboarding, performance management and career development, hence highlighting to all the importance of volunteerism to the organisation. EY has also built **an internal global portal for employees** to easily search and register for activities they are interested in. In line with the needs of social service agencies, most of EY's volunteering activities are also conducted during the work week itself.

To support staff, **EY's FlexPro programme** allows for greater flexibility and encourages employees to manage their own time to pursue passions outside of work, including volunteering. To further encourage the spirit of giving, there is no cap to volunteering hours and employees who do so are provided charge codes to allocate their time to effectively paid volunteering hours.

Volunteering is also **integrated within learning and development opportunities**. Our internal certification programme, EY Badges, is one way for employees to apply their learnings through contributions in volunteering activities and earn their badge. For example, employees can facilitate workshops for social enterprises or even apply for immersive placements to do pro-bono work overseas. **Employees are also encouraged to connect to a wider community and amplify the impact of volunteering opportunities by joining external personal development programmes**, such as the Company of Good Fellowship programme by National Volunteer & Philanthropy Centre.



## CASE STUDY: ENCOURAGING VOLUNTEERISM AMONGST EMPLOYEES AT SPIC & SPAN

### ABOUT US

Spic & Span is a commercial cleaning social enterprise in Singapore, and we focus on offering sustainable employment opportunities for the marginalised and vulnerable individuals in society. Over the years, we have expanded our support network by partnering with more than sixty social service agencies (SSAs) and working closely with beneficiaries to help integrate them better into the community.

Our organisation hires individuals who have a range of social challenges, including ex-offenders, persons with disabilities and the homeless, many of whom have been on the receiving end of social welfare themselves for years. Having had to rely on the support provided by SSAs and charities within their respective rehabilitation journeys, this has led to many of our employees to report having low self-esteem issues and being over-dependent on others.

As part of our efforts to change our employees' beneficiaries mindset and establish a culture of giving within our organisation, Spic & Span kickstarted our 'Beneficiaries to Volunteers' programme, in which employees are encouraged to either volunteer at a charity of their choice, or contribute back at the SSA that they have previously sought support from.

This could be executed through any forms of volunteering including the organising of events and even joining ambassador programmes. As former beneficiaries themselves, stepping up as an advocate for their former SSAs not only gives their actions greater credibility to act as a bridge between the marginalised in society and our organisation, but also provides employees with the platform to take the perspective of a giver.

### BEST PRACTICES

On a broader level, championing for greater volunteerism within the organisation has not only played a crucial role in enhancing employee engagement, it has also provided our employees with an alternative platform to develop their own personal and professional skills beyond the traditional workplace setting, such as leadership and interpersonal skills. Ultimately, while **volunteering has contributed to employee retention** in one way or another, it is also equally important to emphasise on the opportunities that volunteering has provided in **building personal and rewarding relationships** with the wider community.

To encourage onboarding to our volunteering programme, **each employee is offered two days of volunteer paid leave each year to give back**. In addition, our organisation has also put in place **cross-teams volunteering arrangements in which employees do not have to be confined to volunteering within their own teams**, but have the opportunity to participate within any event of their choice whilst being able to interact and mingle with other like-minded individuals.

One of our successful collaborations was with HEB – Ashram, whom we have partnered with since 2017, a halfway house that assists in the rehabilitation and reintegration of penal offenders and drug addicts back into society. As this is a cause that lies close to what Spic & Span values, our organisation would often display our support through donations and engaging in volunteering work on a regular basis. Our employees also play an active role in contributing to HEB – Ashram's Family Day events, whose main purpose was to call for the strengthening of family ties to reduce the chances of beneficiaries re-offending upon their release from prison. In essence, our 'Beneficiaries to Volunteers' programme adopts a **holistic approach towards volunteerism**, in which employees are empowered to contribute back to the community and at the same time, inspire fellow beneficiaries to do the same.

1

2

3

4

5


**TEMPLATE:**

**Purpose of template:** For the corporate social responsibility (CSR) team to identify employee's volunteering needs and interests, which could be useful when planning programme

**IDENTIFYING EMPLOYEE'S VOLUNTEERING NEEDS**
**Full Name:**


---

**Email Address:**


---

**Designation:**


---

**Contact Number:**


---

**Are you interested in participating in a volunteering programme? If no, why?**
 Yes

 No \_\_\_\_\_

**What is your motivation for volunteering?**


---

**What type of volunteering work are you most interested in?**
 Service-based volunteering     Skills-based volunteering     Events-based volunteering

**What volunteering causes would you be interested in supporting? Please select all that apply**
 Children and Youth

 Children with Special Needs and Youth-At-Risk

 Persons with Mental Health Conditions

 Families

 Seniors

 Caregivers

 Adults with Disabilities

 Any others \_\_\_\_\_

**How regularly are you able to volunteer?**
 On an ad-hoc basis

 Once a month

 At least once a week

 Any others \_\_\_\_\_

**How many hours would you be interested in volunteering per session?**
 2 – 3 hours per session

 4 – 5 hours per session

 More than 5 hours

**Would you be interested in receiving updates on any upcoming volunteering events?**
 Yes

 No \_\_\_\_\_

**How would you like to hear about volunteering opportunities?**
 Personal e-mail

 Corporate e-mail

 Social Media (LinkedIn, Facebook, etc.)

