



**BEYOND**  

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**social services**

**VOLUNTEER PROGRAMME  
POLICIES AND PROCEDURES  
MANUAL**

# **TABLE OF CONTENTS**

<b>1</b>	<b>INTRODUCTION.....</b>	<b>1</b>
1.1	Objectives and Scope .....	2
1.2	Purpose and Application .....	2
1.3	Definition .....	3
1.4	Approval and Changes.....	3
<b>2</b>	<b>VOLUNTEER PROGRAMME FUNCTION .....</b>	<b>4</b>
2.1	Volunteer Programme Structure .....	5
2.2	Volunteer Management Committee .....	5
2.3	The 8 Objectives .....	6
2.4	Roles and Responsibilities .....	8
<b>3</b>	<b>VOLUNTEER ONBOARDING .....</b>	<b>9</b>
3.1	Categories of Volunteers.....	10
3.2	Guidelines for Volunteers.....	10
3.3	Volunteer Recruitment .....	10
3.4	Maintaining Volunteer's Database .....	12
3.5	Conflict of Interest Management .....	12
3.6	Compensation .....	12
3.7	Insurance Coverage.....	12
3.8	Personal Data Protection .....	13
<b>4</b>	<b>VOLUNTEER DEPLOYMENT .....</b>	<b>14</b>
4.1	Allocating Volunteers .....	15
4.2	Volunteer Hours .....	15
4.3	Dispute Management .....	15
4.4	Volunteer Feedback .....	15
<b>5</b>	<b>VOLUNTEER TRAINING - BEYOND SELF ACADEMY .....</b>	<b>19</b>
5.1	Objective .....	20
5.2	Operating Model.....	20
5.3	Curriculum .....	20
5.4	Volunteer Orientation .....	20
5.5	Volunteer Training.....	21
<b>6</b>	<b>VOLUNTEER APPRECIATION.....</b>	<b>22</b>
6.1	Volunteers Recognition .....	20
<b>7</b>	<b>GRIEVANCE .....</b>	<b>24</b>
7.1	Grievance Policy .....	25
<b>8</b>	<b>END OF TERM.....</b>	<b>26</b>
8.1	End of Term Feedback.....	27
<b>9</b>	<b>LIST OF APPENDICES .....</b>	<b>28</b>

## Manual Implementation and Review

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<b>Document owner</b>	Volunteer Development Team

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20 Mar 2019	Draft – V1.0	Shared Services for Charities Ltd
10 Feb 2021	Non-Disclosure Agreement	Chiu Ying Yik/Manager, Volunteer Development
16 Feb 2021	Community Distribution Guidelines	Grace Toh/Community Worker
24 Feb 2021	Risk Management	Chiu Ying Yik/Manager, Volunteer Development

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# **1 INTRODUCTION**

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## 1.1 Objectives and Scope

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- 1.1.1 This Volunteer Programme Manual (“Manual”) sets out the policies and procedures for the volunteer programme of Beyond Social Services (“Beyond”). The main objectives of the Manual are to:
- a) Ensure there is a volunteer management system in place that is in line with the volunteer engagement framework. Specifically for the Recruitment, Deployment and Retention of volunteers, Beyond aims to:
    - i. Recruitment:  
Invite the larger community to be active members of our membership organisation through voluntarism;
    - ii. Deployment:  
To involve volunteers actively in our communities by enabling their gifts to be shared meaningfully;
    - iii. Retention:  
Oversee a volunteer development plan and to inspire & align volunteers with the principles and purpose of the organisation. We will engage and involve volunteers through programmes that cherish volunteers and keep us in regular conversations with them; build capacity and community within a culture of evaluation
  - b) Meaningfully reach out to and engage with the community;
  - c) Ensure that volunteers abide by the highest level of integrity, ethical values, and competency to carry out their duties;
  - d) Serve as an overall guidance and direction to staff and volunteers engaged in volunteer involvement efforts; and
  - e) Ensure that all aspects of volunteer engagement practices across Beyond are well coordinated, effectively managed, and efficiently executed.

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## 1.2 Purpose and Application

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- 1.2.1 The Manual serves as a reference and training document for the administering of Beyond’s volunteer programme.
- 1.2.2 Management and staff shall refer to the relevant section of the Manual for guidance in the execution of their daily operations. Compliance with the Manual is compulsory for all Management and staff.
- 1.2.3 Whenever used herein, the singular number shall include the plural, the plural shall include the singular, and the use of any gender shall include all genders.
- 1.2.4 This document is intended for internal use only and may not be distributed externally or reproduced for external distribution in any form.

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### **1.3 Definition**

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- 1.3.1 A volunteer is anyone who, without compensation or expectation of compensation beyond reimbursement of expenses incurred for and on behalf of Beyond, offers his services to Beyond and on the direction of Beyond, be involved in various programmes, activities, undertakings and / or events organised by Beyond.
- 1.3.2 Volunteers are not staff of Beyond and must not represent themselves as staff of Beyond.
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### **1.4 Approval and Changes**

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- 1.4.1 This Manual shall be effective upon approval by the Board.
- 1.4.2 This Manual shall be reviewed at least once every two (2) years in consultation with the Volunteer Development Team.
- 1.4.3 Proposed changes to policies and procedures, if any, shall be recommended by the Volunteer Development Team, endorsed by the Executive Director ('ED') and shall take effect upon approval by the Volunteers Management Committee.
- 1.4.4 Changes shall be communicated the soonest, to the Board, Management and staff for the purpose of awareness and adherence to the updated policies and procedures in the Manual.

