

Doing Good Well

Engaging Senior Volunteers:
A Guide for Non-profit Organisations



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Published by National Volunteer & Philanthropy Centre

7 Maxwell Road #05-01

Annex B MND Complex

Singapore 069111

ISBN: 978-981-05-8013-1

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FOREWORD

“Old is gold.” Or for that matter, silver, as there has been talk in recent times, about creating a “silver industry” for the elderly. With gold and silver regarded through the ages as precious, it is fitting that these terms are used to describe elderly persons.

There will be more elderly persons in future. In 2005, one in 12 residents was 65 years or older; in 2030, the proportion is expected to rise to one in five.

While a number of non-profit organisations (NPOs) work with elderly persons as clients or beneficiaries, there are also those NPOs that have successfully worked with elderly persons as volunteers.

NVPC has published this guide to show the many good things that senior volunteers can do for NPOs, and what NPOs on their part can do to recruit and retain this group of people rich in experience and resources (such as time), as committed volunteers.

This guide contains workable tips from outside and within Singapore, distilled from NVPC’s engagement with NPOs and active senior volunteers. It is designed to help NPOs tap into this increasing pool of precious, passionate and talented seniors. The wise NPO is the one that cleverly inducts senior volunteers into its fold, for indeed, old is gold.

Tan Chee Koon (Mrs)
Chief Executive Officer
National Volunteer & Philanthropy Centre



Chapter

01

INTRODUCTION

The Singapore population is greying. In 2005, one in 12 residents was 65 years or older; in 2030, the proportion is expected to rise to one in five¹. As Singapore progresses, its senior citizens will be healthier, richer and better educated.



Retired & Senior Volunteer Programme (Singapore)

The change in demographic profile will bring into focus the bigger role the elderly can play to meet the human resource needs of not just the private and public sectors, but also that of non-profit organisations (NPOs). The elderly today were pioneers of industrialisation who helped Singapore build a thriving economy. Their experience, skills and motivation are assets NPOs would do well to seek out².

Indeed, senior citizens are actively involved in the non-profit sector – not just as clients being served by NPOs but also as befrienders, mentors, tutors, administrators, advisors and even founders and leaders of NPOs³.

Older workers have been described as reliable, competent and dedicated. They need little supervision and make good colleagues⁴. NPOs too may reap the benefits of older persons who volunteer.

1. Ministry of Community Development, Youth and Sports (2006), *Committee on Ageing Issues: Report on the Ageing Population*, Singapore.
2. For the purposes of this publication, “senior volunteers” refers to senior citizens aged 55 and above, as they can – and do – volunteer even before retirement.
3. National Volunteer & Philanthropy Centre (2004), *I’m a Volunteer Too*, Singapore.
4. Tripartite Committee on Employability of Older Workers (2006), *Age-Friendly Employment Practices*, Singapore.

Why Engage Senior Volunteers In Your Organisation?

🎯 They have the time

Senior citizens, especially those who have retired, are likely to have more time to volunteer regularly. They are also likely to be available during office hours, unlike volunteers who can contribute only after-office hours or on weekends.

🎯 They have the skills

Many elderly persons have considerable working experience. Their skills, knowledge and maturity will be assets for NPOs. From accounting and marketing to fundraising and public-speaking, their skills can be put to immediate use with little need for training. Senior volunteers may also be more fluent in different languages and dialects – a skill younger volunteers may not have. Often, older volunteers can relate better to clients who are elderly.

🎯 They are interested

Senior citizens with well-developed personal interests are likely to volunteer in their areas of interests. These include leisure pursuits (which could be relevant to the clients that NPOs serve, such as reading, cooking, art, music and sports) and work skills (such as public and media relations, and accounting).

🎯 They want to help those in need

Many mature volunteers have achieved success in life, and empathise with those who are less fortunate – not only in financial terms, but also in terms of physical challenges.