 Instant Messages (WhatsApp, Telegram, etc.)

**Do you have any ideas for volunteering opportunities? If so, please share your ideas**


---

1

2

3

4

5


**TEMPLATE:**

**Purpose of template:** For the corporate social responsibility (CSR) team to identify the volunteering needs on an organisation-wide level

**SERVICE-BASED VOLUNTEERISM TEMPLATE (ORGANISATION-WIDE LEVEL)**

**Organisation Name:** \_\_\_\_\_

**Total Number of Employees:** \_\_\_\_\_

**Number of Employees Expected to Volunteer:** \_\_\_\_\_

**Is there a specific cause that the organisation would like to volunteer for? If yes, what?**

Yes, please state cause: \_\_\_\_\_

Children and Youth / Persons with Mental Health Conditions / Seniors / Adults with Disabilities /  
Children with Special Needs and Youth-At-Risk / Family / Caregiver

No

**Does the organisation have an appointed CSR personnel? If yes, provide details**

Yes

Name: \_\_\_\_\_

Designation: \_\_\_\_\_

Contact Information: \_\_\_\_\_

No

If your organisation does not have an appointed CSR personnel, consider introducing a Volunteer Leader. Please refer to **page 9** for more details!

**Does the organisation have any prior experience in service-based volunteerism? If yes, provide details**

Yes

Name: \_\_\_\_\_

Area of volunteering: \_\_\_\_\_

No

**Is the organisation's senior management supportive?**

Yes

No

Unsure

If senior management is not supportive, please refer to **page 23** on how to get your leaders onboard and engaged in the volunteering programme!

**Does the organisation provide volunteering leave?**

Yes

No

**Does the organisation have a preferred volunteering schedule? If yes, provide details**

Yes \_\_\_\_\_

Frequency: Weekly / Monthly / Quarterly / Semi-Annually / Annually

Schedule: Weekdays / Weeknights / Weekends

No

**Are there any other challenges that the organisation foresees in service-based volunteering?**

\_\_\_\_\_

## SUMMARY OF PART 2 . . .

### 2.1 CHOOSING A CAUSE

- Align your business goals with your organisation's social mission to build a stronger connection of how your corporate could serve the community
- Identify your employees' volunteering motivations and the types of causes they are passionate about. This could be determined via surveys and focus-group-discussions
- The following are some causes for consideration: Children & Youth, Seniors, Caregivers, etc.
- It is also worth considering introducing a Volunteer Leader to help play an active role in liaising with your partner SSA



### 2.2 FINDING A PARTNER

- There are different sources to find a potential partner to work with – these could range from networking events to existing connections that your organisation may already have
- It is important to understand all aspects of the agency before finalising the long-term partnership with the SSA
- Work closely with your partner SSA in aligning the volunteering needs and expectations of both parties early on. Certain pointers that could be taken into consideration include: manpower needed, time commitment of volunteering programme, etc.
- It is important to plan with SSAs from the start on the desired outcomes of the partnership and communicate your action plan clearly between both parties



### 2.3 WHAT KIND OF VOLUNTEERING DOES YOUR ORGANISATION WANT TO DO

- Assess the kind of volunteering programmes that your employees are interested in participating in
- Depending on your respective organisation type, there may be certain volunteering roles and opportunities that are relatively more suitable. Please refer to page 13 of the guide for further details



### 2.4 MAKING YOUR ORGANISATION VOLUNTEER FRIENDLY

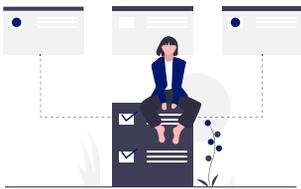
- Certain policies and processes could be introduced within your organisation to facilitate and encourage volunteerism amongst your employees. Some key examples are having volunteering cost reimbursements or implementing volunteer recognition policies

# PART 3: VOLUNTEERING PROGRAMMES AND PROJECTS

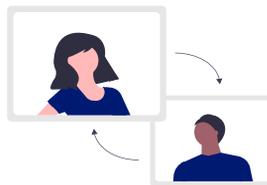
## 3.1 DESIGNING YOUR VOLUNTEERING PROGRAMME

### OPTION 1: LEVERAGE ON EXISTING PROGRAMMES

For organisations that are **just starting on your volunteering journey**, it would be easier to tap onto the existing volunteering programmes within your partner SSA



SSAs tend to **advocate for specific causes** and have **well-structured programmes** already in place



Discuss with partner SSAs to **finalise on details of the volunteering engagement** (e.g. training required, logistics, etc.)