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## **2 VOLUNTEER PROGRAMME STRUCTURE**

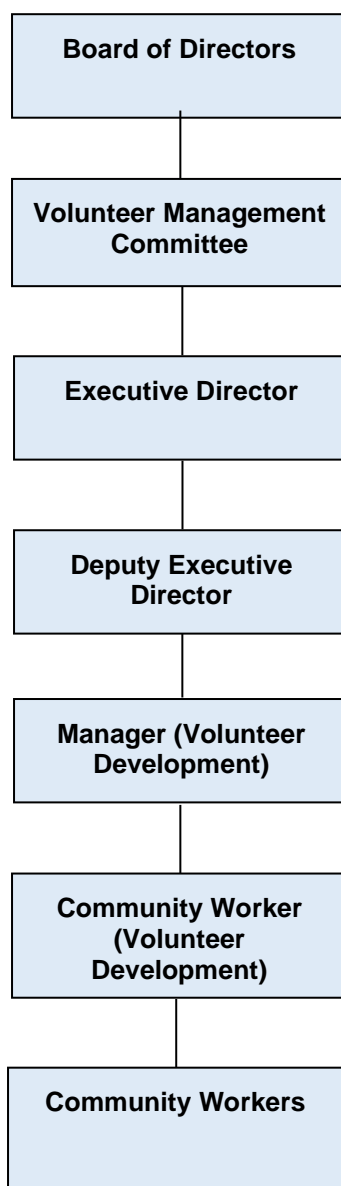
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## 2.1 Volunteer Programme Structure

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2.1.1 The Volunteer Programme function structure is set out below:



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## 2.2 Volunteer Management Committee

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- 2.2.1 The Volunteer Management Committee ('VMC') shall be responsible for overseeing the volunteer programme of Beyond.
- 2.2.2 The VMC reports and is accountable to the Board. The decisions of the VMC shall be reported at Board meetings for information/ratification.
- 2.2.3 The functions, scope and operations of the VMC are set out in the Terms of Reference.



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## 2.3 The 8 Objectives

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2.3.1 A community building and peace-making approach succeeds in bringing about neighbourhoods that have the ability to raise their children well. To monitor the development of such neighbourhoods, Beyond, with the valuable assistance of volunteers, focuses on the achievement of the following eight (8) objectives:

- a) Long-term engagement / relationship with all youths (keeping in touch with participants until they are 25 years old):

To inform community development efforts across the organisation with timely and accurate data about the nature and level of our members' engagement with their community. Reports from this team are shared assets for all within the organisation to evaluate and refine their respective programmes and work.

Monitoring the quality of engagement is important because when people are active in their community, they are less likely to experience the sense of marginalisation that contributes to poor life outcomes.

- b) Neighbourhoods that take a restorative approach towards young offenders and multiple problem families:

To nurture neighbourhoods that adopt a restorative problem-solving approach toward young offenders and families with multiple problems. Residents will identify problems and take ownership of initiatives to address them in cooperation with volunteers and other stakeholders such as grassroots organizations, the police, schools and so forth.

Success is the ability to keep both the local and larger communities inspired in supporting their vulnerable members and in addressing the issues affecting this group.

- c) Foster a culture of learning and education among children and youths:

We want to impress on parents that all children can learn, and that their families and the community play an important role in encouraging their progress. We will work together with strategic partners and volunteers to provide learning activities; facilitate family involvement and celebrate learning achievements of the community. Our role is to help young people and their families to discover their motivation to learn and support them to act on it.

- d) Enable a culture of employment among the care-givers of our young people and other adult residents:

To facilitate our members' participation in the economy. We will do this by engaging our members as people and not just workers. We will identify and harness personal strengths, appreciate lived experiences, reduce barriers to work and promote cooperation for economic success as a means of community building. We will also encourage a sense of enterprise within the community and link our members to information, resources, programmes and relationships that enable them to gain employment or to generate income.

- e) Promote a high level of voluntarism and community participation among children, youths and their care-givers:

Youth development is about developing leadership among young people and not simply keeping them occupied. We nurture youth leadership by facilitating voluntarism within the context of a youth development programme guided by the Circle of Courage. This framework helps youths gain a resilience against delinquent activities by facilitating a sense of belonging, mastery, independence and generosity.

This is also done with a view of nurturing community leaders for the longer run. Youths are challenged to co-create the neighbourhood they would like to live in.

- f) Increase family involvement and competence in resolving their difficulties:

Families are strong and stable when breadwinners achieve economic success, relationships among members are mutually nurturing and there is a sense of support from the community. Hence, we encourage families to address issues that may disrupt aspects of stability. We facilitate decision-making in a peaceable way where relationships are restored and strengthened among members, extended family and friends.

- g) Foster cooperation amongst helping agencies that provide meaningful programmes for Beyond participants:

To build strategic partnerships with other professionals and service providers with a view of validating Beyond's work. This means establishing win-win partnerships where our partners fulfil their goals, our members benefit from the programmes and Beyond is recognised as an enabler.

- h) Increase cooperation among civil society that support long-term relationships/ "friendships" with Beyond service-users i.e. community, tracking and protective factor.

We take the view that a confident and competent local community can receive gifts graciously from the larger community to complement its inherent strengths. As gifts symbolise a sense of solidarity, they present the opportunity for relationship building between people from diverse backgrounds. Hence, we endeavour to welcome them as a means to nurture bonding and bridging social capital for low-income communities. Where possible we utilize these resources to bring together members, their local community and those from the larger society in friendship and cooperation. These efforts will focus on:

1. Activating local leadership around shared issues, interests and strengths
2. Mobilising external resources to help communities develop from the inside out
3. Creating and holding the space for cooperation and co-creation to occur around the values of compassion, social justice, social inclusion and community.

To strengthen the relationship among members and the larger community; the gifts, events and experiences must be mutually respectful and satisfying for all involved.