🎯 They have networks that may lead to more donors and volunteers

Often, NPOs become social hubs for senior volunteers. This means that those who enjoy their volunteering experience with an NPO will be more inclined to invite others to help the NPO.

Understanding the factors that motivate senior volunteers is the key to managing them effectively. This in turn leads to:



Retired & Senior Volunteer Programme (Singapore)

- Better communication between volunteers and the organisation;
- A better match between volunteers and jobs;
- A greater sense of fulfilment for the volunteers, which leads to more involvement in the organisation;
- Jobs well done for the organisation.

Chapter
02

WHAT
SENIOR VOLUNTEERS
CAN DO



Senior citizens come from a wide range of educational backgrounds and have different talents. Their ages also vary. The group includes those in their 50s, who may still be in the workforce, and retirees in their 60s and 70s. There may even be some in their 70s who are still working.



Retired & Senior Volunteer Programme (Singapore)

Before NPOs can tap this rich diversity of skills and resources, they must break through restrictive thinking such as:

- ⊙ There are limited volunteer jobs available for senior citizens as they have too many physical and emotional constraints.
- ⊙ Senior volunteers are set in their ways and are difficult to manage.

Senior volunteers are limited in their scope of service by the NPOs that impose restrictions on them.

Before starting a senior volunteer programme, answer these questions⁵:

- What is your organisation's current volunteer profile – age, gender, employment status, frequency of volunteering? Has the profile changed over the years? Can you count on the profile to remain the same as Singapore's population ages?
- Does your organisation currently recruit senior volunteers? If "yes", how effective have these initiatives been? If "no", why not? Are the reasons for not doing so based on facts or unproven assumptions?
- What types of volunteer positions are currently available in your organisation? Can senior volunteers fill these positions? If "no", what can you change to include them in your organisation?
- Does your organisation have priority needs that staff members currently do not meet? How can you engage senior volunteers to meet these needs? What are the challenges that you face? How can senior volunteers help you address these challenges? Ask them.

5. Adapted from Points of Light & Volunteer Center National Network (2006), *Paving the Way: Volunteer Centers and Baby Boomer Volunteering*, Washington, DC.

What Senior Volunteers Can Do: Examples

A generation that was instrumental in building a nation is as diverse and multi-talented as the nation itself. Some senior citizens have specific skills such as leadership, accounting, media relations and legal knowledge which they use as advisors or board members. Some have general skills; they can befriend young and old or do administrative work.



Chinese Development Assistance Council

🕒 Professional / specialised services

- Financial management
- Auditing
- Accounting
- Book-keeping
- Fundraising
- Public and media relations

🕒 Direct services

- Befriending the elderly who are incapacitated and housebound
- Accompanying clients to clinics or making hospital visits
- Mentoring children or others in need of guidance and support
- Teaching skills to others: cooking, flower arrangement, dancing, sewing, games, sports, etc
- Tutoring underprivileged children
- Reading to the ill
- Playing with terminally-ill children
- Operating telephone helplines

🕒 Administrative support

- Database entry
- Preparing mail-outs
- Planning volunteer schedules and coordinating other volunteers
- Helping staff with paperwork and filing

Managing senior volunteers does not differ greatly from overseeing volunteers of other age groups such as youth. The more we understand volunteers, the better we can work with them. It all boils down to building a close relationship with volunteers and knowing how to motivate them.

What Some Senior Volunteers Cannot Do

To avoid misunderstandings, unmet expectations and disappointment, here are some guidelines on how to determine what senior volunteers can and cannot do:

- 🎯 Some tasks may be new to them, but if training is available, the NPO – at the point of recruitment – should clearly state how senior volunteers can be trained to contribute more.
- 🎯 If in doubt, tactfully ask volunteers what they can and cannot do. In some cases, it is better to get them to fill a form. If they prefer face-to-face contact, NPO staff could ask questions such as: “This job may involve several hours of standing in a day, are you comfortable with that? We also have roles that do not require standing. What is your preference? How often would you like to make trips to the home of a client?”