Ensure that both parties are **aligned on your respective responsibilities** early on

### OPTION 2: CO-DEVELOP NEW PROGRAMMES WITH SSAS

If you would like to **scale up your volunteering journey**, co-developing programmes could help to strengthen the impact of your volunteering efforts



Understand the needs of the SSA and **align on the contributions** that both parties can bring to the partnership



Work with SSAs to **co-develop** orientation and training sessions, and **validate and document your respective responsibilities**



Put in place **policies to support regular volunteering**. Please refer to page 14 of the guide for some examples!



Ensure both parties are **aware and well-equipped to manage and resolve tensions** should they arise during the partnership

## 3.2 ENGAGING WITH EMPLOYEES

As employees tend to form the backbone of your volunteering programmes, it is essential to effectively engage them for these programmes to be successful and sustainable

### HAVE REGULAR CHECK-INS WITH YOUR EMPLOYEES



**Identify the volunteering cause that matters to most of your employees** to draw in higher participation, and ensure greater impact on communities you serve



**Understand employees' volunteering motivations** and what they hope to see within upcoming programmes

### EMPOWER YOUR EMPLOYEES



Provide ample **opportunities for employees to lead volunteering programmes** and **share their experiences** with others – this helps build their personal and professional skills, and keep them committed to the cause

### SUPPORTING THE CULTURE OF VOLUNTEERISM WITHIN YOUR ORGANISATION

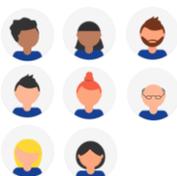


**Incorporate some aspects of gaming** into your volunteering programme to keep employees engaged and committed throughout their volunteering journey (e.g. set up a point system to provide a tangible record of employee's volunteering efforts)

Do **celebrate their efforts** such as through special mentions in company newsletters or during annual special employee events!



Align your **volunteering efforts with your organisation's skills development and career advancement plans**



Have a **champions network** to encourage volunteer participation, or better yet, **bring your leaders onboard** the volunteering journey

### 3.3 GETTING VOLUNTEERS ONBOARD

#### ARE YOUR LEADERS INVOLVED AND ENGAGED IN THE VOLUNTEERING PROGRAMME?



Having **visible and genuine support from senior leadership** tends to encourage employees to onboard programmes



**Align your business interests to your volunteering goals** to convince leaders that volunteering matters for your organisation



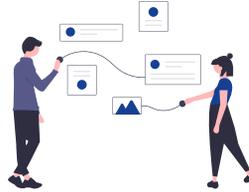
Senior management should **encourage supervisors to give employees time-off to volunteer**

#### ARE THERE FELLOW ADVOCATES WITHIN YOUR ORGANISATION TO CHAMPION VOLUNTEERISM?

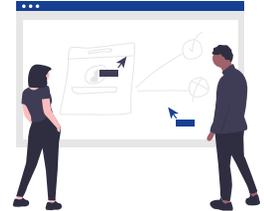
Look out for individuals within your organisation who are passionate about volunteerism, and work closely with such advocates to spread the benefits of volunteering amongst your ground staff



**Encourage employees to share their volunteering success stories and the positive impact of giving** – communicating the human aspect of volunteering could help to boost employee engagement and pride



**Create a champions network** to allow for two-way sharing of ideas and feedback – it not only helps to promote your programme but also encourage greater participation



**Employ different communication platforms** to market upcoming volunteering opportunities to your employees

#### ARE THERE OTHER WAYS TO GENERATE INTEREST AMONGST EMPLOYEES?



For weekend volunteering programmes, consider opening slots up for employees to **volunteer with their family**



Invite SSA staff / existing volunteers within the SSA to **share their first-hand experience with employees**



Provide volunteers with **greater information about the service-users** they will be working with

### 3.4 PREPARING FOR THE DAY

#### WHAT SHOULD BE PREPARED PRIOR TO THE VOLUNTEERING EVENT?

- Before the event, contact your volunteers or send out e-mails to **create buzz and keep your volunteers updated of what to expect on the volunteering day itself**
- For example, ensure that volunteers know:
  1. What they need to bring or wear
  2. What facilities are available on site
  3. Where and when they should meet
  4. Point-of-contact should there be any last-minute changes in plans
- Do a thorough check to make sure that all the tools and materials required for the volunteering day itself are available and in working order

#### TIP!



Need some additional tips on how to equip your employees on being an effective volunteer? Acquire the knowledge and skills through e-learning courses available at <https://www.ssi.sg/volunteer>



If required, **conduct training sessions** (especially for programmes that require volunteers to interact with service-users)



Hold a pre-event briefing with volunteers to **share on roles, responsibilities and expectations**



