



**HCSA**  
**DAYSPRING**  
RESIDENTIAL TREATMENT CENTRE

**VOLUNTEER  
HANDBOOK**

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# WELCOME MESSAGE

Dear friends,

Welcome to the HCSA family!



Volunteers have played an important role at HCSA since our early beginnings in 1996 as a halfway house for recovering drug addicts and ex-offenders. Today, HCSA's work has expanded to include teenage girls who have experienced the complex trauma of physical, sexual or emotional abuse, and single parents facing limited support.

Without our volunteers, HCSA would not have been able to fulfil our mission of empowering these vulnerable groups to find purpose for a more abundant life.

And for that, we are most grateful. Grateful to our volunteers for giving their time. Grateful for their selflessness. Grateful to them for helping to make a difference in the lives of the vulnerable. We would not have been able to come this far without the support of our volunteers, who together with our employees, work hand in hand to provide the best services possible for the beneficiaries whom we serve.

Thank you for choosing to partner us in this rewarding journey and I hope that you will enjoy your volunteering experience with HCSA!

Sincerely,

A handwritten signature in black ink, appearing to read 'Kim Lang Khalil', with a long horizontal flourish extending to the right.

Kim Lang Khalil (Mrs)  
Chief Executive Officer  
HCSA Community Services

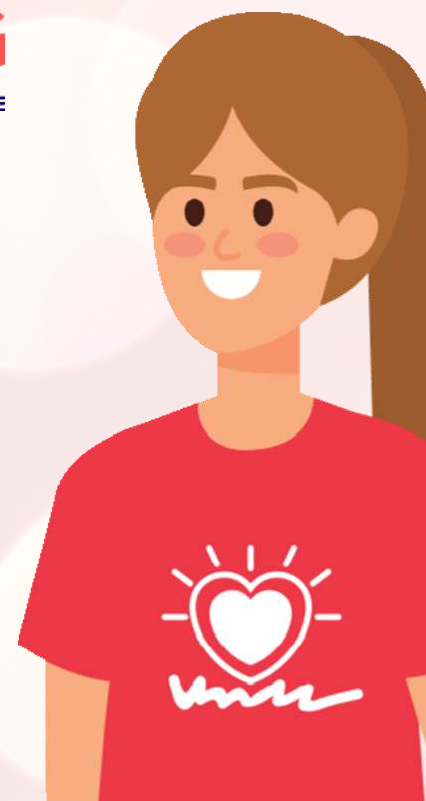


# INTRODUCTION TO HCSA COMMUNITY SERVICES



HCSA Community Services (HCSA) is a charitable organisation with the Institution of a Public Character (IPC) status and a member of the National Council of Social Service. As a family of dedicated staff, volunteer teams, corporate and community partners, we continue to serve some of the most vulnerable in society, to give them a future and a hope. Our beneficiaries include ex-offenders, single parents facing limited support, teenage girls who have suffered the complex trauma of abuse, and other vulnerable groups.

Our mission to empower these vulnerable populations is achieved through our signature programmes:





# VISION, MISSION & VALUES

## VISION

To give a future  
and a hope



## MISSION

Empowering the  
vulnerable  
to find purpose for a  
more abundant life

## VALUES

(E.T.H.I.C.S)

Excellence  
Teamwork  
Honour  
Integrity  
Compassion  
Servanthood



# STRATEGIC THRUSTS



## DELIVERING QUALITY SERVICES AND BEST PRACTICES

To empower the vulnerable to lead meaningful lives



## BUILDING ORGANISATIONAL CAPABILITY

To foster innovation, transformation and change that is  
sustainable and scalable



## STRENGTHENING STAKEHOLDER COLLABORATION

Building partnerships to promote greater synergy and  
improved outcomes

# INTRODUCTION TO HCSA DAYSPRING RESIDENTIAL TREATMENT CENTRE



## OVERVIEW

HCSA Dayspring Residential Treatment Centre (DRTC) offers a caring, safe and therapeutic environment to help teenage girls who have suffered the complex trauma of physical, sexual or emotional abuse. Through the application of effective clinical therapies, the Centre strives to help these girls become healthy and productive individuals who can successfully reintegrate into their schools, families and society.