See the next chapter for more details on volunteer job design.

Tap into passion to do good:

Senior volunteers have been able to tap into their passion to do good. For example, a group of women who enjoy making jewellery got together to sell their crafts to raise funds for charity. In another case, a group of Flamenco dancers in their 50s organised several fundraising events. Organisations can and should look outside the immediate roles that need to be filled to ride on the creativity and enthusiasm of senior volunteers.

Chapter
03

**STARTING A
SENIOR VOLUNTEER
PROGRAMME**



With comprehensive volunteer management practices in place, volunteers are better motivated to remain committed. The following practices are useful for the implementation of senior volunteer programmes.

Volunteer Management Framework



Asian Women's Welfare Association

A comprehensive volunteer management framework comprises four stages, with various steps in each stage.

1. **Concept stage**

- Clearly define vision, mission and goals for volunteers.
- Assess volunteer needs.
- Design a budget for volunteer involvement.

2. **Planning stage**

- Write job descriptions and policies.
- Develop a recruitment plan and procedure for volunteers.
- Design database and record-keeping systems for managing volunteers' information, activities, hours, etc.
- Identify potential risks faced by volunteers and ensure that these risks are minimised.

3. **Implementation stage**

- Implement a screening procedure to identify suitable volunteers.
- Conduct orientation and training for volunteers.
- Supervise volunteers.
- Have recognition activities for volunteers.

4. **Review stage**

- Review performance/reasons for exit of volunteers.
- Assess impact of volunteer programme.

Volunteer Management Practices



Lions Befriender Service Association (Singapore)

The following section elaborates on various steps in the volunteer management framework⁶.

1. Volunteer job design

Some senior volunteers may be as physically fit as their younger co-workers. But others – as with some younger volunteers – have physical limitations. Some tasks may be unsuitable, for example duties that require them to strain their eyes or muscles, or those that involve prolonged periods of standing or walking.

- ① Provide support that will help senior volunteers in their work, such as printing documents in a bigger typeface, having brightly-lit work areas, installing handrails along staircases and using non-slip mats.
- ① Consider getting insurance coverage for staff as well as volunteers.
- ① Design jobs that can be completed within specified timeframes, as volunteers can offer only limited chunks of their time.
- ① Consider paying senior volunteers for their transportation and meals, in the form of token allowances or reimbursements. Some senior volunteers have limited income and such thoughtful gestures will be appreciated. Some volunteers may not want the payment and may, if offered them, choose to donate it back to the NPO.

6. For more information on volunteer management, please refer to National Volunteer & Philanthropy Centre (2001), *The Essential Guide to a Volunteer Management System*, Singapore.

Flexibility:

Both former volunteers and non-volunteers (individuals aged 15 years and above) regard flexibility in terms of time and workload as an important factor that would encourage them to volunteer*.

Q: Which of the following factor(s) listed below would make you want to be involved in volunteering?

	% ranked as most important factor	
	Former volunteers	Non-volunteers
If there was more time flexibility	38%	35%
If there was more flexibility in volunteering workload	21%	16%
If more training was given	10%	7%

* Individual Giving Survey 2006, National Volunteer & Philanthropy Centre

2. Recruitment



Retired & Senior Volunteer Programme (Singapore)

Here are some suggestions to help NPOs plan a successful recruitment programme:

- ① Know the profile of the senior volunteers you seek.
- ① Focus your recruitment drive based on the profile. Which newspapers or Internet websites do senior volunteers read? Where do they gather – at community centres?
- ① Involve senior volunteers in recruiting their peers; word-of-mouth is an effective recruitment strategy.
- ① Outline the range of activities that are available; don't just say "volunteers wanted".
- ① Show that your organisation is effective; share with volunteers awards received, photographs, media coverage, stories and positive comments from clients.
- ① Show how other senior volunteers are making a difference.

