



RIDING FOR THE DISABLED ASSOCIATION OF SINGAPORE

Volunteer Management Manual

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Approved by	Volunteer & Training Sub-Committee
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Version history		
Date	New / Update	Updated by - (Name / Title)
29 June 2016	FINAL - Version 1	Shared Services for Charities Ltd
4 June 2018	Update following Internal Audit (and New Form)	Approved during Committee Meeting

1. INTRODUCTION

1.1. Objectives

1.1.1 This Volunteer Management Manual ('Manual') sets out the volunteer management policies and procedures of Riding for the Disabled Association of Singapore ("RDA").

1.1.2 The main objectives of the Manual are:

- a) To meaningfully reach out to and engage with the community;
- b) To ensure that volunteers abide by the highest level of integrity, ethical values, and competency to carry out their duties;
- c) To serve as an overall guidance and direction to staff and volunteers engaged in volunteer involvement efforts; and
- d) To ensure that all aspects of volunteer engagement practices across RDA are well coordinated, effectively managed, and efficiently executed.

1.2. Purpose of the Manual

The Manual serves as a reference and training document for the administering of RDA's volunteer management.

1.3. Application of the Finance Manual

RDA's Management, Employees and Volunteers 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, Employees and Volunteers.

1.4. Approval and Changes to the Volunteer Management Manual

1.4.1 This Manual shall be effective upon approval by the Volunteers and Training Sub-Committee.

1.4.2 The Manual shall be reviewed at least once every 3 years in consultation with the Employees.

1.4.3 Proposed changes to policies, if any, shall be recommended by the Executive Directors ("ED") and shall take effect upon approval by the Volunteers and Training Sub-Committee.

1.4.4 Proposed changes to procedures, if any, shall be approved by the ED and endorsed by the Volunteers and Training Sub-Committee.

1.4.5 Changes shall be communicated to all Management, Employees and volunteers for awareness and adherence to the policies and procedures in the Manual at all times.

1.5. Volunteer Management Structure

The Volunteer & Admin Coordinator handles the overall functions of the volunteer management. He/she reports directly to the Admin Manager.

Please refer to **Appendix 1** for RDA Organisation Chart.

2. VOLUNTEER ON-BOARDING

2.1. Purpose and goals of engaging volunteers

- 2.1.1 Everyone who participates within the horse industry is entitled to participate in an enjoyable and safe environment and to be given the chance to experience the feelings of joy, challenge and achievement that are inherent when riding a horse. To ensure this, RDA is committed to devising and implementing policies and procedure to ensure all those involved comply with a Code of Good Practice.
- 2.1.2 All policies and procedures described refer to vulnerable adults as well as children.
- 2.1.3 To provide the riders with the best possible experience and opportunities it is imperative that everyone operates within an accepted ethical framework and demonstrates exemplary behaviour. This not only ensures a positive experience for our riders and safeguards their welfare, but also protects all personnel from allegations of abuse and poor practice.

2.2. Guidelines for volunteers

- 2.2.1 All riders are entitled to a duty of care and RDA will ensure that everyone who takes part in the activities at RDA accepts their responsibilities to safeguard the riders from harm and abuse.
- 2.2.2 The welfare of the riders is paramount and they have the right to protection from abuse.
- 2.2.3 All riders who take part in equestrian events should be able to participate in a fun and safe environment and in an atmosphere of fair play.
- 2.2.4 All reasonable practical steps to protect the riders from harm, discrimination and degrading treatment are taken and their rights, wishes and feelings are respected.
- 2.2.5 To maintain a safe and appropriate relationship with the riders at RDA, the teacher or caregiver will take the rider to the toilet not an RDA volunteer.
- 2.2.6 All suspicions and allegations of poor practice or abuse are taken seriously and responded to swiftly (with 2 working days) and appropriately (reported to either Ministry of Social & Family Development "MSF" or National Council of Social Services "NCSS").
- 2.2.7 Any concerns or queries regarding children and vulnerable adult protection should be brought to the attention of the Instructor or ED.
- 2.2.8 RDA Singapore will follow the guidelines and recommendations by National Council of Social Services (NCSS) and Ministry of Social & Family Development (MSF).

2.3. Functions and responsibilities of volunteers (side walker)

- 2.3.1 When the rider arrives, the volunteer should greet him/her by their name if it is known, if not ask the caregiver or the rider themselves.
- 2.3.2 The volunteer is required to stay with him/her from the moment of his/her arrival until after her/his ride and the volunteer is responsible to have safely handed him/her back to the caregiver or if they are an adult, when they have finished the ride and are seated safely.
- 2.3.3 Always be aware that children/ adults may venture into the car park or other unsafe areas.
- 2.3.4 Locate the rider's name sticker and hat. Check the helmet size of your rider from their notes, ensure it fits well.
- 2.3.5 The instructor/assistant will have found the correct helmets for the riders on the first session and will check the fit before each ride. The volunteer is to make sure that the fastening is tight enough. If in doubt about the fit, the volunteer is to approach the instructor /assistant instructor / session coordinator for assistance.
- 2.3.6 The volunteer should also check that the rider is wearing long pants and trainers or other appropriate closed footwear. Always ask questions to clarify any doubts.
- 2.3.7 The volunteer should ask the rider or caregiver (if communication is difficult) if they need to go to the toilet before riding. It is very disruptive to the ride if riders require dismounting before the end of the session to visit the bathroom. If the child does need to visit the bathroom, ensure it is the caregiver that takes him/her.