Prepare a **first-aid kit** for medical emergencies

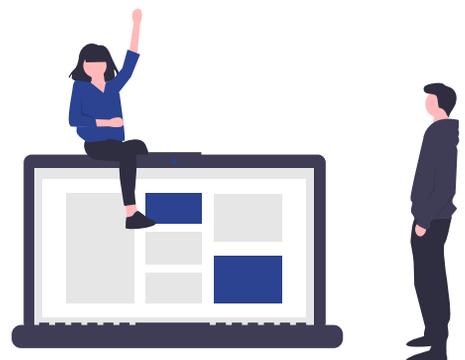
### 3.4 PREPARING FOR THE DAY

#### WHAT SHOULD BE DONE ON THE DAY OF THE VOLUNTEERING EVENT?

- **Briefly explain the volunteering cause and background of the SSA** that your organisation is working with
- **Review certain important housekeeping details** with volunteers such as:
  1. Introduction to the point-of-contact / representative who will supervise the event
  2. How to best interact with service-users (if required)
  3. Location of restrooms, emergency exits, first-aid kits
- **Share marketing materials, brochures or calendars of upcoming events** that volunteers could take away at the end of the volunteering event

#### WHAT SHOULD BE DONE IMMEDIATELY AFTER THE VOLUNTEERING EVENT?

- **Conduct post-event feedback sessions / debriefing sessions** to better understand the volunteering experience of both employees and SSA. It is recommended for your organisation and SSA to **share responses with one another to facilitate open communication**. The following are examples of what could be asked:
  1. Was the pre-event training provided by corporates and / or SSA adequate and relevant to prepare volunteers?
  2. To what extent was the volunteering useful for service-users?
  3. What were some challenges faced in executing the volunteering event?
  4. What are some areas of improvement that could help to enhance future volunteering events?
- Continue to **keep volunteers in the loop** of any upcoming volunteering events
- **Share photos of activities conducted during the event!** It would be good practice to ensure that such materials are not published on social media without consent of parties involved
- It is also a good idea to **provide formal appreciation to the SSA** that your organisation is partnering with, whilst taking time to **engage with full-time SSA ground staff**





## CASE STUDY: SUCCESSFUL CO-DEVELOPMENT OF VOLUNTEERING PROGRAMMES AT STANDARD CHARTERED BANK

### ABOUT US

Standard Chartered Bank has been in Singapore for over 160 years and our values are expressed by our brand promise – Here for good. We are a global bank focused on helping people and companies prosper across Asia, Africa and the Middle East. The Bank takes a long-term view to build a sustainable business that can contribute to both the local economies and communities.

Serving the community is an integral part of the Bank's DNA. **Each employee is given three days of paid volunteering leave annually to support a cause they are passionate about.** Since 2010, the Bank chalks up over 4,000 volunteering days annually.

The success of our employee volunteering programme can be attributed to the fact that the **initial volunteering ideas originate from staff and are fuelled by their passion to make a difference.** One of the spin-off community initiatives is the Henderson-Dawson Project 100=50.

### BEST PRACTICES

Since 2017, the Bank has worked with Heartwarmers, Henderson-Dawson Citizens' Consultative Committee (CCC) and Sheng Siong Group to support needy seniors and families who do not qualify for government and community assistance schemes. These households tend to be the 'sandwich' class - the lower-middle-class people who feel "squeezed". Many of them are responsible for taking care of their parents as well as their children. Although they are not poor (and not under public assistance), they are highly stretched and pressured in living up to all their obligations.

To help alleviate their financial stress on basic household needs / expenditures, we organise a monthly 'pop-up' supermarket where they can purchase items at half price (50% discount). Every month, **60 staff volunteers** are involved in the setting up of this 'pop-up' supermarket at Henderson Community Centre where families can buy basic household and grocery items. They also help them carry the groceries home, as most seniors do not have the physical ability to do so.

Partnership unlocks giving potential and amplifies the gift of giving. Working with other community partners and corporates allow each of us to **pool the best of our resources together to benefit those in need.** The Henderson-Dawson CCC identifies the right target audience who would benefit most from this programme, and we work with Heartwarmers and Sheng Siong to create the supermarket set-up, payment, logistics, etc. The Bank volunteers are the manpower behind this initiative, and the human touchpoints with the beneficiaries.

Employee volunteering has proven to be a powerful form of employee engagement and team building. It is also the bedrock of a meaningful and locally relevant community programme. **Every year, the Bank holds an Appreciation Luncheon to thank our passionate volunteers for driving volunteering initiatives. Best employee volunteering practices and volunteer profiles are also regularly shared on the staff intranet to inspire and provide ideas on what others can do good and do together for the community.**

Click on the link to find out more about our Henderson-Dawson Project 100=50 initiative: <https://www.kaltura.com/tiny/cg181>

1

2

3

4

5



## TEMPLATE:

**Purpose of template:** To ensure that adequate preparation has been done for the successful running and sustainability of the programme

### CHECKLIST FOR PROGRAMME LOGISTICS TEMPLATE

#### Pre-Programme

- Book a location for the day (for indoor activities)
- Prepare a wet-weather plan (for outdoor activities)
- Identify areas of special accommodation for special needs service-users (if required)
- Prepare a budget plan
- Shortlist and confirm on employees who will be attending
- Set up a group chat for employees
- Prepare a sign-in sheet for employees
- Prepare name tags for identification
- Prepare duty roster for employees
- Obtain contact details of SSA staff-in-charge (e.g. name and contact number)
- Finalise expected headcount
- Finalise facilities (if necessary)
- Update and finalise on the agenda for the day
- Conduct training sessions for employees (if required)
- Hold a pre-programme briefing with employees
- Send a reminder email to employees (e.g. venue, time, dress code, etc.)