Recruit volunteers only when you are ready to follow up with their applications promptly. Those who volunteer – whether young or old – tend to become disheartened when they offer their services in response to appeals for help but do not hear from NPOs.

3. Screening and placing volunteers

Sometimes, when pressed for manpower, the urge is to cast the recruitment net as far and wide as possible, to bring in as many applicants as possible. This could lead to problems if there are more enthusiastic new volunteers than there are suitable jobs.

- ⊙ Be realistic about how many volunteers you need. Having more could be more of a hindrance than help.
- ⊙ Be clear about the work that needs to be done. For example, if your organisation needs help in working with dialect-speaking clients, recruiting volunteers with little knowledge of dialects is not useful.
- ⊙ If you come across volunteers who are unsuitable for your immediate purposes, see if there are other ways they can help. Explain the situation politely. Do not force the volunteer into unsuitable roles as this may lead to unmet expectations and unhappiness.

4. Training



Retired & Senior Volunteer Programme (Singapore)

Training, where necessary, will help senior volunteers meet the needs of the NPO. Even those with specialist skills, such as accountants, will appreciate getting an orientation to the organisation and its programmes.

- ⊙ It may help if there are veteran staff and volunteers to welcome new senior volunteers and mentor them.
- ⊙ Some senior volunteers learn at a different pace from younger volunteers. Check if they have any issues with being in the same class as younger volunteers.
- ⊙ Do not patronise. Engage trainers who are sensitive to senior volunteers' preferred mode of communication and instruction. For instance, some may prefer a more casual setting for training compared to lecture-style sessions, which they may find intimidating.
- ⊙ Seek feedback to see if the training (including style and format) is effective.

5. Supervision



Retired & Senior Volunteer Programme (Singapore)

Often, volunteers tend to recruit other volunteers, slowly developing a network of volunteers who are their friends. When a key personality from the group leaves, this may start a wave of volunteer departures.

- ⊙ Staff members who manage volunteers (i.e., volunteer coordinators /volunteer programme managers) should develop their own relationships with individual volunteers, and not just depend on a select group of volunteers to manage other volunteers.
- ⊙ Keep the dialogue open with all volunteers. Emphasise the importance of their contributions to the organisation as well as the clients. Find out how they are coping from time to time.

Some senior volunteers may have held positions of authority before retirement. When they sign up as volunteers, even if it is to do clerical work, bear their background in mind. Be respectful.

- ⊙ NPO staff / volunteer programme managers should be briefed to manage senior volunteers appropriately.
- ⊙ When working with volunteers, whether young or old, be mindful of bulldozing programmes through without room for feedback from volunteers; they could offer much-needed perspectives or guidance. This is especially true with senior volunteers who have extensive experience in the areas of their duties. They may sound like they “know better”, sometimes because they do. See if their suggestions can be applied in the NPO’s context. If they are not applicable, explain why the NPO uses its current policies and processes. Then show them how to apply these policies and processes.
- ⊙ Some senior volunteers brimming with ideas can be tapped for leadership roles, working alongside senior NPO staff members. Talk to these volunteers so that they are less likely to “do their own thing”.
- ⊙ Maintain communication with other volunteers who work with senior volunteers so that their impact could be assessed.

6. Recognition and retention

Senior volunteers should be appreciated and recognised for their service.

- ① Maintain regular dialogues with volunteers, both individually and in groups, to gauge enthusiasm and sense of fulfilment. Make room and time to spot any dissatisfaction or frustration.
- ① Keep the organisation's missions and goals in the forefront of activities so that volunteers who do not interact directly with clients are reminded of the good they are doing. Encourage clients to play a part in programmes to recognise volunteers' contribution, such as through quotes in a souvenir programme or participation at an awards presentation.
- ① Volunteers, regardless of age, may sometimes feel they are taken for granted as they labour for no salary. Have regular feedback sessions with volunteers. Ask how they prefer their efforts to be recognised. Hold regular volunteer appreciation sessions, such as "Thank You" tea receptions, throughout the year. Formal recognition may help too, for example if they are recognised for their years and levels of service.