2.4. Volunteer Recruitment

- 2.3.1 Volunteers can enquire on volunteering opportunities through email, phone call, walk-in or RDA's website. Email volunteer enquiries can be directed to volunteer@rdasingapore.org.sg.
- 2.3.2 Volunteers who are helping out in the riding sessions must be 16 years old & above. Volunteers who are below 16 years old and are helping at the stable must be assessed by the stable manager and a member from the Horse Sub-Committee or any other Sub-Committee member.
- 2.3.3 If they are under the age of 21, the signatures of parents or guardians are required.
- 2.3.4 Each prospective volunteer shall complete the Volunteer Information Form and Waiver Form before they are allowed to participate in RDA activities.

Please refer **Appendix 2(a) & 2(b)** for the Volunteer Information Form and Waiver Form.
- 2.3.5 The Volunteer Information Form and Waiver Form is either available from the RDA Office, 5 Jalan Mashhor, Singapore 299174 or down loaded from <http://www.rdasingapore.org>.

- 2.3.6 All volunteers should indicate the area of interest and availability.
- 2.3.7 Volunteer & Admin Coordinator shall ensure all information in the Volunteer Information Form and Waiver Form are completed.

2.5. Maintaining of Volunteer's Database

- 2.4.1 Volunteer & Admin Coordinator to key the volunteer details into the Volunteer Database upon receiving the Volunteer Information Form and Waiver Form.
- 2.4.2 Volunteer & Admin Coordinator shall ensure that all volunteer information are keyed into both the CRM Link-Up System and RDA Data Management System.
- 2.4.3 Volunteer & Admin Coordinator to ensure that the volunteer database is updated regularly, as and when updates are made available.

2.6. Personal Data Protection

- 2.5.1 Volunteer & Admin Coordinator shall ensure that the volunteer acknowledges by way of signature on the Volunteer Information Form:
 - a) To treat all clients and VWO information as confidential (including pictures and videos of clients or events, etc.) and will not collect, use, or disclose them (i.e. on social media) without the permission of RDA.
 - b) That RDA Singapore may take his/her photos or video during the volunteering session and or RDA events for publicity purposes.
 - c) That personal information which have been provided may be disclosed to relevant government agencies for accounting or service management purposes.
 - d) That RDA may contact him/her for any other purposes related to the services RDA is providing, any upcoming RDA events or activities and events or activities organised by partners to benefit RDA.
- 2.5.2 The Data Protection Officer or ED to ensure that all information collected will strictly be used for the purpose stated.
- 2.5.3 Staff of RDA will 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.

See more at: <http://www.pdpc.gov.sg/organisations/overview#obligations>.

3. VOLUNTEER DEPLOYMENT

3.1 Placement of Volunteer

3.1.1 Registered volunteers will be placed based on their availability and interest. Volunteers are able to assist at:

- a) RDA office (i.e. administration, Newsletter, web designing, etc.);
- b) Events (i.e. Flag Day, fund-raising, RDA Ball, etc.); or
- c) Riding Sessions.

3.1.2 The following are the available programme sessions:

Time	Mon	Tues	Wed	Thurs	Fri	Sat
9.00 AM to 11.30 AM	X	X	X	X	X	X
3.30 PM to 5.15 PM	X				X	
3.30 PM to 6.00 PM		X	X			
4.00 PM to 5.45 PM				X		
2.00 PM to 3.45 PM						X
3.00 PM to 4.45 PM						X
7.15 PM to 9.00 PM				X		

3.1.3 Where sessions have too many available volunteers, the volunteer shall be put on a wait list and will be contacted when needed.

3.1.4 No volunteers are allowed to have out of programme contact with RDA clients without prior permission from parents or caregivers.

3.2 Volunteer for Programme Sessions

3.2.1 For any enquiries, the Volunteer & Admin Coordinator will email the volunteer on the background of RDA, requirements as a volunteer and contact person.

Please refer **Appendix 3** for Sample email to volunteers.

3.2.2 The Session Coordinators shall then prepare a Sessions List indicating the session date and Time (i.e. term), Instructors, Assistant Instructors, horse, leader, rider and side walkers.

