

# ***EXECUTIVE SUMMARY***

## **INTRODUCTION**

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The overarching aim of this study is to help companies determine the success of their corporate volunteer programs and to identify the issues they should focus on to improve their programs. To accomplish this, 47 CR/volunteer managers and 39 senior executives from industry-leading U.S. companies, and 39 of their non-profit partners, participated in telephone interviews or completed and returned extensive questionnaire over a five and a half month period from February 2004 to mid-June 2004.

Overall, corporate participants were asked to:

- ✓ Identify the value and benefits of corporate volunteer programs
- ✓ Define success and evaluate the strength of their programs
- ✓ List the “key components” necessary for a successful program
- ✓ Highlight what about each “key component” contributes to the success of volunteer programs

## **WHAT CR/VOLUNTEER MANAGERS NEED TO KNOW ABOUT VALUING VOLUNTEERISM**

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- ✓ *CR/volunteer managers and senior executives overwhelmingly agree on the benefits volunteer programs and initiatives generate for their companies and employees.*
- ✓ When trying to sell senior management on the value of corporate volunteerism, CR/volunteer managers should stress how the program benefits the community, more so than how it benefits the company and/or employees.
- ✓ To sell senior management on how their programs are benefiting the community, CR/volunteer managers are going to need to solicit community feedback, as well as measure/evaluate the impact their programs are having.
- ✓ Although senior management may want to know, and place a great value in knowing, how their volunteer program is benefiting the overall community, based on the opinions of non-profit organizations, the ability to determine a single corporate volunteer program’s impact on the entire community is impossible to calculate.
- ✓ Therefore, instead of trying to demonstrate how their volunteer programs are benefiting the overall community, CR/volunteer managers may have greater success and an easier time generating senior management buy-in and support, by highlighting the impact employee involvement is having on their non-profit partners.

- ✓ Senior executives view the *Manpower/Sweat Equity* provided by volunteers and the *Financial and In-kind Resources* generated through corporate and employee giving as the most significant by-products/community benefits of their volunteer programs.
- ✓ In contrast, senior executives view the *Knowledge and Expertise* contributed through volunteering (which includes board service), the enhanced *Quality of Life* enjoyed by communities, employees and clients; and the *Relationships* that are developed and/or enhanced between companies, communities and employees, as the least significant bi-products/benefits of their volunteer programs.
- ✓ CR/volunteer managers overwhelmingly see the *Financial and In-kind Resources* generated through corporate and employee giving as the most significant bi-products/community benefits of corporate volunteerism, and *Knowledge and Expertise* as the least significant benefit.
- ✓ *It would appear that non-profit organizations appreciate the funds companies and employees contribute as a result of participating in volunteer events/activities, more so than contributions of time and talent.*

### WHY COMPANIES SUPPORT VOLUNTEERISM

#### CR/Volunteer Managers

1. It's Part of Being a Good Corporate Citizen
2. It's Part of the Corporate Culture
3. Generates Various Employee Benefits
4. It's "The Right Thing To Do"
5. Generates Various Corporate Benefits
6. Supports Employees' Interests/Strengthens Employee Relations
7. Enhances Community Relations
8. Our Employees Expect Us To
9. Our Communities Expect Us To
10. Helps Communities Become Better Places to Live & Work

#### Senior Executives

1. It's Part of Being a Good Corporate Citizen
2. It's Part of the Corporate Culture
3. It's "The Right Thing to Do"
4. Supports Employees' Interests/Strengthens Employee Relations
5. Generates Various Corporate Benefits
6. Promotes Teamwork/Teambuilding
7. Generates Various Employee Benefits
8. Helps Communities Become Better Places to Live & Work

### CORPORATE AND EMPLOYEE BENEFITS OF VOLUNTEERISM

#### CR/Volunteer Managers

1. Enhances Company's Image as a Good Corporate Citizen
2. Boosts Employee Morale/Creates Positive Work Environment
3. Elevates Employee Pride
4. Develops Employees' Business & Leadership Skills
5. Promotes Teamwork
6. Builds Brand Awareness/Generates Good PR for the Company
7. Positively Impacts Employee Recruitment
8. Positively Impacts Worker Retention
9. Enhances External/Community Relations
10. Leverages Corporate Contributions

#### Senior Executives

1. Enhances Company's Image as a Good Corporate Citizen
2. Elevates Employee Pride/Positively Impacts Worker Retention
3. Develops Employees' Leadership Skills
4. Develops Employees' Business Skills
5. Builds Brand Awareness
6. Boosts Employee Morale/Creates a Positive Work Environment
7. Bolsters Employees' Level of Civic Pride, Awareness & Activism
8. Positively Impacts Employee Recruitment
9. Promotes Teamwork
10. Generates Good PR for the Company

## **COMMUNITY BENEFITS OF CORPORATE VOLUNTEERISM**

### **CR/Volunteer Managers**

1. Supplies Non-Profits with Manpower
2. Provides Financial Support to Non-Profits via Employee Giving
3. Raises Awareness for Issues, Needs & Organizations
4. Supplies Non-Profits with Expertise/Specialized Skills
5. Provides Financial Support to Non-Profits via Corporate Contributions
6. Helps Address & Solve Specific Community Needs and Issues
7. Generates Cost Savings for Non-Profits
8. Helps Communities Become Better Places to Live & Work
9. Builds Non-Profit Capacity
10. Provides Children with Mentors & Role Models