#### During Programme

- Request employees to sign-in at the start of the programme
- Ensure locations of washrooms, first-aid kits and emergency exits are made known to volunteers
- Reiterate on employees' volunteering roles, responsibilities and expectations
- Introduce employees to point-of-contact (both SSA and corporate)
- Share marketing materials / brochures with employees of upcoming volunteering opportunities
- Record volunteering hours of employees

#### Post-Programme

- Evaluate the success and the areas of improvement in the post-event feedback and debriefing session
- Solicit and consolidate feedback from employees
- Send thank-you emails
- Collect photos (if any)
- Check and ensure that equipment used are in working order
- Ensure payments have been executed
- Reconcile budget with actual payment
- Update volunteer leave of employees

1

2

3

4

5


**TEMPLATE:**

**Purpose of template:** To clearly lay out the volunteering roles and responsibilities of employees  
To plan and keep track of your spending over the course of the programme

**VOLUNTEER ROSTER TEMPLATE**

Role	Task	Date	Time	Volunteer Name
Befriender	Befriend service-users and assist with their requirements	20-06-2020	05:30 PM	Jimmy Tan

**VOLUNTEER BUDGET TEMPLATE**

Expenses	Expected Amount (SGD)	Actual Amount (SGD)
Staffing benefits		
Volunteer Management Software		
Administrative costs (photocopying, forms, certificates, invitations, etc.)		
Training (trainers, handbook, etc.)		
Volunteer recognition / Appreciation (food, prizes, etc.)		
Transportation		
Insurance		
Professional development (conference, memberships, etc.)		
<Any other additional expenses>		
<b>Total General Expenses</b>		

1

2

3

4

5



TEMPLATE:

**Purpose of template:** To help reduce exposures to lawsuits, incidents, and claims

## VOLUNTEER INDEMNITY FORM FOR EMPLOYEES

<insert Corporate's name> <insert programme name> (hereinafter referred to as "the PROGRAMME")

I, \_\_\_\_\_ (Full Name of Volunteer), \_\_\_\_\_ (last 3 digits and alphabet of your NRIC/FIN/Passport No.), hereby agree that I am participating in the Programme of my own accord, without promise or expectation of compensation or benefits. I hereby confirm that I shall release and not hold <insert Corporate's name> or any of its employees, servants or agents liable in any way whatsoever for any loss, bodily injury, mishap, accident and/or loss of life or property arise directly or indirectly incur as a result of or in connection with my voluntary participation.

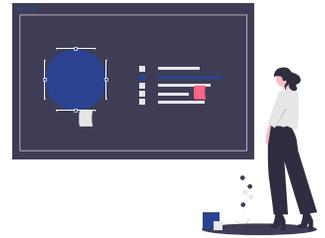
Any first aid or medical treatment provided to me by <insert Corporate's name> at its expense shall be discretionary and on compassionate basis only. No provision of first aid or medical treatment administered to me shall be tantamount to an admission of liability by <insert Corporate's name> for any injury that I may sustain during my voluntary participation. I personally undertake at all times to indemnify <insert Corporate's name> and their respective officials, servants, representatives and agents from and against all actions (including but not limited to third party actions), proceedings, liabilities, claims and damages, costs and expense which <insert Corporate's name> may sustain or incur by reason of or in connection with the Programme. I fully accept with understanding the above agreement and will not hold <insert Corporate's name> and its employees responsible for any action taken at <insert Corporate's name> discretion without compromising my safety in any way.

-----  
Signature of Volunteer: \_\_\_\_\_ Date: \_\_\_\_\_

## SUMMARY OF PART 3 . . .

### 3.1 DESIGNING YOUR VOLUNTEERING PROGRAMME

- For organisations that are just starting on your volunteering journey, it would be easier to tap on the existing volunteering programmes within your partner SSA
- If you would like to scale up your volunteering journey, co-developing programmes could help to strengthen the impact of your volunteering efforts



### 3.2 ENGAGING WITH EMPLOYEES

- Have regular check-ins with employees to assess their interest in the types of volunteering activities and causes
- Empower your employees by giving them ample opportunities to lead or contribute towards the volunteering programme
- Remember to recognise the volunteering efforts of your employees, and even consider aligning your volunteering efforts to your organisation's career advancement plans to further engage your employees



### 3.3 GETTING VOLUNTEERS ONBOARD

- A corporate volunteering climate could be built through both a bottom-up and top-down process that complements each other well – get your leaders and employees who are passionate about volunteering to help in advocating your programme!