3.2.3 The Session Coordinators shall share the Sessions List with the volunteers via email.

3.2.4 Volunteers should advise the Session Coordinators in advance if they are unable to attend the scheduled session.

4. VOLUNTEER TRAINING

4.1 Policy

- 4.1.1 All would-be volunteers are required to attend RDA's training programme. RDA runs Training Weeks at least twice a year (during the local school holidays period). However, if the would-be volunteer misses the scheduled training, they will be given 'on the job' training.
- 4.1.2 During the Training, the following will be covered:
 - a) Volunteer Handbook;
 - b) Assignment and Programme Brief; and
 - c) A simulation of a programme session (i.e. role play).
- 4.1.3 Volunteers shall be assigned clearly defined roles and responsibilities. They shall be familiarised with the location/s of their duties by the Riding Instructors.

4.2 Orientation training

- 4.2.1 All volunteers will receive a general orientation on the nature and purpose of RDA upon coming on-board as a volunteer.
- 4.2.2 The purpose of the orientation is to explain about the disabilities with the clients and to give RDA's volunteers a general profile of the clients. "Dos" and "Don'ts" will also be covered on things to note when interacting with the clients.
- 4.2.3 Volunteers will be given specific hands-on-training to provide them with the information and skills necessary to perform their volunteer assignment
- 4.2.4 The timing and methods for delivery of such training will depend on the type of volunteer engagement and the capabilities of the volunteer.
- 4.2.5 All new volunteers will start off as a side-walker first. As a side-walker, the Volunteer will walk beside the horse, guiding and motivating the rider to achieve the tasks and activities set by the Instructor.
- 4.2.6 In the beginning, the volunteer will be paired up with an experienced volunteer who shall show the volunteer what to do. A third person is in charge of and 'leads' the horse.
- 4.2.7 On the volunteer's first visit, he/she may be asked to observe a session in progress or participate in the session.

5. VOLUNTEER INFORMATION

5.1. Code of Conduct

- 5.1.1 All RDA volunteers will be briefed on the Volunteer Code of Conduct at the beginning of their volunteering and volunteers are required to adhere to the guidelines as stated in the Volunteer Hand Book

5.2. Attendance and Punctuality

- 5.2.1 Volunteers shall assume diligent responsibility and be punctual for their assigned duties.
- 5.2.2 Volunteers should arrive at least half an hour before the session starts. If they are going to be late, Volunteers should call the office or the respective session coordinator and let them know.
- 5.2.3 Volunteers should report to the session coordinator as soon as they arrive so the instructors know they are there.
- 5.2.4 Volunteers who are unable to perform scheduled duties should endeavour to notify RDA at the earliest available opportunity to allow RDA to make other arrangements.

5.3. Dress Code

- 5.3.1 Volunteers shall dress appropriately at all times in relation to their roles.
- 5.3.2 Guideline on appropriate clothing:
 - a) No flapping clothes or hats, which could blow away and scare the horses.
 - b) A solid pair of shoes, trainers or boots are ideal, to protect your feet from the soup-plate sized, horse's feet. No sandals, mules or other slip on or open toed shoes are allowed.
 - c) No dangling earrings, bracelets, jewellery that could be caught on the rider or equipment.

5.4. Confidentiality Policy

- 5.4.1 Volunteers shall treat all sensitive information acquired in the course of volunteering as confidential and shall not disclose the information to any person, firm or company without the prior written consent of RDA.
- 5.4.2 Upon the completion of the volunteering engagement, volunteers shall return all RDA documents to RDA.
- 5.4.3 These obligations of confidentiality shall remain in force notwithstanding the end of the volunteers' assignments with RDA.

5.5. Conflict of Interest Policy

- 5.5.1 Volunteers shall notify RDA in writing of any potential conflict of interest that may arise between them and RDA in the course of their volunteering.
- 5.5.2 They will declare any financial interest or affiliation with any organisation that may have interests that conflict with, or appear to conflict with, the best interests of RDA.

5.6. Use of Computers and IT Resources

- 5.6.1 Volunteers shall use RDA's computers and IT resources for the purposes of their volunteering duties only.
- 5.6.2 They should not download any files for personal usage without prior approval from RDA.
- 5.6.3 Network passwords must not be freely shared and external programs cannot be downloaded without approval from RDA.

5.7. Loss of Company Assets and Data

- 5.7.1 Volunteers shall report any loss of company assets and data to RDA immediately.
- 5.7.2 Depending on the severity of the loss, a police report shall be lodged in a timely manner.
- 5.7.3 Volunteers might be asked to compensate RDA for the loss if the loss was caused by negligence.

5.8. Volunteers' Reimbursement

- 5.8.1 Expenses incurred by volunteers in their engagement with RDA are reimbursable with prior approval.
- 5.8.2 All expense reimbursement shall be paid through petty cash. *Please refer Finance Manual for details of the reimbursement policies and procedures.*
- 5.8.3 Admin Manager to ensure that all volunteer reimbursements (together with supporting documents) and acknowledgement of receipt are filed.