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## 2.4 Roles and Responsibilities

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- 2.4.1 The **ED** or **Deputy ED** has the overall responsibility in ensuring the effectiveness and efficiency in which the volunteer programme is managed
- 2.4.2 The **Manager (Volunteer Development) ('MVD')** is responsible for the programme's infrastructure and works with the Volunteer Committee to develop Beyond as an organisation that values volunteers.
- 2.4.3 The **Community Worker (Volunteer Development) ("CWVD")** is responsible for:
- a) The coordination of new volunteers and ensure that the volunteer on-boarding process is smooth;
  - b) Oversee volunteers' needs and liaise with the MVD on the volunteer matters related to the programmes; and
  - c) Ensure that the programme's volunteer related collaterals are updated and readily available.
  - d) **Community Workers ("CW")** are the main liaison persons for their respective programme's volunteers and are responsible for all volunteer matters and provide support to the volunteers in the execution of their duties and functions. They also identify volunteering opportunities in their programmes and inform the CWVD.

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## **3 VOLUNTEER ONBOARDING**

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### 3.1 Categories of Volunteers

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- 3.1.1 Volunteers may either be individuals or corporations committed to partnering with Beyond as part of their Corporate Social Responsibility initiatives or from various religious groups, schools and other social organisations.
- 3.1.2 Volunteers may opt to provide their services in any of the following three (3) categories:
- a) Project Volunteers:  
Volunteers who offer services on an ad-hoc / one-off basis (e.g. assisting in educational trips, graduation events etc.).
  - b) Programme Volunteers:  
Volunteers who can commit to a minimum of six (6) months on a regular basis to enhance Beyond's programmes with their energy and know-how (e.g. a reading programme over a week or more, helping with the daily routine for a month etc). Any deviation to the period of commitment is at the discretion of the MVD, CWVD or CW.
  - c) Befrienders:  
The scope of a befriender includes befriending a child and his family; taking a longer-term interest in their well-being. They may start as a home-based reading coach and progress as an adult friend as the child grows older. Volunteers who choose to be a Befriender must commit a minimum of six (6) months on a weekly basis. Any deviation to the period of commitment is at the discretion of the MVD, CWVD or CW.

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### 3.2 Guidelines for Volunteers

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- 3.2.1 Volunteers must observe the policies and guidelines stipulated in the Volunteer Guidelines. Beyond staff will address issues with the relevant volunteer. Where this is not resolved, the issue may be escalated to the ED.

*Refer to **Appendix 1** for the Volunteer Guidelines.*

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### 3.3 Volunteer Recruitment

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- 3.3.1 Sourcing for volunteers:
- a) Volunteers are sourced through:
    - i. Beyond website;
    - ii. Social media;
    - iii. Word of mouth;

- iv. With the help of the Donor Relations Team, the MVD and / or the CWVD may approach corporations with a committed Corporate Social Responsibility programme to sign on members of their staff who share the same areas of interests as that of Beyond;
  - v. Various volunteer recruitment platforms such as giving.sg, expatgiving; and
  - vi. Re-engaging volunteers who are not active for twelve (12) months or more.
- b) Beyond may also engage with Project Volunteers in the hope of 'converting' them to regular volunteers, i.e. Programme Volunteers / Befrienders.

### 3.3.2 Recruitment of volunteers:

- a) All persons, including groups from corporations / schools wishing to volunteer their services must submit the online application form available at Beyond's website. They are also required to complete the online Declaration Form and agree to abide by the policies and guidelines laid out in Beyond's Guidelines.

Should the group volunteers choose to remain anonymous, they should at least give us the particulars of their liaison. However, if they have access to our participants' particulars eg. name, address, contact no. etc, they have to sign our Non-Disclosure Agreement form which requires their full details. Their particulars would not be uploaded into our CRM automatically.

*Refer to Appendix 5 for the Non-Disclosure Agreement form.*

- b) Upon registration, volunteers will receive an email with a password and a link to log into Beyond's CRM so that they can register for our Volunteer Orientation and activities on Beyond's events calendar.
- c) All other enquiries on volunteering may be made through the Google Form provided on Beyond's website, phone enquiries or walk-ins. All enquires shall be routed to the CWVD and reverted as soon as practicable.

### 3.3.3 Volunteer Befriender Selection

- a) In-depth face-to-face or virtual interviews may be conducted for volunteers requiring much contact with Beyond<sup>2</sup>. During the interview, the CWVD will attempt to ascertain the following:
- i. Background information of the potential volunteer;
  - ii. Motive (purpose of volunteering) to join Beyond as a volunteer;
  - iii. Prior experience in working or volunteering with other charities; and
  - iv. That the befriender is a suitable fit for the assigned participant.
- b) Notes of the interview, where appropriate and relevant will be stored in the CRM.

### 3.3.4 Beyond has the discretion not to engage unsuitable volunteers.

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### **3.4 Maintaining Volunteer's Database**

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3.4.1 The CRM for volunteers contains the following information:

- a) Personal particulars;
- b) Event calendar; and
- c) Number of volunteering hours fulfilled.

3.4.2 Access to volunteer data shall be restricted to staff of the Volunteer Development Team, the CRM Specialist, other staff and selected volunteers who require access to volunteers' database.

3.4.3 The retention period for volunteers' data shall be as follows:

<b>Volunteer status</b>	<b>Period of retention</b>
Rejected	Only to be disposed when volunteer is assessed to be unsuitable for volunteering roles
Inactive	Beyond to retain personal data for engaging purposes.

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### **3.5 Conflict of Interest Management**

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3.5.1 All successful board members shall be required to disclose any area where a possible conflict of interest may exist. Disclosure shall be performed concurrently with the application as mentioned in section 3.3.2.a.

3.5.2 Board members will notify Beyond in writing of any potential conflict of interest that may arise subsequent to the disclosure made during application, in the course of their volunteering.

3.5.3 Where the conflict of interest cannot be resolved, Beyond reserves the right to terminate the appointment.

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### **3.6 Compensation**

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3.6.1 Volunteers shall not be remunerated for the services rendered.