### 3.4 PREPARING FOR THE DAY

- Send pre-programme emails to volunteers prior to the day itself to ensure that volunteers are aware of what to expect, and their respective roles and responsibilities
- On the day itself, make sure that volunteers are clear about what they have to do – this could be achieved by having a short briefing session before volunteer deployment
- Continue to keep volunteers engaged after the programme ended for the day – share with them information about any upcoming volunteering opportunities and conduct feedback sessions with volunteers to understand how future programmes could be enhanced for a positive volunteering experience

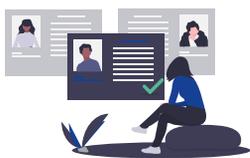
# PART 4: TAKING STOCK

## 4.1 MEASURING SUCCESS OF VOLUNTEERING PROGRAMME

A successful volunteering programme could help attract new prospects, retain existing volunteers and perhaps more importantly, help in achieving your volunteering goals

### WHAT AND HOW TO MEASURE THE SUCCESS OF YOUR VOLUNTEERING PROGRAMME?

Ensure that your organisation has **clearly defined your volunteering goals and the metrics and / or indicators to adopt** to measure whether those goals have been achieved. Communicate this with the SSA your organisation is working with and work towards the common goal and outcome together



**Impact on organisation's own employees** (i.e. to what extent has volunteering enhanced employee engagement, team work, etc.)

Example of metrics:  
Volunteer satisfaction rate



**Impact on service-users and the SSA** (i.e. benefits / positive outcomes as a result of volunteering efforts)

Example of metrics:  
Number of people in the community that has been served / service-users' satisfaction score



**Other factors which the organisation might find useful** (e.g. how has volunteering benefitted the organisation's brand image)

Example of metrics:  
Increased brand awareness / media exposure

The methods employed by your organisation to measure success would have to depend on the type of data required

- To measure the business and social impacts of your volunteering programmes, it is recommended to **reach out to different groups of stakeholders** – volunteers, service-users and even third party partners
- Internal surveys, focus-group-discussions, exit interviews and debriefing sessions** are some of the sources in which data can be obtained

#### TIP!



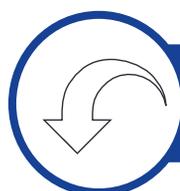
Globally-recognised impact measurement frameworks:

- London Benchmarking Group
- Social Return on Investment
- Global Reporting Initiative
- Logic Framework Approach

## 4.1 MEASURING SUCCESS OF VOLUNTEERING PROGRAMME

### WHAT AND HOW TO MEASURE THE SUCCESS OF YOUR VOLUNTEERING PROGRAMME?

While there are many impact measurement frameworks available to assess the success of your volunteering programme, the Logic Model has been provided as an example to get you started!



#### INPUTS

**Resources that were invested** within your volunteering programme (e.g. manpower, budget, etc.)



#### OUTPUTS

Quantitative records of **what has happened as a result of investing said inputs** (e.g. number of people in the community served)



#### OUTCOME

**Short-term to medium-term changes** as a result of the volunteering programme



#### IMPACT

**Long-term changes** as a result of the volunteering programme. This is the ultimate change that was aimed to be achieved at the start of your partnership with the SSA. If this is met, consider scaling up your volunteering efforts!



#### TIP!



If you would like to know more on how to employ the Logic Model, please refer to NVPC's 'It's Just Good Business – A Corporate Giving Guide to Align Profit and Purpose' (page 54) for more information.

<https://www.companyofgood.sg/resource/122>

## 4.2 CELEBRATING SUCCESS

When reviewing your volunteering programmes, it is not only important to identify pain points, challenges and areas of improvement, but it is also equally important to celebrate your successes

### WHY SHOULD THIS BE DONE?

- Sharing success stories with your organisation's leaders, volunteers and the community helps **bolster and sustain support for the volunteering programme**
- Celebrating successes **boosts morale amongst staff and volunteers** and provides encouragement to their volunteering
- Sharing with volunteers the beneficial outcomes they have brought **encourages volunteers to spread the word** about your organisation's volunteering programme

### HOW DO YOU CELEBRATE THE SUCCESS OF YOUR ORGANISATION'S VOLUNTEERING PROGRAMME?

- Develop internal and external communication plans to **share the good news with stakeholders**



Social Media



Annual sustainability reports/ CSR reports



Corporate newsletters

- **Acknowledge** the volunteering efforts of stakeholders



Awards /  
Certificates



Volunteer  
recognition events



Testimonials

## 4.3 ENHANCING THE VOLUNTEERING PROGRAMME

- **Plan with SSAs on ways to facilitate a more positive volunteering experience.** The review should help your organisation understand which of your volunteering practices have been effective, which should be enhanced and where you should best allocate scarce resources (e.g. manpower, budget) for greater impact
- **Explore ways to scale up the partnership.** (e.g. Co-plan on ways to enhance the volunteering programme to reach out to a larger group of service-users)



## CASE STUDY: BUILDING SUCCESSFUL LONG-TERM CORPORATE PARTNERSHIPS AT SP GROUP

### ABOUT US

At SP Group (SP), our mission is to improve quality of life through reliable and efficient power supply to the nation. This mission guides our giving focus, which is aligned to our business, enables sustained engagement with community partners and beneficiaries, and creates avenues of outreach in the neighbourhood around us.