In 2017, DRTC successfully upgraded its quality of care by transiting to a Therapeutic Group Home service model for older girls with high needs and risks. The model consists of two evidence-based practices namely Trauma Systems Therapy (TST) and Residential Management System (RMS).





# VOLUNTEERING ROLES

## SERVICE-BASED VOLUNTEERISM

Provide manpower resources to complement the work that HCSA does to help our beneficiaries.

## ROLE: BEFRIENDING FAMILIES

### OBJECTIVE

To serve as role models and befrienders to the residents and to provide a healthy family atmosphere for them to experience positive family lifestyles or/and to be able to provide them with temporary accommodation once they leave the DRTC program.

### BASIC REQUIREMENT

Families (preferably with one or more children) or older couples with grown children. Volunteers will be matched with an individual resident.

### COMMITMENT

Bring the resident out once or twice a month for befriending family outings. Residents may need temporary accommodation for a period of six months to three years after they leave the DRTC program.



## ROLE: BEFRIENDERS

### OBJECTIVE

To serve as role models and befrienders to the residents. To connect them to pro-social groups and educational/ employment opportunities that can enhance their lives.

### BASIC REQUIREMENT

Young couples or ladies interested in befriending a resident. Volunteers will be matched with an individual resident.

### COMMITMENT

Bring the resident out once or twice a month for befriending family outings. Commitment of one year.





## ROLE: SPEAKERS (TESTIMONIES)

### OBJECTIVE

To encourage, motivate or inspire residents through sharing one's personal life story and experiences.

### BASIC REQUIREMENT

Volunteers who are willing to inspire and share stories of their journey.

### COMMITMENT

Ad hoc.



## SKILLS-BASED VOLUNTEERISM

Use your talents, experiences and resources to strengthen the capabilities of HCSA and/or its beneficiaries.

## ROLE: LIFE SKILLS WORKSHOPS (During March, June, September & December school holidays)

### OBJECTIVE

To teach residents skills so that they can develop healthy hobbies, build self-confidence and useful independent living and life skills that they can continue with post-graduation, e.g. adulting tips, personality tests, career guidance, cooking, baking, exercise/sports groups, grooming, financial budgeting, music, arts and crafts etc.

### BASIC REQUIREMENT

Volunteers with their own studios or with specific skills who are interested to teach residents a new skill and support them in developing their confidence and independence.

### COMMITMENT

Ad hoc one-time or ongoing workshops.



## ROLE: VOLUNTEER TUTOR FOR PRIMARY AND SECONDARY SCHOOL LEVELS

### OBJECTIVE

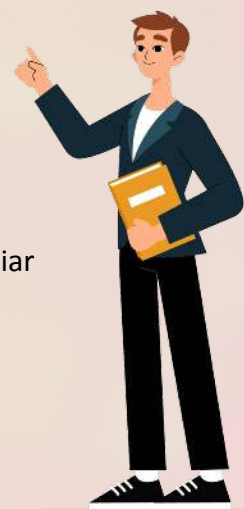
To support the residents with academic support in line with MOE's syllabus, art and crafts, etc.

### BASIC REQUIREMENT

Volunteers who are ex-MOE teachers if possible. Volunteers who are familiar with the MOE syllabus.

### COMMITMENT

Six months to one year depending on the situation.



## ROLE: VOLUNTEER THERAPIST/ GROUP FACILITATORS

### OBJECTIVE

To provide clinical therapies and run clinical groups that aid in the healing and treatment progress of residents.

### BASIC REQUIREMENT

Volunteers with their own studios, or who are trained in specific clinical therapies, and have previous experience in running clinical groups (e.g. art therapy, dance and movement therapy, psychodrama therapy).

### COMMITMENT

Ad hoc, one-time or ongoing workshops.