5.9. Insurance Coverage for volunteers

- 5.9.1 RDA volunteers will be covered under the RDA volunteer related insurance plan while doing volunteering service with RDA.
- 5.9.2 For foreigners who have signed up as a RDA volunteer their insurance coverage is the same as Singaporean.

- 5.9.3 Insurance claims (i.e. medical claims) will be in accordance to RDA claim policies and procedures. *Please refer Finance Manual for details of the reimbursement policies and procedures.*

5.10. Grievance Policy and Procedures

- 5.10.1 The grievance procedure is 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 strictest confidence.
- c) Parties involved shall be kept informed throughout the resolution process

- 5.10.2 Grievances will be resolved according to the following procedures:

- a) Volunteer shall approach the relevant staff who is directly responsible for their work should they have any disagreement.
- b) Should that be unsatisfactory, the volunteer may approach the Executive Director.
- c) If that is still unsatisfactory, the volunteer may request to speak to a member of the Volunteer & Training Sub-committee.
- d) Should there be complaint/misconduct of the volunteer, the relevant staff shall report to the Executive Director. The Executive Director shall conduct an inquiry with the volunteer concerned to provide him/her with an avenue to explain his/her action/conduct. The volunteer may be dismissed from the position.

5.11. Disciplinary Action

- 5.11.1 Observance of RDA's rule and regulations are essential to protect the rights and interests of beneficiaries, volunteers and RDA. In the event where these are abused or behaviour of volunteers is contrary to RDA's policies and practices, corrective action must be taken.
- 5.11.2 The relevant staff who is directly responsible for the Volunteer shall communicate the Volunteers' misconduct to the Volunteer & Admin Coordinator, who shall record the alleged misconducted accordingly.
- 5.11.3 The Volunteer & Admin Coordinator shall inform the volunteer of the alleged misconduct and request the Volunteer to provide his/her written explanation on the alleged misconduct.
- 5.11.4 Both the reports are then submitted to the ED for review and deliberation on the type of rules/offences (i.e. minor, major or gross misconduct)

5.11.5 The following list shows examples of the type of rules/offences categorised for each level of misconduct. This is not an exhaustive list and management reserves the right to decide how any other misconduct shall be categorised:

a) Minor Misconduct

- (i) Regular incidents of absence
- (ii) Poor Timekeeping
- (iii) Failure to comply with Absence Notification and Certification Procedure
- (iv) Careless work and poor effort at work
- (v) Minor breach of safety/hygiene/security rules
- (vi) Failure to maintain a tidy and safe working environment
- (vii) Misuse of telephone
- (viii) Excessive time away from the job
- (ix) Failure to wear any protective clothing/equipment provided

b) Major Misconduct

- (i) Dangerous physical horseplay
- (ii) Neglect causing damage to or loss of RDA's, beneficiary's or other RDA employee's property/ equipment/tools
- (iii) Serious neglect of safety/hygiene/security rules
- (iv) Smoking in the workplace
- (v) Consuming intoxicants during working hours or bringing intoxicants into the premises without permission
- (vi) Entry into any unauthorised areas
- (vii) Willful or excessive wastage of material
- (viii) Unsatisfactory attitude to customers
- (ix) Use of foul language
- (x) Gambling on the premises
- (xi) Insubordination

c) Gross Misconduct

- (i) Theft
- (ii) Physically violent behaviour
- (iii) Leaving the premises or site without permission

- (iv) Refusal to carry out a reasonable work instruction
- (v) Deliberately ignoring safety/hygiene/security rules and thereby endangering one's own or another's physical well-being or safety
- (vi) Obscene behaviour
- (vii) Intoxication induced by alcohol or drugs
- (viii) Fraud
- (ix) Disclosing confidential business information to a third party
- (x) Willful damage to or gross negligence of employer's, customer's or other employee's property/equipment/tools
- (xi) Undertaking work in competition with own employer
- (xii) Falsification of records
- (xiii) Unauthorised use of RDA's vehicle
- (xiv) Clocking offences
- (xv) Gross misuse of RDA's internet/e-mail system

5.11.6 Cases of minor misconduct may be dealt with informally. The ED may have a quiet word of caution or advice and encouragement with the Volunteer in order to improve a volunteer's conduct or performance. This informal approach may be used in dealing with problems quickly and confidentially.

5.11.7 There will, however be situations where matters are more serious (i.e. major or gross misconduct) or where this informal approach has been tried but is not working. In these circumstances, RDA will use the formal procedure where investigation is conducted.

5.11.8 The ED shall appoint an independent party together with the Volunteer & Admin Coordinator to conduct the investigation. The amount of investigation required will depend on the nature of the allegations and will vary from case to case. It may involve interviewing and/or reviewing relevant documents.

5.11.9 At the investigation interview, the Volunteer will go through the allegations against him/her and the evidence that has been gathered. The Volunteer will be able to respond and present any evidence of their own.