7. Review

Hold regular review sessions to keep track of progress, satisfaction levels and identify and manage potential problems.

- ① Review sessions should cover senior volunteers' feedback as well as their performance appraisal.
- ① Conversations should be constructive: find out what problems the senior volunteers are facing, and seek ways to address them.
- ① Work out, together with the volunteers, timelines and specific actions to take to solve problems.

8. Exit interview

The purpose of the exit interview is about seeing things from the (soon to be former) volunteer's perspective, to see how volunteer management can be improved. Depending on the situation, it may be helpful to have the interview carried out in an informal setting, to put the volunteer at ease. Hence, when scheduling the interview, you may refer to it as a "discussion".

Below are some sample questions for the exit interview; you may use some or all of them, or replace them with other questions based on the volunteer's answers (eg if the volunteer felt inadequately trained, ask "what type of training would have helped you?").

Sample Interview:

Thank you for volunteering with us. Before you go, may I ask you for your feedback and advice? (*If the volunteer is not agreeable, ask, "may I know why?" The answer (eg "no point talking about it, nothing is going to change") may itself be useful feedback. If the volunteer is agreeable, proceed.*)

1. May I know why you volunteered with us?
2. Did we meet your reasons for volunteering?
3. On a scale of 1 to 5, where 1 is "very dissatisfied" and 5 is "very satisfied", how would you rate your volunteering experience overall?
4. What was the best experience you had in volunteering with us?
Why do you consider it the best?
5. What was the worst experience you had in volunteering with us?
Why do you consider it the worst?
6. What suggestions would you give us, so that we can improve the volunteering experience?
7. May I know why you have decided to stop volunteering with us?
8. Is there anything we could have done, other than those you suggested earlier, to persuade you to continue volunteering with us?
(*It may be appropriate to skip this question, depending on the answer to Question 7.*)

End on a positive note, eg by thanking the volunteer again for services given. The person may have stopped volunteering, but may still be a donor or talk to others about your organisation. Review the feedback in the light of feedback from other ex-volunteers. Discuss the feedback with your colleagues and act on it.



Chapter

04

SUCCESS
STORIES



Lions Befriender Service Association (Singapore)



The Lions Befriender Service Association (LBSA) is a voluntary welfare organisation set up by the Lions Clubs of Singapore in 1995. Under its islandwide Befriending Programme, trained volunteers visit about 1,800 lonely seniors, aged 65 and above, regularly. They also conduct regular or ad hoc social activities for many of these seniors. The organisation helps improve their living conditions and facilitate the better coordination of community-based care services. It also runs three drop-in centres located throughout Singapore, through which it reaches out to and offers support to the seniors living in the neighbourhood. A variety of programmes is organised for these seniors to engage them socially, physically and mentally. To fund its activities, the LBSA organises a variety of fundraising projects like donation draws and charity golf tournaments.

The LBSA has more than 600 active volunteers. More than half of the volunteers are aged 55 years and above. Their involvement, especially in the befriending programme, has been declared a resounding success for several reasons.

🎯 **They can communicate with the clients**

Many of the senior volunteers are able to speak in dialects, thus opening effective communication channels that allow for in-depth conversations with clients beyond superficial chit-chat. This in turn fosters a stronger commitment to their volunteering duties, which facilitates successful bonding.

🎯 **They can relate to the clients**

Though they may not share the same health issues, many senior volunteers can relate to the elderly clients and the issues they face better than younger volunteers can.

🎯 **They have time**

Senior volunteers have a much more flexible schedule than their younger co-volunteers, and can take on responsibilities such as accompanying the clients on hospital visits during regular working hours.