## ROLE: ON CALL NURSE/ DOCTOR

### OBJECTIVE

To provide medical opinion on whether a trip to a doctor/ A&E is warranted due to the high possibility of psychosomatic illnesses.

### BASIC REQUIREMENT

Volunteers who are medical professionals and can come to DRTC to evaluate residents.

### COMMITMENT

Ad hoc / On Call / Fortnightly.



## ROLE: OFFICE ASSISTANT

### OBJECTIVE

To help in administrative tasks.

### BASIC REQUIREMENT

Volunteers who enjoy administrative work such as data entry, filing, photocopying, stapling, answering phones, and maintaining office space.

### COMMITMENT

Ad hoc.



## ROLE: GARDENER/ MAINTENANCE PROVIDER

### OBJECTIVE

To provide support in maintaining the physical fixtures and landscapes in and around the DRTC property;  
to help in clearing leaves, maintaining plants in the garden and the yard.

### BASIC REQUIREMENT

Volunteers who are able to contribute to maintenance needs around the house, have gardening skills, and can help with clearing leaves.

### COMMITMENT

Ad hoc.





## EVENTS-BASED VOLUNTEERISM

To help out with regular/one-time events and activities organised by DRTC.

### ROLE: LEAD A CRAFT GROUP

#### OBJECTIVE

To lead a craft group for the residents during the school holidays.

#### BASIC REQUIREMENT

Volunteers who are Singaporean/PR and above 50 years of age.

#### COMMITMENT

Ad hoc activities during the school holidays.



### ROLE: FUNDRAISING VOLUNTEERS

#### OBJECTIVE

To support HCSA's Partnerships team in raising funds for DRTC; to explore different fundraising projects.

#### BASIC REQUIREMENT

Volunteers who have experience in supporting fundraising strategies or who know of potential sponsors or donors interested in donating.

#### COMMITMENT

Ad hoc; fundraising events.



## ROLE: GROUP OUTING/ MEAL SPONSOR

### OBJECTIVE

To organise and sponsor different kinds of positive experiences for the residents  
e.g. watching a movie, ice-skating, hosting a meal on special occasions such as Christmas, etc.

### BASIC REQUIREMENT

Volunteers who can gather a group of people to sponsor and/or bring the residents for an outing together.



### COMMITMENT

Ad hoc one-time (usually during school holidays).

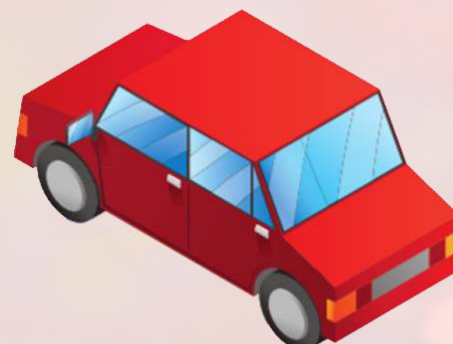
## ROLE: TRANSPORT PROVIDERS

### OBJECTIVE

To provide support in transporting residents to program outings and medical appointments.

### BASIC REQUIREMENT

Volunteers who own a vehicle and are available to drive residents to weekend trainings and medical appointments.



### COMMITMENT

Ad hoc/On Call; Every Saturday 9am (to bring residents to Dragon Boat training site) and 2pm (to bring residents back to DRTC).



# VOLUNTEER JOURNEY

## VOLUNTEER RECRUITMENT

- a. Volunteers can indicate interest by contacting us via the HCSA Community Services website or by calling DRTC.
- b. Our Partnerships department will match and link the interested volunteer with the DRTC volunteer coordinator.
- c. The DRTC volunteer coordinator will contact the interested volunteer.
- d. Should there be suitable vacancies for volunteering, the volunteer coordinator will invite the volunteer down for an interview. The volunteer will need to undergo a screening process and fill out the Application, PDPA, Code of Conduct and Confidentiality forms.