5.11.10 If the Volunteer cannot attend the investigation meeting he/she should inform the Volunteer & Admin Coordinator immediately and he/she will arrange an alternative time. The Volunteer must make every effort to attend the meeting, and failure to attend without good reason may be treated as misconduct in itself. If the Volunteer fails to attend without good reason, or is persistently unable to do so (for example for health reasons), the ED may have to reach its conclusions based on the available evidence.

5.11.11 All results of the investigation including interview, written record, signing of statements, relevant evidence – photo, CCTV, etc should be documented and filed by the Volunteer & Admin Coordinator.

5.11.12 The investigation team (i.e. independent party appointed by the ED and Volunteer & Admin Coordinator) shall then present the results of the investigation and recommendation of the corrective action to the ED.

5.11.13 After the meeting the ED will inform the Volunteer in writing of the decision and offer the right to appeal.

5.11.14 Appeal by the Volunteer

- a) If the volunteer wishes to appeal the ED's decision he/she will inform the Volunteer and Training Sub-committee within five working days of being informed of the disciplinary sanction.
- b) Where an appeal is requested, the Volunteer will be invited to an appeal hearing with the Volunteer and Training Sub-committee or representative of the Volunteer and Training Sub-committee. The appeal hearing will usually be held within five working days of the request for an appeal.
- c) After the appeal hearing the Volunteer will be informed in writing of the Volunteer and Training Sub-committee's final decision usually within five working days. There will be no further right of appeal.

5.11.15 At times, the appropriate action may be immediate dismissal after due inquiry.

5.11.16 Unless the misconduct is very serious, a Volunteer is rarely dismissed for a 1st misconduct. Generally, a series of disciplinary actions or progressive disciplinary actions are applied for any wrong doings.

6. VOLUNTEER PROGRESSION AND EVALUATION

6.1 Policy

The staff of RDA shall meet with the volunteers on a regular basis either individually or in a group, to provide support and supervision and to give feedback.

6.2 Volunteer Recognition and Progression

6.2.1 Performance and conduct of volunteers shall be evaluated on an ongoing basis, with feedback provided when necessary by the Instructors.

6.2.2 All staff responsible for volunteer supervision are encouraged to undertake on-going methods of recognition of volunteer service on a regular basis throughout the year.

Where possible and/or budget permits, RDA shall send 'Thank You' notes or invite volunteers a meal.

6.2.3 Volunteers who have showed commitment and enthusiasm will undergo volunteer progression from side walkers to Trainee Instructors or Assistant Instructors.

6.2.4 The Instructor shall complete the Volunteer Assessment Form (where applicable) for volunteers who are ready to take on the role of instructor or coordinator, to be approved by the ED. The Instructor shall be responsible for filing the approved forms.

Please refer to **Appendix 4** for Volunteer Assessment Form.

6.2.5 The Volunteer & Admin Coordinator shall be responsible for filing the approved Volunteer Assessment Form.

6.3 End of Term Feedback

6.3.1 At the end of the volunteer's time with RDA, a Volunteer Satisfaction & Feedback Survey is to be completed. This is a formal feedback of the volunteer's performance is conducted in order:

- a) To help the volunteer better his/her skills and performance; and
- b) Will help RDA to identify areas for improvement.

Please refer **Appendix 5** for the Volunteer Evaluation Form.

6.3.2 The Volunteer Evaluation Form shall be handed over to the Volunteer & Admin Coordinator to be communicated to the ED and for filing.