3.6.2 Volunteers shall only be reimbursed on expenses that are wholly and exclusively incurred in connection with Beyond's functions and are pre-approved by the ED / Deputy ED / MVD / CW Team Leader.

3.6.3 All reimbursements must be supported with original supporting documents (e.g. official receipts) and shall be reimbursed through the respective CWs.

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### **3.7 Insurance Coverage**

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3.7.1 Volunteers will be covered under Beyond volunteer related insurance plan while providing volunteering service to Beyond.

- 3.7.2 Insurance claims (i.e. medical claims) will be in accordance to Beyond claim policies and procedures as stated in the Finance SOP.

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### **3.8 Personal Data Protection**

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- 3.8.1 Upon registration, the volunteer acknowledges the following :
- a) To treat all participants' and Voluntary Welfare Organisations ('VWO') information as confidential (including pictures and videos of participants or those taken during events, etc.) and not collect, use, or disclose them (i.e. on social media) without the permission of Beyond.
  - b) The personal information provided by the volunteer may be disclosed to relevant government agencies / training agencies / ticketing agents / concert organisers; and
  - c) Beyond may contact him for other volunteering opportunities and other volunteer related events / activities (e.g. donation appeals) which he had subscribed to.
- 3.8.2 The Data Protection Officer is to ensure that all information collected will strictly be used for the purpose stated.
- 3.8.3 Staff of Beyond should make reasonable effort to ensure that personal data collected is accurate and complete, if it is likely to be used to make a decision that affects the individual, or if it is likely to be disclosed to another organisation.
- 3.8.4 Refer to <https://www.beyond.org.sg/pdf/Privacy.pdf> for more details on Beyond's Privacy Policy.



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## **4 VOLUNTEER DEPLOYMENT**

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## 4.1 Allocating Volunteers

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- 4.1.1 CWVD will present volunteering opportunities by group volunteers to the CW representatives during the Objective 8 meetings or by checking with them directly.
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## 4.2 Volunteer Hours

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- 4.2.1 All CWs are to record their volunteers' respective volunteering hours into the CRM after each volunteering activity within a month for reporting purpose.
- 4.2.2 Befrienders have to inform the CW of their hours via their feedback forms/google timesheets which they need to fill up after each volunteer session. CWs will check the feedback forms (refer to para 4.4 for details on the feedback form) and follow up where necessary.
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## 4.3 Dispute Management

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- 4.3.1 Volunteers are encouraged to bring to the attention of staff members any dispute he might have with participants, members of the staff or any other volunteers.
- 4.3.2 The staff member directly responsible has to resolve such dispute failing which, the matter will be brought to the attention of more senior staff members. In cases of greater severity, the ED may have to be involved.
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## 4.4 Volunteer Feedback

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- 4.4.1 Project Volunteers (i.e. ad-hoc volunteers) and befrienders are required to submit their feedback after each event / activity through a feedback form.

*Refer to **Appendix 2** for the Project Volunteer Feedback Form and **Appendix 3** for the Befriending Feedback Form.*

- 4.4.2 Details in the feedback forms are checked periodically and issues should be highlighted to the relevant programme staff involved. Feedback is sent when the 'Thank You' feedback is tagged in the attendance form.
- 4.4.2.1 Volunteers who wish to feedback to us about the inappropriate behaviour of any volunteer may do so by informing the staff in charge of the programme. Volunteers' feedback about their counterparts may serve as an additional screening for the specific volunteer. Should volunteers not be comfortable with informing the staff in charge, they can inform our whistle blowing officer. Similarly, volunteers with feedback about our staff behaviour may refer to our whistle-blowing policy on our website.

## 4.5 Risk Management

4. 5. 1 To mitigate the key risks in volunteer management, the following measures should be managed.

	RISKS	COULD LEAD TO...	MITIGANT/CONTROLS
COMPLIANCE RISK	Breach of Child and Safety Protection laws	Breaking labour and child protection laws in Singapore	Screening process and befriender/volunteer training for all regular volunteers.
	Breach of PDPA compliance	Leakage of confidential data collected by Beyond	Ensure that all volunteer data collected by Beyond are kept confidential. All volunteers should be aware of what and how their data is used by Beyond. Volunteers who gain access to information of our members have to sign a Non-Disclosure Agreement. All hard copies of our members' information have to be returned to us after it is no longer needed.
REPUTATIONAL RISK	Mismanagement of volunteer expectations	Volunteer complaints and grievances	Provide Volunteer Orientation to manage expectations of Beyond for volunteers. SOP for volunteer management with clear instructions given to staff.
	Risk of unhappy volunteers to express their concerns and broadcast to the masses.	Negative publicity regarding Beyond can spread fast (especially in the digital world we are in now). This can cause real harm to the reputation of Beyond.	Monitor and respond to social media posts. Do surveys and compile results to understand volunteers' opinion and take action. Make sure that volunteers receive follow up and feedback after every programme/activity joined.