🎯 **They are very committed**

Once a bond is established, senior volunteers tend to commit for the long term, thus easing the burden on the organisation to constantly rotate volunteers to meet the needs of clients.

www.lionsbefrienders.org.sg

**ASSISI HOSPICE**

雅西西慈怀病院

Assisi Hospice

The Assisi Hospice is an outreach service of Mount Alvernia Hospital, and is owned by the Franciscan Missionaries of the Divine Motherhood Sisters. It is a 35-bed hospice that cares for patients with cancer. It also runs day-care facilities for adults and children, and home-care services for patients who do not need to be hospitalised. Located at Mount Alvernia Hospital, the hospice is a charitable organisation registered with the National Council of Social Service.

Of its 80 volunteers, over 70% are 50 years old and above, with the oldest well into her 70s. Their contribution to the success of the volunteer programme, and in particular fundraising, has been remarkable. In 2006, the hospice raised \$1.2 million through various initiatives conceptualised and executed by its volunteers. The Assisi Hospice Charity Dinner, for example, raised over \$600,000 and helped bring public attention to the hospice's work.

The volunteers also run the Teddy Banks programme, under which specially-made bear-shaped coin banks are distributed to families who make a \$10 donation and pledge to save \$100 within two months. The success of this labour-intensive fundraising programme is due to volunteers who distribute and collect the banks, as well as take care of the money-counting and paperwork.



Several factors account for the success of the Assisi volunteers.

🎯 **They understand the hospice and its services**

Senior volunteers are well-versed with the philosophy of the hospice, its scope of services and operational activities. This makes them effective and articulate ambassadors for the hospice.

🎯 **They have personal relationships with patients**

This provides an additional motivation for them to fulfil their responsibilities, especially in fundraising, which can be very challenging.

🎯 **They are open to take on a variety of tasks**

From the outset, senior volunteers are made familiar with all the tasks they need to do – even the smallest and most unglamorous. Their understanding of – and willingness to take on – such tasks helps make the project a success. For example, they tirelessly deliver Teddy Banks to churches and organisations, collect the banks two months later and count the donations.

🎯 **They have time**

Many of the tasks undertaken to raise funds require hours of travelling, waiting and coordinating. Senior volunteers are prepared to put in this type of time and effort.

🎯 **They work independently**

Once the scope of a task has been set, senior volunteers get to work immediately. They are efficient and work well with staff members. From selling tables for charity gala dinners to ushering guests and patients for such events, senior volunteers get the job done.

www.assisihospice.org.sg



Retired & Senior Volunteer Programme (Singapore)



Retired & Senior Volunteer Programme (Singapore) or RSVP Singapore is the only voluntary organisation that specifically promotes senior volunteerism. Since its inception in October 1998 by then Prime Minister Mr Goh Chok Tong, its prime responsibility is to:

- Provide opportunities for seniors to serve the community with their talent and experience.
- Make the lives of seniors meaningful and enjoyable through volunteerism

With a membership base of 1,050, RSVP Singapore has eight community service programmes with an outreach of over 10,000 per year. Its members, 46% of whom are aged between 51 to 60 years and 33% aged between 61 to 70 years, come from all walks of life. Many are retired professionals, teachers, principals, managers and senior executives.

RSVP Singapore's approach is to ensure that members volunteer in assignments that best match their talents, skills and interests. The day-to-day running of the programmes and projects are managed by members supported by a small secretariat

RSVP Singapore's focus is on the areas of education, health and information technology.

1. Education

- Mentoring of primary school children from disadvantaged families, providing them with social and emotional support, inculcating in them the discipline of daily studies and homework and helping to impart social values and life skills.
- Public Education on active ageing issues through talks, seminars and workshops
- Polytechnic Students Outreach - facilitating conversational English for foreign students.
- Hosting of students and civil servants from foreign countries, collaboration with Polytechnics, NUS and MFA.

2. Information Technology

- Project Cyberguide - getting seniors involved with IT and staying relevant in an e-economy.