7. LIST OF APPENDICES

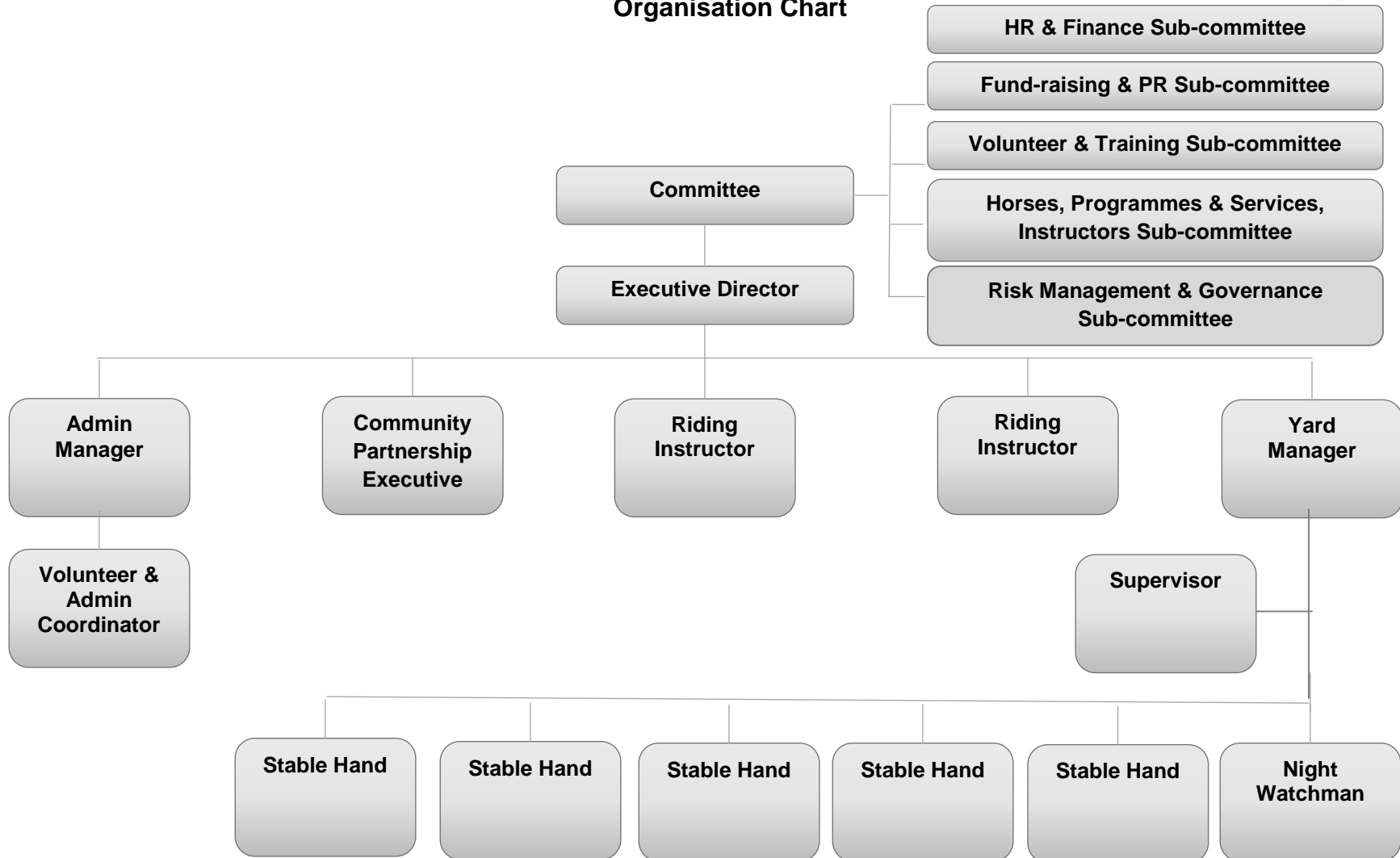
Appendices	Name of Forms
1	Organisation Chart.
2(a)	Volunteer Information Form
2(b)	Waiver Form.
3	Sample email to volunteers
4	Volunteer Assessment Form
5	Volunteer Satisfaction & Feedback Survey

APPENDIX 1: Organisation Chart

Riding for the Disabled Association of Singapore (“RDA”)



Organisation Chart



APPENDIX 2(a): Volunteer Information Form

RIDING FOR THE DISABLED ASSOCIATION OF SINGAPORE
VOLUNTEER INFORMATION FORM

Section A

Name: Mr/ Mrs/ Mdm/ Ms/ Miss/ Dr (Please underline your family or surname)	
NRIC/ FIN no.:	Nationality:
Date of Birth: Gender: <input type="checkbox"/> M <input type="checkbox"/> F	Telephone (Home):
Emergency Contact: Name: Contact No:	Mobile Phone:
Address: Postal Code:	Email Address: Occupation:

Section B

Are you a member of RDA Singapore? <input type="checkbox"/> Yes <input type="checkbox"/> No (Be a member of RDA Singapore. Your membership subscription will help us in our daily operations.
Are you able to volunteer for our riding sessions? <input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes, are you able to commit for 10 weeks (One Riding Therapy Term) <input type="checkbox"/> Yes <input type="checkbox"/> No
Your available timeslots (you may tick more than one): Morning 9.00AM <input type="checkbox"/> Monday <input type="checkbox"/> Tuesday <input type="checkbox"/> Wednesday <input type="checkbox"/> Thursday <input type="checkbox"/> Friday <input type="checkbox"/> Saturday Afternoon 3.30PM <input type="checkbox"/> Monday <input type="checkbox"/> Tuesday <input type="checkbox"/> Wednesday <input type="checkbox"/> Friday <input type="checkbox"/> Saturday 4.00PM <input type="checkbox"/> Thursday 7.15PM <input type="checkbox"/> Thursday Afternoon 2.00PM <input type="checkbox"/> Saturday 3.00PM <input type="checkbox"/> Saturday
Knowledge and Experience <input type="checkbox"/> Administration <input type="checkbox"/> Photography <input type="checkbox"/> Design <input type="checkbox"/> Working with people with disabilities <input type="checkbox"/> Working with horses Please list your level of experience or knowledge: _____
What other activity can you help with? <input type="checkbox"/> General Maintenance <input type="checkbox"/> Stable work <input type="checkbox"/> Admin <input type="checkbox"/> Flag Day <input type="checkbox"/> Race Day <input type="checkbox"/> RDA Ball <input type="checkbox"/> Newsletter <input type="checkbox"/> IT/ Database <input type="checkbox"/> Website Design <input type="checkbox"/> Other Fund-raising <input type="checkbox"/> Outreach/ Public Presentation <input type="checkbox"/> Others Please specify: _____
How did you find out about RDA Singapore? <input type="checkbox"/> RDA Facebook <input type="checkbox"/> RDA Website <input type="checkbox"/> Search Engine <input type="checkbox"/> News/ Media Report <input type="checkbox"/> Friend/ Word-of-mouth <input type="checkbox"/> Others Please specify: _____