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RISKS		COULD LEAD TO...	MITIGANT/CONTROLS
OPERATIONAL RISK	Accidents and emergencies during programmes/activities	Compromise the safety of volunteers while volunteering.	First aid kit and emergency contact numbers should be displayed in classrooms. Volunteer accident insurance is available for more serious accidents. Fire extinguishers should be visibly displayed.
	Breach of member data during volunteer events	Leak of confidential data provided by our members in the community.	Signing of Non-Disclosure Agreement (NDA) forms for volunteers handling the data. All data in hard copies have to be returned to us after the volunteer event. Copies are not allowed to be reproduced by volunteers unless specifically required by Beyond.
	Volunteer complaints	Dissatisfied volunteers who may not volunteer for Beyond anymore. These could lead to potential denigration of Beyond.	Provide Volunteer Orientation to ensure proper introduction to Beyond and to manage expectations. Clear instructions given to volunteers for every programme/activity they join. Where possible, get feedback or debrief the volunteers after every programme/activity.
	Not enough volunteers available for any given programme/activity.	Compromising the quality of support we provide to the community.	Recruit more volunteers than needed for the programme/activity to compensate for attrition. Prepare some simple tasks for the extra volunteers.
	Volunteer Absenteeism	Not enough volunteers show up for programmes/activities.	Manage volunteer expectations regarding roles and responsibilities in programmes/activities. Make sure to follow up and remind volunteers of scheduled programme/activities they signed up for.
	Insufficient resources for the volunteers to use during programmes/activities.	Volunteers doesn't get the proper help and tools to function. May lead to volunteers complaining.	Community workers should always make sure that for every programme/activity scheduled, resources are allotted. Eg. data entry jobs should have computers and desk spaces available.

RISKS		COULD LEAD TO...	MITIGANT/CONTROLS
<i>continued..</i> OPERATIONAL RISK	Managing remote/virtual volunteers	The challenge is to keep remote/virtual volunteers stay connected and involved, otherwise, we may lose volunteer interest.	Volunteer Orientation is an important aspect of the virtual experience. Remote/virtual volunteers should have additional training and support. They need to have frequent feedback and coaching (compared to regular volunteers).

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## **5 VOLUNTEER TRAINING - BEYOND SELF ACADEMY**

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## **5.1 Objective**

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- 5.1.1 Volunteer orientation and training shall be provided through the Beyond Self Academy.
  - 5.1.2 Beyond Self Academy nurtures and trains the volunteer workforce to fulfil Beyond Social Services' vision of a vibrant volunteer driven culture. It seeks to build a strong and inclusive community which values compassion, social justice and community.
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## **5.2 Operating Model**

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- 5.2.1 Beyond Self Academy is an exchange platform where external and local communities give and receive training that is of mutual benefit.
  - 5.2.2 The Academy will leverage on givers to contribute their strengths and passions that respond to the community needs. The experience bands people from all walks of life together to foster a stronger sense of community bonding for Beyond, wherein participants of the Academy will pay forward to Beyond through volunteering in other areas.
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## **5.3 Curriculum**

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- 5.3.1 Beyond Self Academy has a calendar of ongoing training that will be made public for existing and potential volunteers' participation. The curriculum will build on community needs, to be translated into volunteer numbers and hours.
  - 5.3.2 All training (including volunteer orientation) provided will enable volunteers to contribute within one or more of the following roles:
    - a) Project
    - b) Programme
    - c) Relationship (e.g. Befriender)
    - d) Leadership
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## **5.4 Volunteer Orientation**

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- 5.4.1 An orientation seminar shall be conducted by the Volunteer Development Team at least once a month.
- 5.4.2 Upon signing up, volunteers will receive an email on their log in ID to Beyond CRM and they have to sign up for Beyond Volunteer Orientation to begin their volunteering journey.
- 5.4.3 Attendance is not compulsory although new volunteers are strongly encouraged to attend.
- 5.4.4 When the attendance is small, the orientation may be conducted in an informal setting, where the MVD or any persons designated engages the volunteers to find out more about the volunteers and hence assessing a suitable volunteering job.

- 5.4.5 During the orientation, the MVD or any persons designated will also furnish the volunteers with the following information:
- a) A brief overview of Beyond;
  - b) The poverty landscape in Singapore;
  - c) A profile of the participants of Beyond's services;
  - d) Small group discussions;
  - e) A briefing on the volunteers' code of conduct; and
  - f) Available volunteering opportunities.
- 5.4.6 All attempts must be made by all staff / existing volunteers to brief the new volunteer about Beyond and his / her scope of volunteering work as not all would have attended the volunteer orientation. The staff / existing volunteers shall check with the volunteers if they have attended the orientation. Where orientation was not attended, the staff/ existing volunteer shall do a short briefing about the mission, profile and significance of the task at hand. The SOP of a standard briefing can be found in the Volunteer Management SOP folder under the Beyond Docs folder. A debrief should also be conducted whenever feasibly possible.

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## **5.5 Volunteer Training**

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- 5.5.1 All volunteers are encouraged to attend training to widen his scope of volunteering work and / or to enhance his expertise in his current role.
- 5.5.2 All volunteers should be trained either:
- a) Internally - by attending in-house programmes, seminars, on-the-job-training or talks organised periodically on updates or new developments on the approaches to the services provided by Beyond, or
  - b) Externally, by attending courses relevant to their volunteering areas. The suitability of the courses or otherwise is to be determined by the MVD.
- 5.5.3 For external courses, all applications shall be routed to the MVD for approval.
- 5.5.4 The training schedule will be communicated to volunteers through:
- a) Emails;
  - b) Beyond website (through Beyond Self Academy); and
  - c) Beyond social media channels.
- 5.5.5 Beyond shall be responsible for course fees incurred and wherever possible, funding should be sourced from the VWO Capability Fund ('VCF').
- 5.5.6 All training attended shall be recorded in the CRM system.



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## **6 VOLUNTEER APPRECIATION**

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## **6.1 Volunteers Recognition**

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6.1.1 Beyond values the contribution of its volunteers. Beyond shall ensure that volunteers are recognised for their efforts in the promotion of the various functions undertaken by Beyond. This could be done either by way of:

- a) subjected to availability / sponsorship, a token of appreciation either in the form of a gift (e.g. concert tickets) or an appreciation meal; or
- b) invitation to events (e.g. participant's graduation ceremony) as a gesture of appreciation for the time and effort in volunteering for Beyond causes; or
- c) volunteer recognition does not always have to be in the form of gifts. Appreciation may be expressed through volunteer engagement such as offer of water, invitation for staff lunch or verbal thank you. It is important for all staff to help the volunteer feel at ease and not feel as though he/she is free labour for the organisation.