3. Health

- Mentally Disadvantaged Outreach Programme - extending a caring hand to rehabilitating patients to help them ease back into society. A partnership programme with the Institute of Mental Health.
- Partnership in Health Programme – in partnership with the Health Promotion Board, RSVP volunteers serve as guides to elderly visitors to the Health Zone.

The success of RSVP hinges on:

- ⊙ Its committed management team and its loyal volunteer base.
Senior volunteers feel a sense of belonging in the organisation and ownership of the programmes they are involved in. This is because the organisation attaches importance to orientation, training, establishment of team and individual goals, regular meetings and bonding sessions. It recognises volunteers' commitment and dedication through volunteer appreciation events, and has activities to meet their recreational and enrichment needs.
- ⊙ Its community service programmes that benefit both the senior volunteers and the clients. All the programmes are conceived, designed, implemented and administered by volunteers who selflessly give their time to serve.

The success of RSVP Singapore's senior volunteers are attributed to the following factors:

🕒 **They were given work which they were willing and able to do**

RSVP volunteers were given assignments that best match their skills, talents and experience. This has encouraged the large number of seniors to volunteer with RSVP.

🕒 **They have a wealth of experience and skills**

For example, senior volunteers are able to share their experience particularly in RSVP's Hosting Programme where they play host to foreign students and civil servants, giving them a taste of Singapore hospitality. Their experience also enables them to bridge the generation gap in the Mentoring Programme. They help in the social and emotional development of the children under their charge in the Mentoring Programme and they help other seniors to be IT savvy in the Project Cyberguide. They feel good in sharing their time and talent with other seniors through the teaching of public speaking, dancing, singing and exercise.

🕒 **They gain new experiences, engage in life-long learning and make friends**

In sharing and serving the community through RSVP programmes and projects, senior volunteers are continually gaining new experiences. From the on-going talks and training, they are also engaged in life-long learning. Working as a team and through regular meetings and bonding sessions, they are constantly making new friends and enjoying fellowship. This makes volunteering even more rewarding to the seniors.

🕒 **They are fully committed**

Senior volunteers feel that they belong in the organisation and in the programmes and projects in which they are involved, thus fostering strong commitment and dedication to their volunteering work.

www.rsvp.org.sg

How senior volunteers can contribute to your organisation:

Here is an example of a programme that can be spearheaded and undertaken by senior volunteers which involves the use of skills in public relations, marketing and communications.

A public-awareness campaign to attract clients, donors and volunteers may involve the following skills:

- photography
- writing and editing
- proof-reading
- graphic design/layout
- sourcing for sponsors/advertisers
- administration support in sending out newsletters, invitations, flyers, etc
- website maintenance

Once they have developed a sense of ownership over the project, senior volunteers can be empowered to engage the help of ad hoc volunteers and other senior volunteers who, under proper leadership and within clear guidelines, can present excellent results.

An effective campaign will communicate clearly the organisation's activities and mission to its intended audience, leading to:

- more clients
- more donors and/or more funds raised
- more volunteers and hence freeing up more staff time to do other work
- improved morale which in turn will increase staff productivity and efficiency

FUNDING

Funding is available for suitable opportunities that enable seniors to share their talents and knowledge. The Go! Fund provides seed money for programmes and activities that promote the different aspects of active ageing, such as senior volunteerism.

Golden Opportunities! (GO!) Fund

(Singapore: Ministry of Community Development, Youth and Sports).

app.mcys.gov.sg/web/indv_go_fund.asp

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ACKNOWLEDGEMENTS

National Volunteer & Philanthropy Centre (NVPC) gratefully acknowledges the help of the following organisations:

Assisi Hospice

Asian Women's Welfare Association

Association of Women for Action and Research

Central Singapore Community Development Council

Chinese Development Assistance Council

Lions Befriender Service Association (Singapore)

National Library Board

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PromiseWorks

Retired & Senior Volunteer Programme (Singapore)

Singapore Disability Sports Council

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