Section C

Declaration I _____, as a volunteer of Riding for the Disabled Association of Singapore (RDA Singapore) agrees to treat all clients and VVO information as confidential (including pictures and videos of clients or events, etc.) and will not collect, use, or disclose them (i.e. on social media) without the permission of RDA Singapore. Please note that RDA Singapore may take your photos or video during the volunteering session and or RDA events for publicity purposes. I fully understand and agree that the personal information which I have provided may be disclosed to relevant government agencies for accounting or service management purposes. I trust that the information will strictly be used for the purpose stated. I agree for RDA Singapore to contact me for any other purposes related to the services RDA Singapore is providing, any upcoming RDA Singapore's events or activities and events or activities organised by partners to benefit RDA Singapore. Other Information: (tick as appropriate): Do you presently suffer or have you ever suffered from any medical condition, physical impairment or disease including mental illness, deafness, handicap or under any medication, etc? <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, please specify: _____ Have you ever been convicted in a court of law in any country or investigated by the police or government (other than traffic violations or misdemeanors)? <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, please specify: _____ Signature: _____ Date: _____

APPENDIX 2(b): Waiver Form**RIDING FOR THE DISABLED ASSOCIATION OF SINGAPORE****WAIVER FORM**

(Please complete this and the Volunteer Information Form if you wish to volunteer with us.)

I, _____, acknowledge and understand that all equine activities involve risk, therefore, if I and/or members of my family participate as instructor, volunteer or helper in tuition in any activity whatsoever operated or sponsored by the Riding for the Disabled Association (Singapore) (hereinafter referred to as "RDA"), including but not limited to horse riding, leading and side-walking with persons with disabilities, I/they will do so entirely at my/their own risk.

I agree that RDA, its Committees, any Riding Instructor giving lessons or any helper assisting in connection with any lessons at any premises used by RDA, or any other servants or agents of RDA (all of the above entities and persons hereinafter referred to as "RDA agents") shall be exempt from all liability whatsoever for any injuries or damages I and/or my family members may sustain, whether to person, property or effects, however caused, which may arise from my/their participation in any activities sponsored by RDA, including but not limited to participation in horse riding, leading, side-walking and any acts done incidental to the giving of lessons, or my/their attendance or presence at or about any premises used by RDA. I hereby waive all claims for any injuries or damages I/they may have, either now or which may arise in the future, in connection with or arising out of the foregoing activities which I/they may have against RDA or any RDA agent.

In addition to the foregoing waivers, I agree that RDA and its agents shall be free and exempt from all liability for any injuries or damages I and/or my family members may sustain, even if those injuries or damages are caused by any default or negligence of RDA, its Committees, any instructor, helper, invitee, licensee, servant or agent of any kind of RDA for whom RDA may be responsible. I further agree that RDA and its agents also shall be free and exempt from all liability for any injuries or damages I/they may sustain arising out of or connected with the state of any machines, buildings, or apparatus used during any RDA activities, or out of the state of the place at which lessons are given, or due to the instability, behaviour or action of any horse or pony used in RDA activities, or due to any other cause whatsoever.

I have read and fully understand this Form, and have received a copy for my records.

SIGNATURE_____
Date

Note: Consent of a parent or guardian is required for volunteers, students or participants under 21 years of age.

I agree that my child is above the age of 16 and under the age of 21 may take part in all RDA activities, and that the above Waiver Form applies to my child in its entirety.

Name of Child_____
School_____
Signature of Parent/Guardian_____
Date

APPENDIX 3: Sample email to volunteers

Dear xxxx

Thank you for your email and interest in the volunteering work at RDA.

Following are some information of our requirements and other session timings, hope you will find it useful.

What we do at RDA Singapore?

At RDA, we provide free therapeutic horse-riding programme for the disabled community in Singapore, the riding sessions are from Monday to Saturday in the morning and afternoon. We are closed on Sundays and public holidays.

Where are we located?

We are located at: 5 Jalan Mashhor, Singapore 299174 (off Thomson Road, off Andrew Road)

What do we need from our volunteers?