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## **7 GRIEVANCE**

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## **7.1 Grievance Policy**

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7.1.1 The grievance procedure shall be based on the following principles:

- a) Complaints should be dealt with fairly and as quickly as possible;
- b) All complaint-related information and proceedings shall be handled in the strictest confidence;  
and
- c) Parties involved shall be kept informed throughout the resolution process.

7.1.2 Beyond recognises that volunteers are important in the furtherance of its objectives and commits to maintaining a good working relationship with the volunteers. For this purpose, Beyond has established a grievance policy to provide a formal avenue for the volunteers to voice their grievances:

- a) Volunteers are encouraged to voice their grievances to the CW who is obliged to address the grievances. Where the matter could not be resolved by the CW, it would be referred to the Volunteer Development Team, or the ED, where appropriate.
- b) The CW should convene a meeting with the volunteer at a suitable time with the aim of addressing the complaint in a professional manner. Where applicable, staff members would be consulted prior to addressing the needs of the volunteer.
- c) Should the volunteer feel that the matter has not been adequately resolved, he could arrange for a meeting with the ED / Deputy ED. All grievances brought to the attention of the ED will be recorded in a file to be kept by the Volunteer Development Team for future reference.
- d) Should this fail, the volunteer could contact the ED / Deputy ED directly who shall be obliged to investigate and respond to the volunteer within 30 days.
- e) Should the volunteer be unhappy with the outcome, he could contact the Chairman of the Volunteer Committee directly.
- f) The ED / Deputy ED should bring the matter to the Volunteer Committee at the next Committee Meeting.
- g) The outcome should be communicated to the volunteer after a formal deliberation by the Committee.

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## **8 End of Term**

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## 8.1 End of Term Feedback

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- 8.1.1 At the end of a regular volunteer's term with Beyond, the volunteer is encouraged to complete an online Exit Survey Form.
- 8.1.2 This formal feedback by the volunteer is conducted in order to help Beyond identify areas of improvement for its volunteer management programme.  
  
*Refer to **Appendix 4** for the Exit Survey Form.*
- 8.1.3 At the request of the volunteer, Beyond may issue a Letter of Appreciation to be signed by the ED / Deputy ED, confirming that the individual had served as a volunteer with Beyond.

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## 9 LIST OF APPENDICES

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Appendices	Description
1	Guidelines for Volunteers
2	Project Volunteer Feedback Form
3	Befriending Feedback Form
4	Exit Survey Form
5	Non-Disclosure Agreement Form
6	Community Distribution Guidelines during COVID-19



## GENERAL GUIDELINES ABOUT VOLUNTEERISM

*Thank you for volunteering with Beyond Social Services. Volunteering in the social service sector is a noble job. It goes beyond your self-interests to look after the interests of the less privileged community. The following are some guidelines, which we hope will help you understand the boundaries concerning volunteerism in our organisation. Meanwhile, we hope that you will gain personal enrichment and fulfilment as a volunteer here.*

### 1. Motivation

Participants' interests should always take priority over your own. This tests the true spirit of volunteerism, which is **service above self**.

Volunteers who are motivated by their participants' well-being will work fully towards the participants' growth while volunteers who are motivated by their own interests may work for their personal benefit, compromising on the participants' welfare.

### 2. Attendance

If you are involved in a centre-based activity, please give the staff-in-charge sufficient notice if you are going to be absent. If you have to cancel a home-visit, please inform the family directly. If you are unable to reach the family, you may inform the staff-in-charge.

### 3. Commitment

Kindly adhere to the frequency and length of commitment of your voluntary work. If you are unable to fulfil your commitment due to a change in circumstances, kindly inform our Volunteer Manager or the staff-in-charge of the programme so that we can arrange for a review of your responsibilities.

### 4. Confidentiality

As a volunteer, you may be privy to confidential information about the service users. Please respect the privacy of our service users and do not breach their confidentiality and trust. This includes not sharing your interactions or photos.

Similarly, volunteers are not to communicate with the press on matters relating to the nature of work and matters relating to Beyond Social Services, unless approved by our Executive Director/Deputy Executive Director.

### 5. Counselling

Volunteers are not expected to counsel the participants but they are expected to work closely with the staff. Any feedback or observations that you feel requires follow-up action by the staff should be relayed to them immediately.



**6. Boundaries**

Kindly respect the religious beliefs of our participants by not imposing your personal

beliefs on them. You are not to use your involvement with us as a means for proselytise, business solicitation or profiteering.

Also, please refrain from visiting our participants' home or bringing them out unless it is a requirement in your volunteer work.

**7. Appropriate dress code**

Dress comfortably, casually and decently at all times. As you would be working with participants from low-income and disadvantaged communities, it is advisable to dress as befitting the occasion when meeting them.

**8. Use of mobile phones**

Kindly refrain from using your handphone while volunteering so that you can give your undivided attention to the participants while you are with them.

**9. Use of organization's property and materials**

Volunteers are encouraged to use the organization's resource materials for your voluntary work here. However, do seek permission from the staff should you wish to use these materials or other facilities.

**10. Volunteer Acknowledgement Letter**

For Permanent Residence applications, we may issue volunteer acknowledgement letters with minimum 24 hours of service and at least 2 weeks' notice. We are happy to support PR applications where volunteering is an expression of one's passion and commitment for our cause and not a means to an end.

**11. Resignation**

If you cannot commit to the voluntary work anymore, please inform us immediately. This will help us offer alternative assistance to the participants without compromising our services to them. An exit interview with the Manager, Volunteer Development will also be arranged.