Together with Community Chest, we set up the **SP Heartware Fund** in 2005 to fund programmes for vulnerable seniors. To date (as of June 2020), we have helped more than 25,000 seniors through services such as befriending, counselling and caregiver support. SP utilities bill has also been a vehicle to promote awareness of the programmes and raise funds. SP underwrites the cost of all fundraising activities so that every dollar raised goes fully to the services being funded, hence allowing us to broaden our reach to support more services for seniors over the years.

SP has also actively forged close partnerships with community and social service agencies (SSAs) such as TOUCH Community Services and Toa Payoh West-Balestier Constituency. In collaboration with National Council of Social Service (NCSS), we started service-based volunteering at TOUCH Seniors Activity Centre (SAC) and since 2017, our employees have been engaged in monthly sessions with the seniors, through activities such as morning exercises and serving breakfast.

In addition, SP has also worked with Toa Payoh West-Balestier Constituency to set up an SAC, in which our employees have been volunteering at twice weekly to distribute SP-sponsored lunch packs and conduct activities with seniors. Since September 2018 (as of June 2020), we have contributed more than 12,000 meals and continue to do so through 140 meals per week. The families benefitting from the services of these two organisations have also been the recipients of our annual Power Packs in the Lunar New Year season, where employees donate, assemble and deliver bags of daily essential food items to less privileged families.

### BEST PRACTICES

All our 3,600 employees are encouraged to volunteer in activities that SP organises throughout the year. SP Heart Workers – our staff volunteers – are actively engaged in various forms of outreach, offering time and skills in sustained partnerships with a core group of community partners. This enables us to better understand and effectively meet the needs of SSAs and create a deeper and more lasting impact among their beneficiaries.

**As part of the organisation's commitment, there is a dedicated steering team of emerging leaders who plan the volunteer activities.** Their plans are reviewed and endorsed by the Group CEO and Senior Management, who also join their teams in volunteer activities. **Staff are given time-off to participate in these activities during office hours, in addition to the volunteer leave granted to all staff to contribute to causes of their choice.**

**Volunteer efforts are affirmed in staff communication materials and on our social media platforms,** to garner and amplify the support for our community service initiatives. On average, SP Heart Workers contribute 6,000 to 7,000 volunteer hours per year.

In our efforts to measure the success and sustainability of our programme, **we regularly conduct employee surveys in order to identify future areas for improvement.** Additionally, SP also actively engages with NCSS and the SSAs to **understand the social impact and areas for improvement through an annual impact reporting exercise to sustain these partnerships, for the long-term.**

1

2

3

4

5



TEMPLATE:

**Purpose of template:** To identify the areas for improvement and where was done well in order to make enhancements to the existing programme

## VOLUNTEER FEEDBACK SURVEY TEMPLATE

Full Name:

Role and programme:

---



---

Did you enjoy your volunteering experience? Yes/No. If no, why?

Yes

No \_\_\_\_\_

Was the time commitment accurate and as expected?

Yes

No \_\_\_\_\_

Were you satisfied with the frequency and / or quality of training provided?

Yes

No \_\_\_\_\_

Were the staff / point-of-contact (within corporate and SSA) available when help was needed?

Yes

No \_\_\_\_\_

In general, how satisfied are you with your role in the volunteering programme? Rate your response on a scale of 0 to 10. [ 0: Not satisfied at all; 10: Extremely satisfied]

---

Do you feel appreciated for your volunteering efforts?

Yes

No \_\_\_\_\_

Would you recommend this volunteering programme to your colleagues?

Yes

No

How likely are you to continue volunteering within this volunteering programme in the coming year? Rate your response on a scale of 0 to 10. [ 0: Not at all likely ; 10: Extremely likely]

---

What did you like best about the programme?

---



---

What would you like most to improve in the programme?

---



---

1

2

3

4

5


**TEMPLATE:**

**Purpose of template:** To formally recognise and appreciate the volunteering efforts of your employees

## VOLUNTEER TESTIMONIAL TEMPLATE

[Insert Organisation Logo and Name]

[Insert date]

To whom it may concern,

This is a letter of acknowledgement for [insert volunteer's name]. He / She has been a volunteer of [name of the organisation] for the past [length of service]. I would like to take this opportunity to express my thanks towards [insert volunteer's name].

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

Please let me know if I can provide any more information regarding [insert volunteer's name]'s contributions at the organisation.