## VOLUNTEER DEPLOYMENT

- a. The views of the resident must be sought before a volunteer is assigned to her. The parents/guardians must be informed of the assignment of the volunteer to the resident. Where appropriate, the Head of Home and staff must consult the resident on the volunteer's performance as part of the evaluation process.
- b. One-to-one interaction between a volunteer and the resident should be conducted at a location that is within view of others (i.e. staff, other residents, etc.).
- c. No male volunteer should be assigned to befriend a resident on a one-to-one basis.
- d. No volunteer shall be given the authority to perform the duties of a full- time staff.





## **VOLUNTEER ORIENTATION AND TRAINING/SUPERVISION/EVALUATION**

- a. The volunteer coordinator will give the volunteer a tour and run through the code of conduct and house rules at DRTC.
- b. Training will be provided at the HCSA Quarterly volunteer meetups. Training will also be provided to the volunteer throughout the volunteering journey.
- c. Residents will be asked to evaluate the performance of the volunteer.
- d. Supervision will be held twice a year where the volunteer and volunteer coordinator will meet to talk about successes and challenges faced during the volunteering experience.

## **VOLUNTEER SUPPORT/FEEDBACK AND APPRECIATION**

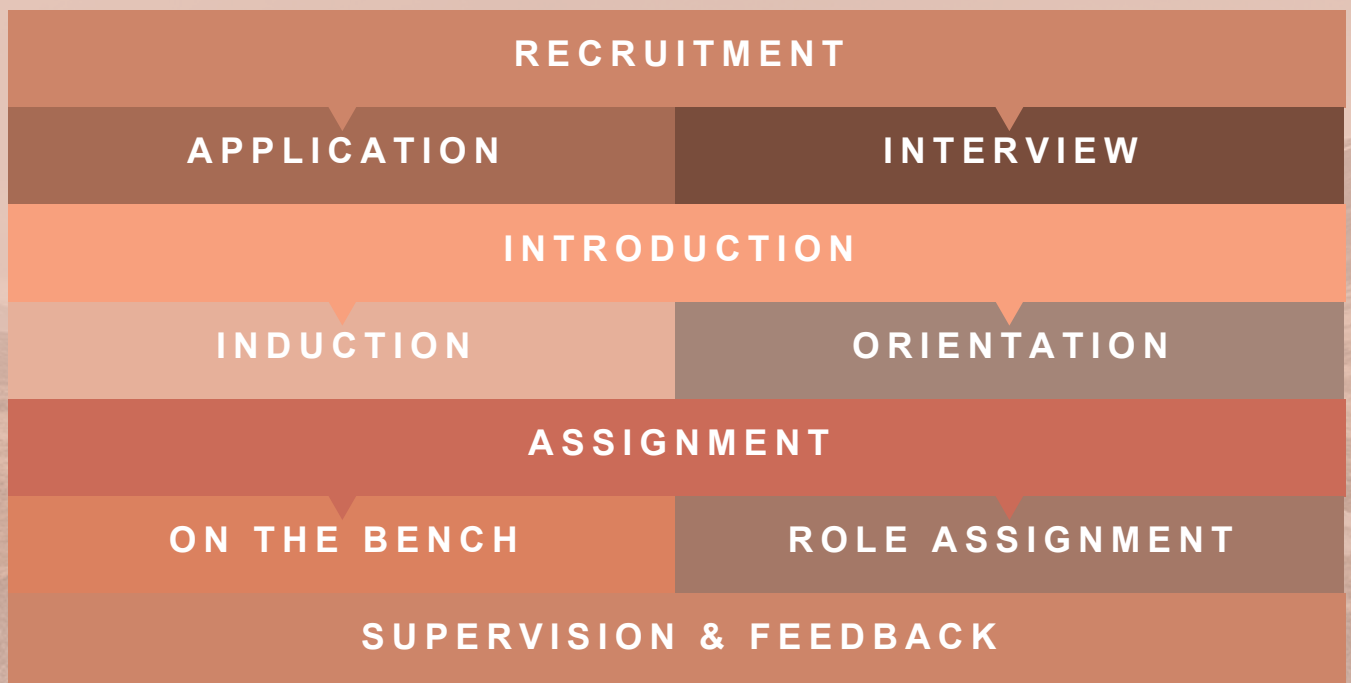
- a. The volunteer can contact the volunteer coordinator via WhatsApp text or a call at any point during the volunteering experience.
- b. The volunteer can also link up with other program volunteers during the HCSA Quarterly volunteer meetups.
- c. Feedback forms are usually filled out at the end of a program or during the supervision sessions.
- d. The volunteer is encouraged to attend the Annual Volunteer Appreciation so that DRTC can recognise and appreciate the volunteer for services rendered. This event is usually held at the end of each year.