If you feel that the voluntary work you are performing is not suitable for you, please do not hesitate to approach our Manager for Volunteer Development, Ms Chiu Ying Yik at Tel : 6375 2940 or [yik@beyond.org.sg](mailto:yik@beyond.org.sg) for assistance.

**12. Termination**

Under some circumstances, it might be necessary to terminate your voluntary work with us (due to inapt fit with the organization, inappropriate conduct or otherwise). In such situations, we will discuss honestly and discreetly your termination.

***"If we are to reach real peace in this world... we shall have to begin with children." - Mahatma Gandhi***

**Adhoc/Project Volunteer Feedback Form**  
(via Thank You Feedback tag in CRM)

*On a scale of 1-5 (1 = Poor & 5 = Excellent), please select the most appropriate answer.*

1. Please rate your overall experience.

1                      2                      3                      4                      5

2. Did you find the contribution you made valuable to the people you met?

1                      2                      3                      4                      5

3. Did you find the experience meaningful for yourself?

1                      2                      3                      4                      5

4. How did you find the volunteering process?

1                      2                      3                      4                      5

5. What could have been different?

1                      2                      3                      4                      5

**Name of Befriender and Befriender:** \_\_\_\_\_

**Time:** \_\_\_\_\_

**Update on session (what was covered/done with befriender):**

[illegible]

*(prompting questions – What moved you? What did you observe, hear or see? How did you feel? What are your thoughts on it?)*

[illegible]

**Challenges faced, if any:**

*(prompting questions – What was difficult for you? Eg. behaviours, conflicting values)*

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**What are some concerns you picked up from this session? Why?**

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**How can we support you better?**

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**Exit Survey Form**

1. Would you like us to make a reference/recommendation for you?

Yes ☐ No ☐

2. Did your experience here meet the objectives of your initial intention?

Yes ☐ No ☐

3. How did you think you were managed during your time here? (Please circle)

*Excellent*                      *Good*                      *Neutral*                      *Unsatisfactory*                      *Very Poor*

4. How do you feel the programme was managed? (Please circle)

*Excellent*                      *Good*                      *Neutral*                      *Unsatisfactory*                      *Very Poor*

5. Did you feel you were given enough support in the programme you were in? (Please circle)

*Excellent*                      *Good*                      *Neutral*                      *Unsatisfactory*                      *Very Poor*

6. Under what conditions would you have stayed?

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7. Reason/s for leaving as a volunteer:

- ☐ Family Commitments  
☐ Leaving Singapore  
☐ Poor Health

- ☐ Employment Commitments  
☐ Educational Pursuits  
☐ Others: \_\_\_\_\_

8. What did you like most about volunteering with Beyond?

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9. What did you like least about volunteering with Beyond?

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10. What are the areas of improvement would you like to see? (e.g. improve volunteers' morale / working conditions etc.)

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## Letter of Undertaking for Volunteers

I agree to do volunteering work at Beyond Social Services ('Beyond') from \_\_\_\_\_  
(DD/MM/YYYY).

I understand and agree that:

1. During my time with Beyond, I may have access to sensitive information which needs to be protected against unauthorised use and disclosure. Given this, all information accessed or acquired by me in the course of projects/services about families, donors, volunteers, staff and anyone involved with Beyond as well as information about Beyond itself ('Confidential Information') is to be treated as strictly confidential.
2. All Confidential Information must only be used by me strictly as instructed by my Reporting Officer in Beyond.
3. Except as instructed by my Reporting Officer, I must not in any form whatsoever copy or disclose or otherwise communicate any Confidential Information to any person.
4. I shall immediately alert my Reporting Officer if I become aware that any Confidential Information has been, or is about to be, used or disclosed in an unauthorised way.
5. Upon expiry or termination of the projects/services rendered by me or on the instruction of my Reporting Officer (whichever happens first), I shall promptly provide to Beyond all document(s) in whatever form containing Confidential Information.
6. Any non-compliance by me with the requirements in this Undertaking could be a breach of law for which Beyond may hold me responsible.

I agree and accept the above undertaking (*by Volunteer*):

Signature : \_\_\_\_\_ Date: \_\_\_\_\_

My Name (as in NRIC) : \_\_\_\_\_

NRIC/FIN : \_\_\_\_\_

Mobile Number : \_\_\_\_\_

Email : \_\_\_\_\_

Reporting officer : \_\_\_\_\_

**BEYOND SOCIAL SERVICES – DISTRIBUTION GUIDELINES DURING COVID-19****1) Pre-event**

Remind staff/ volunteers not to participate if they are unwell, have travelled overseas in the last 14 days or are under Leave of Absence (LOA)/Stay Home Notice (SHN) prior to the activity.

- 1.1 As per current safety regulations advised by NCSS, the group of staff, local and external volunteers will be a maximum of 10 pax.
- 1.2 DO NOT involve persons with chronic or underlying conditions and pregnant women as volunteers.
- 1.3 Avoid involving children as volunteers. Should parents or caregivers choose to involve their children,
  - Volunteers aged 13 to 20 will need to get our parental consent form signed.
  - Volunteers aged 12 and below must be accompanied by a parent/ caregiver at all times during the activity.
- 1.4 Prepare
  - i. Sufficient masks. Face shields and gloves are optional.
  - ii. Hand sanitizers
  - iii. Thermometer
  - iv. BSS' Non-Disclosure Agreement (NDA)\* - Volunteers can complete and email soft copies before the event.
  - v. Health and travel declaration forms
  - vi. Volunteer attendance form (add a column to record temperature)
  - vii. Namelist of recipients
  - viii. Stationery
  - ix. barricade tape (for collection at the centralized point)
  - x. Masking tape for the floor (for collection at the centralized point)
- 1.5 Allow sufficient time for setting up the premise, taking volunteers' temperature, filling up forms, taking attendance and briefing.
- 1.6 Everyone must be masked up at all times.
- 1.7 Assign 1 staff or volunteer to ensure safe distancing at all times.