Sincerely,

[Insert supervisor's signature]

[Insert supervisor's name]

[Insert supervisor's designation]

## SUMMARY OF PART 4 . . .

### 4.1

#### MEASURING SUCCESS OF VOLUNTEERING PROGRAMME

- There are numerous benefits of having a successful volunteering programme – it could be a source of attracting new volunteers, retaining of your existing volunteers, and in the long-run, help your organisation to achieve your volunteering goals
- Some of the key performance indicators (KPIs) that organisations commonly focus on to measure success are volunteer satisfaction rate and increase in brand awareness, among others
- Consider employing surveys and FGDs to gather insights on whether your volunteering programme has achieved your intended goals



### 4.2

#### CELEBRATING SUCCESS

- Sharing beneficial outcomes will act as a morale booster for your staff and volunteers as well as encourage them to spread the word about your organisation's volunteering programme's success
- Consider sharing the success of your volunteering programmes through multiple platforms such as social media sites, corporate newsletters and even CSR reports



### 4.3

#### ENHANCING THE VOLUNTEERING PROGRAMME

- To facilitate a positive volunteering experience between both parties, it is encouraged that consistent efforts are undertaken in reviewing the volunteering journey together
- Make future plans with the SSAs to scale up your partnership
- Identify trends in the feedback provided by key stakeholders in order to improve on your volunteering programme



# PART 5: OTHER RESOURCES

THE INFORMATION YOU NEED IS JUST A CLICK AWAY . . .



## NATIONAL COUNCIL OF SOCIAL SERVICE

<https://www.ncss.gov.sg/>

To learn more about service-based volunteering:

<https://www.ncss.gov.sg/GatewayPages/Donate-Volunteer/Volunteer/Corporate-Volunteers>

To gain access to e-learning courses that could better equip your employees in being a more effective volunteer:

<https://www.ssi.sg/volunteer>

## NATIONAL VOLUNTEER & PHILANTHROPY CENTRE

<https://cityofgood.sg/>

Visit giving.sg – Singapore’s online platform to source for opportunities to donate, volunteer and fundraise

<https://www.giving.sg/>



DONATE



VOLUNTEER



FUNDRAISE

## COMMUNITY CHEST

<https://www.comchest.sg/>

Community Chest is the fundraising and engagement arm of NCSS, and also offers advice and assistance for Corporate Social Responsibility (CSR) matters

## IMPACT MEASUREMENT FRAMEWORKS

- London Benchmarking Group
- Logic Framework Approach
- Social Return on Investment
- Global Reporting Initiative

## OTHER USEFUL RESOURCES

### TAX RELIEF FOR COMPANIES



<https://www.iras.gov.sg/irashome/Schemes/Businesses/Business-and-IPC-Partnership-Scheme--BIPS-/>

### LIST OF REGISTERED CHARITIES



<https://www.charities.gov.sg/Pages/Home.aspx>

### SINGAPORE CENTRE FOR SOCIAL ENTERPRISE



<https://www.raise.sg/>

# ANNEX

## WHAT KIND OF VOLUNTEERING DOES YOUR ORGANISATION WANT TO DO

The following are some volunteer roles that your organisation could take into consideration:

### Legend:

- Good Match
- Possible Match
- No Match

	Large Corporation	SME	Public Agency	Institutes of Higher Learning	School	Informal Group
Activity Facilitator	Good Match	Possible Match	Good Match	Good Match	Possible Match	Possible Match
Admin Support	Good Match	Good Match	Good Match	Good Match	Good Match	Good Match
Befriender	Good Match	No Match	Good Match	Possible Match	Possible Match	Possible Match
Medical Escort	Good Match	Possible Match	Good Match	Good Match	Possible Match	Good Match
Outing Coordinator	Good Match	No Match	Good Match	Possible Match	Possible Match	Possible Match
Mentor	Possible Match	No Match	Possible Match	Possible Match	No Match	No Match
In-school Student Support	Possible Match	Possible Match	Possible Match	Good Match	Possible Match	Possible Match
Out-school Student Support	Possible Match	No Match	Possible Match	Good Match	No Match	Possible Match
Resource Support	Good Match	Good Match	Good Match	Good Match	Good Match	Good Match
Therapy Escort	Possible Match	No Match	Possible Match	Good Match	No Match	Possible Match

# Acknowledgement

This corporate volunteerism guide has been developed to provide guidance for corporates who are interested in developing and implementing service-based volunteering programmes.

As volunteering is a journey that is unique to each organisation, we encourage you to assess your own organisation's volunteering goals and needs to decide how to integrate the recommended pointers and tips in your service-based volunteering programmes.

We would like to extend our sincere appreciation to the following organisations for their valuable contributions which culminated in the publication of this guide:



Cognizant



DBS Bank



EY



Infineon  
Technologies Asia  
Pacific Pte Ltd



Informatics  
Education Ltd



Jardines MINDSET



SP Group



Spic & Span Pte Ltd



Standard  
Chartered Bank



Woh Hup (Private)  
Limited

Strategic Partners:



The NCSS Fund-Raising and Engagement Arm





National Council of Social Service  
170 Ghim Moh Road, #01-02  
Singapore 279621

Tel: 6210 2500 | Fax: 6468 1012  
[www.ncss.gov.sg](http://www.ncss.gov.sg)