## **VOLUNTEER MISCONDUCT**

- a. A violation of the Code of Conduct can be looked upon as misconduct. In such cases the volunteer will have to meet the volunteer coordinator to document the behaviour. The DRTC Management will decide upon the course of action to be taken.

## TERMINATION

- a. Volunteers sometimes terminate their services when they move abroad or when they reach the end of their program. Volunteers are encouraged to inform the residents about their termination before they terminate their volunteering.
- b. Volunteers will meet with the volunteer coordinator to provide the necessary administrative details.



Volunteers will be briefed on the guidelines and policies of DRTC and be oriented with the centre premise and facilities. Challenges faced by the volunteers together with the relevancy and effectiveness of the programs will be discussed during the supervision sessions. These sessions will be arranged at regular intervals during the period of service. Suitability to continue the voluntary work and the expansion or change of volunteer roles may take place after these supervisions.



# POLICIES AND PROCEDURES

## VOLUNTEERING GUIDELINES

These guidelines serve to protect and maintain the privacy and identity of our residents. It also serves to help us maintain a coherent system of operations for the centre.

### DOs:



1. Respect the resident that you are helping.
2. Inform the staff if the resident misbehaves.
3. Keep confidential the information you obtain from the staff about the resident or the resident's family and share with the staff information that you obtain from the resident.
4. Observe gender specific societal, cultural and personal norms or boundaries in relation to touching, use of language etc. in your general interactions with the resident.
5. For volunteers involved in one-to-one work with a resident, conduct this at a location that is easily observed by others in nearby areas, and that is easily accessible by the staff of the centre. In the event that work needs to be done at a quiet location or inside a room to avoid distractions or to maintain confidentiality, permission of the Head of Home should be obtained. In addition, the following should be adhered to:
  - a. The door to the room should be left open
  - b. There should be staff in the immediate vicinity to assist the resident where necessary
6. Keep the designated day and time of your voluntary work to avoid disruptions to the routine and operations of the centre. Keep us informed if you are unable to turn up for your designated slot or if you would like to shift your slot.
7. Dress and behave appropriately in the presence of the residents and conduct yourself in a manner consistent with your position as a positive role model to the residents and/or a representative of your organisation.
8. Keep the staff informed of any difficulties or problems you might have with the resident or your volunteer work.





## DON'Ts:



1. Do not contact or visit the resident's family.
2. Do not take the resident to your home or meet them outside of the program centre.
3. Do not punish the resident directly as whatever actions taken by you may not be appropriate or consistent with what has been meted out to other residents or the same resident previously.
4. Do not hold, cuddle, kiss or touch the resident in an inappropriate manner.
5. Do not run errands for the resident. This includes buying things, making phone calls or contacting persons on behalf of the resident.
6. Do not overly reward the resident with treats and gifts in the course of your work with the resident to ensure that the resident is motivated by the correct reasons in attending the volunteer program.
7. Do not attempt to change the resident's political or religious beliefs. This guideline also applies to volunteers doing religious work with the residents.
8. Do not take photographs or video images of the residents in the centre without the permission of the mentor. This is to protect the confidentiality of our residents which might include protecting their identity.
9. Do not enter the second level premises of the building, unless you have been assigned to do your voluntary work there.
10. Do not enter the residents' toilet unless accompanied by a member of the staff. This applies regardless of whether or not there are residents in the toilet.
11. Do not engage in rough physical games with the resident.
12. Do not make sexually suggestive comments to the residents, even as a joke.
13. Do not do things of a personal nature that the resident can do for herself, such as going to the toilet or changing clothes.
14. Do not bring into the premise of the centre any unauthorised persons.
15. Do not reveal to the resident private information about yourself or give the resident your contact particulars.
16. Do not loan to residents any phones, MP3 players, laptops etc.