*\*All volunteers who have access to sensitive information which needs to be protected against unauthorized use and disclosure will have to complete the NDA. Sensitive information includes but is not limited to the community members' names, addresses or contact details.*

*As BSS works with vulnerable community members, we will require volunteers to fill in their full NRIC/ FIN details in the NDA as this is necessary to accurately establish the volunteer's identity.*

**2) Packing**

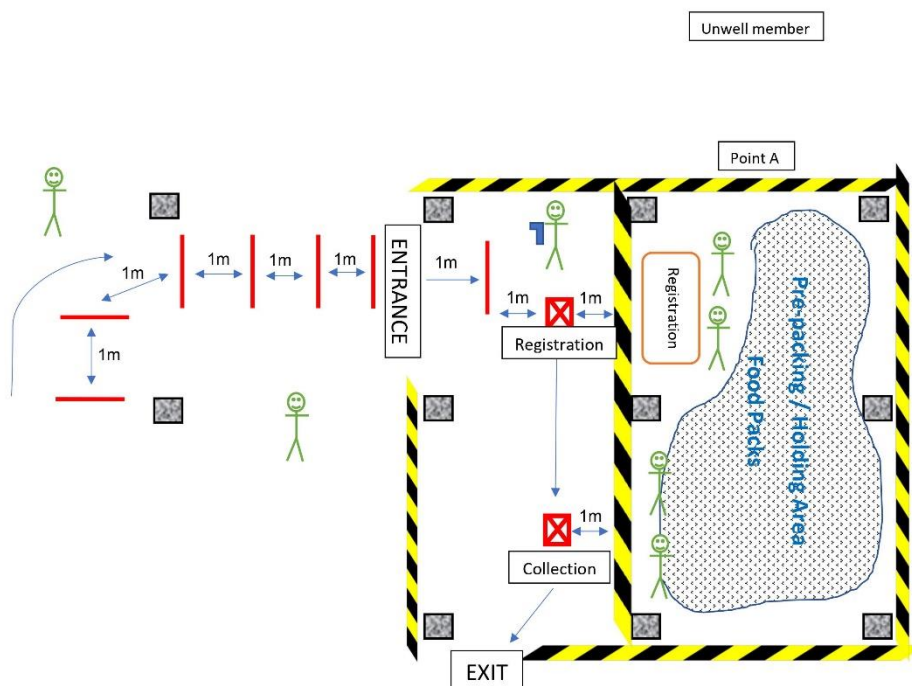
- 2.1 To prevent public members from entry into packing area, cordon off the area.
- 2.2 The items should be spread out as much as possible so that the packers are at least 1 meter apart.
- 2.3 After packing, this area can be the holding area for distribution.

### 3) Registration and Collection

- 3.1 Cordon off area.
- 3.2 Line masking tape 1 m away from Registration Point to indicate the start of the queue. Place hand sanitiser at the Registration point.
- 3.3 Volunteers who are doing registration are different from volunteers handing out packs.
- 3.4 Member gives address to the Registration Volunteer and signs on name list as an acknowledgement of receipt. A separate pen should be used for signing.
- 3.5 The information of other recipients should not be revealed to Member.
- 3.6 Member collects pack.
- 3.7 Reminder for Member to wait for other collectors to move off from the Registration/ Collection Point before proceeding.

### 4) Queue line (see diagram)

- 4.1 Ensure there is 1 entry into collection area and 1 exit out of collection area.
- 4.2 Where the queue should be, line masking tape on the floor to ensure 1 metre between queuing members. Tape enough for about 10 to 20 members depending on the space.
- 4.3 1 volunteer will take the temperature of queueing members OUTSIDE the registration and collection area. No need to record members' temperature.
- 4.4 Any member who looks unwell or has a fever (37.5 degrees and above) will be asked to wait at a distance where a volunteer will pass a pack to him. Ask unwell member to go home immediately.





**5) Distribution Door to Door**

- 5.1 The name list of recipients is given to the respective volunteer eg. Volunteer going to Block A will be given the name list for Block A.
- 5.2 Staff and volunteers must put on masks throughout the distribution.
- 5.3 Practise safe distancing of 1 metre apart in the lift and along the corridor.
- 5.4 There should be no physical contact between volunteers and members. Interaction is kept to a minimum.
- 5.5 Member will sign on the name list as an acknowledgement of receipt.
- 5.6 The information of other recipients should not be revealed to Member.

**6) Crowd Management**

- 6.1 Arrange members to collect packs at staggered timings.
- 6.2 There should not be social gatherings of any kind other than the packing, collection and distribution activity.

**7) Undistributed Gift Packs**

- 7.1 Pre-empt members to take for their neighbours who can't collect. When these members drop off the pack at their neighbour's doorstep, they should adhere to guidelines under point (5).
- 7.2 Staff/ volunteers are to be prepared to call more members to come down and collect.

**8) Cleaning up the premise**

Remove set up and do area cleaning.

*Any staff, volunteer or member later found to have been in contact with persons confirmed to have COVID-19 or has fallen ill after the activity must inform respective Team Leader or Grace at 9366 2820.*

**Additional Notes****A) Personal Data Protection Act – Distribution Namelist**

- As part of the Personal Data Protection Act, volunteers must not reveal the information of recipients on the Namelist to any Member.
- Volunteers are not permitted to take pictures of the Namelist.
- The Namelist must be returned to the staff at the end of the distribution.

**B) Photography/ Videography**

- Volunteers should not take any pictures or videos (of members) unless prior consent from BSS and the families are obtained.
- Pictures or videos (of members) should not be used for circulation or be post(ed) on any social media platform unless prior consent from BSS and the families are obtained.
- If permitted, only angle shots of the Member's back and sides, and group shots are allowed.

Updated 3 Feb 2021