We would like our volunteers to be able to commit at least 1 term (once a week on the same day/session for 10 weeks) as a sidewalker (who supports the riders whilst they are on the horse). This is to ensure that the same volunteers will follow through the therapy with the same child who rides with us for a 10-week term.

When are our sessions held?

On weekdays - our morning sessions are from 9.30 am - 11.00 am (this timeslot is reserved for riders brought by special need schools) and in the weekday afternoon sessions, they are from 4 pm - 4.45pm and 4.45 pm - 5.30pm, Thursday evening session at 7.45 pm – 8.30 pm (new) and on Saturdays - the morning sessions are from 9.30 am - 11.00 am and in the afternoon they are from either 2.45 pm - 3.30 pm or 3.45 pm- 4.30 pm (these timeslots are for riders brought independently by their caregivers).

What time to arrive for the session and what time does volunteering timing ends?

We ask that our volunteers arrive in RDA 30 minutes before the session starts, i.e.: volunteers are to arrive at RDA Centre at 9 am for the 9.30 am session / 2.00 pm for 2.30 pm / 3.00 pm for 3.30 pm / 3.30 pm for the 4 pm session / 4 pm for the 4.30 pm session / 7.15 pm for the 7.45 pm. This is to assist in setting up and make preparations for the session before the riders arrive at our centre. After the session, we will have a 30 minutes debrief which the volunteers involved in the session are required to attend.

Any horse experience needed?

No horse experience is needed for side walkers as training will be provided. We offer on the job training throughout the year as well as regular training programmes in March and September each year. The next formal training will be in September 2016.

What would be the most appropriate attire to wear during the sessions?

1. Wear suitable foot ware e.g.: trainers or Jodhpur boots. No slip on shoes/sandals/mules can be worn in the arena.
2. Clothing should be fitted and not too loose or flapping
3. No dangling earrings or lots of bracelets/bangles

Attached is the volunteer information and waiver form for your completion. Please indicate which day and session you can help with and return a softcopy for my record. When there is a vacancy on the days which you can do, I will contact you again.

Please do not hesitate to contact me at Tel: 62500176, if you have any further enquiries.

Regards

Volunteer & Admin Coordinator

RDA Singapore

5 Jalan Mashhor Singapore 299174

Tel: 6250 0176 Fax: 6354 2396

Email: volunteer@rdasingapore.org.sg

Website: www.rdasingapore.org 'Like' us on Facebook

RIDING FOR THE DISABLED ASSOCIATION OF SINGAPORE

VOLUNTEER ASSESSMENT FORM



Name: _____ Date of Assessment: _____

1. Relevant experience (i.e. minimum of 1 term of volunteering)

1	2	3	4	5
Very Poor	Poor	Average	Good	Very Good

Comments: _____

2. Relevant skills

1	2	3	4	5
Very Poor	Poor	Average	Good	Very Good

Comments: _____

3. Interpersonal and social skills

1	2	3	4	5
Very Poor	Poor	Average	Good	Very Good

Comments: _____

4. Attitudes towards clients

1	2	3	4	5
Very Poor	Poor	Average	Good	Very Good

Comments: _____

5. Awareness of appropriate behavior with the horses

1	2	3	4	5
Very Poor	Poor	Average	Good	Very Good

Comments: _____

6. Motives

1	2	3	4	5
Very Poor	Poor	Average	Good	Very Good

Comments: _____

Outcome of assessment

- ☐ Suitable
- ☐ Borderline
- ☐ Unsuitable

Comments: _____

Interviewer's name: _____

Designation: _____

Signature: _____

Date: _____

Approved by Executive Director: _____

Date: _____

Registered as a charity
under the Charities Act, 1982.

UEN No. S82SS0081H



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RIDING FOR THE DISABLED ASSOCIATION OF SINGAPORE
VOLUNTEER SATISFACTION & FEEDBACK SURVEY



Dear Volunteer

VOLUNTEER FEEDBACK SURVEY

Thank you for volunteering with RDA Singapore. RDA relies extensively on volunteers to help run our programme, in order to better understand the needs and experience of our volunteers - we would appreciate a minute or so of your time to complete this survey. Your input is very important to us and will help us provide a quality experience for all of our volunteers.

To what extent do you agree or disagree with the following statements?

4 = Strongly Agree 3 = Agree 2 = Disagree 1 = Strongly Disagree

* Please X the relevant boxes

	4	3	2	1	NA
1. I find my volunteering experience with RDA to be meaningful & rewarding					
2. I received the information & guidance I need to perform my volunteer role					
3. I feel that I am part of the team helping to fulfil the mission of RDA Singapore					
4. I would like to continue volunteering with RDA Singapore					
5. I will recommend friends & relatives to volunteer with RDA					

What do you enjoy most about volunteering with RDA?

How we can improve on to make your volunteer experience more enjoyable? Areas of improvement?

Volunteer Name (optional)/Signature: _____ Date: _____