## CODE OF CONDUCT

DRTC is dedicated to providing a safe and healing environment for teenage girls who have been repeatedly abused. Participation in the DRTC programs subjects a volunteer to the observance of the DRTC rules and procedures.

The activities outlined below are strictly prohibited. Any volunteer who violates this Code is subject to discipline, or up to removal from the volunteer program:

- Unwanted/inappropriate touching of residents, staff member, or other volunteers;
- Inappropriate, offensive or discriminatory language used on residents, staff member, or other volunteers particularly in respect of race, sex or religion;
- Actual or threatened violence toward residents, staff member, or other volunteers;
- Possession or use of alcoholic beverages or illegal drugs on DRTC's property or reporting to the program while under the influence of drugs or alcohol;
- Theft of property or funds from DRTC;
- Wilful damage to DRTC property;
- Falsification of any of DRTC records for personal gain or on behalf of any other employee/volunteer;
- Breaches of confidentiality;
- Boundary violations;
- Being convicted of a criminal offence;
- Any conduct endangering the life, safety, health or well-being of residents, staff or other volunteers;
- Failure to abide by DRTC policies and procedures

## INCIDENT REPORTING

- a. Report incidences of misbehaviours or breaking of house rules to staff and refrain from taking actions on your own.
- b. Share with staff information that you have acquired from residents.
- c. Report all incidents that require police or medical attention immediately to centre staff.
- d. Incidents such as fighting, rioting, assault and battery are also to be reported immediately to staff.
- e. For your own safety, do not attempt to resolve such incidents on your own. Alert a staff as soon as possible.





## CONFIDENTIALITY

### Purpose

The aim of the confidentiality policy is to set out guidelines for volunteers to understand how resident confidentiality is managed at DRTC. Volunteers may be exposed to information relating to residents which is personal and sensitive. Disclosure of such information pose a danger of identity exposure which is detrimental to the interests of our residents.

### Confidentiality Policy

DRTC is committed to protecting the identity and privacy of our residents. It is DRTC's policy that information relating to our residents must be kept confidential during and after the term of volunteer service. Unauthorised disclosure of such information is a serious violation of this policy and will subject the volunteer who made the unauthorised disclosure to appropriate discipline, including removal/dismissal.

### Procedure

- a. All volunteers are responsible for the protection of information relating to residents served by DRTC. These residents include those who have been discharged from DRTC, and those who will be served in the future.
- b. All communications between DRTC staff, volunteers and residents are confidential.
- c. All information relating to DRTC residents which a volunteer acquires or is exposed to shall not be disclosed to a third party.

Confidential information includes, but is not limited to the following;

- Identifying information about a resident, including name, address or phone contact details
  - Information relating to the resident's family · Information about the resident's experience or situation
  - Any other information that would identify the resident or potentially place the resident and/or family members at risk
- d. There shall be no photos or videos of residents posted on any websites, social networks, etc.



## GRIEVANCES HANDLING

- a. The volunteer can share the complaint or grievance with the volunteer coordinator. The volunteer should refrain from sharing the grievance with the residents.
- b. The volunteer coordinator will request a meetup to discuss the complaint or grievance and will document the details.
- c. If the volunteer is dissatisfied with the grievance management procedure, the volunteer can request to escalate the complaint to the Head of Home.
- d. The volunteer coordinator and the DRTC management will aim to work towards a solution to the volunteer's grievance.





## CONTACT US

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