### **Senior Executives**

1. Supplies Non-Profits with Manpower
2. Supplies Non-Profits w/ Expertise/Specialized Skills – Builds Capacity
3. Provides Financial Support to Non-Profits via Corporate Contributions
4. Helps Address & Solve Specific Community Needs and Issues
5. Raises Awareness for Needs, Issues & Organizations
6. Helps Communities Become Better Places to Live & Work
7. Provides Financial Support to Non-Profits via Employee Giving
8. Motivates Others to Get Involved
9. Bridges the Gap Between Businesses & Communities
10. Generates Cost Savings for Non-Profits

## **COMMUNITY BENEFITS OF CORPORATE VOLUNTEERISM – NON-PROFITS**

1. Provides Financial Support via Corporate Contributions
2. Raises Awareness for Issues, Needs & Organizations
3. Brings Communities Closer Together
4. Motivates Others to Get Involved
5. Supplies Non-Profits with Manpower
6. Helps Address & Solve Specific Community Needs & Issues  
Helps Communities Become Better Places to Live & Work
8. Builds Non-Profit Capacity  
Supplies Non-Profits with Expertise/Specialized Skills  
Bridges the Gap Between Companies & Communities
11. Bolsters Civic Pride, Awareness & Activism
12. Provides Business Concepts & Rationales to Solve Community Issues

## **WHAT CR/VOLUNTEER MANAGERS NEED TO KNOW ABOUT DETERMINING SUCCESS**

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- ✓ First and foremost, the belief that senior management is a huge obstacle to the success of corporate volunteer programs is somewhat of a myth or stereotype. Based on the responses of those who participated in this study, senior executives and CR/volunteer managers not only consider their volunteerism program to be “Successful,” but they define success in a very similar fashion, and they want their volunteer programs to achieve/focus on the same or similar goals and objectives.
- ✓ Due to the fact that the success of volunteer programs are based overwhelmingly on the level of employee participation, managers will need to place a significant emphasis on

developing and implementing accurate and effective tracking, measurement and evaluation tools and techniques.

- ✓ Managers also need to accept the fact that success is more than a “numbers game.” Accurately evaluating the success of volunteer programs, as well as appeasing senior management, requires the active solicitation of employee and community feedback. Additionally, given the fact that managers and executives both place a high priority on how volunteerism impacts their corporate and brand reputations, managers also need to consider soliciting consumer and shareholder feedback.
- ✓ Based on executives’ and managers’ definitions for success, the five most important steps managers can take to ensure the success of their volunteer programs is to conduct and/or implement the following:
  - Active, On-Going Internal Communications
  - Employee-Friendly Programs and Practices
  - Dedicated Staffs, Budgets and Resources
  - Formal and Appropriate Structures
  - Measurement and Evaluation
- ✓ Managers need to also be aware of the fact that a significant portion of success also rests in their own hands. Managers’ own knowledge, skills, experience and capabilities impact the success of their volunteer programs. As such, managers should engage in continuous career education and training, as well as keep abreast of on-going trends and best practices.

### **TOP 10 FACTORS USED TO DETERMINE SUCCESS**

#### **CR/Volunteer Managers**

1. Level of Employee Participation
2. Degree of Employee Feedback
3. Degree of Community Feedback
4. Impact on Company’s Image as a Good Corporate Citizen
5. Total Number of Projects Completed/Organizations Helped
6. Degree to Which Community Benefits are Achieved
7. Impact on Brand Awareness/Recognition
8. Degree of Management Buy-in at All Levels
9. Level of Employee Awareness of Program
10. Amount of Third Party Recognition/CR Awards Won

#### **Senior Executives**

1. Level of Employee Participation
2. Degree to Which Program Goals and Objectives are Achieved
3. Degree to Which Business Benefits are Achieved
4. Degree to Which Community Benefits are Achieved
5. Degree of Employee Feedback
6. Level of Support/Resources Provided by Company
7. Level of Senior Management Buy-in and Support
8. Degree of Community Feedback
9. Level of Internal/Employee Awareness for the Program
10. Impact on Company’s Image as a Good Corporate Citizen

### **FACTORS USED TO DETERMINE SUCCESS – NON-PROFITS**

1. Level of Volunteer Participation and Retention
2. Degree to Which Community Benefits are Achieved  
Degree of Volunteer Feedback
4. Degree to Which Program Goals and Objectives are Surpassed
5. Degree of Community/Client Feedback  
Results of Internal Evaluations
7. Level of Volunteer Management
8. Level of Volunteer Satisfaction

### **THE SUCCESS OF CORPORATE VOLUNTEER PROGRAMS**

#### **CR/Volunteer Managers**

19% “Highly Successful”  
 51% “Successful”  
 21% “Somewhat Successful”  
 6% “Neutral”  
 2% “Somewhat Unsuccessful”

#### **Senior Executives**

28% “Very Successful”  
 31% “Successful”  
 41% “Somewhat Successful”  
 0% “Neutral”  
 0% “Somewhat Unsuccessful”

### **KEY COMPONENTS OF SUCCESSFUL PROGRAMS – MANAGERS**

#### **CR/Volunteer Managers**

1. Senior Management Buy-In & Support
2. Active, On-Going Internal Communications
3. Employee-Friendly Programs & Practices
4. Dedicated Staff
5. Dedicated Budget & Resources
6. Recognition
7. Formal & Appropriate Structure
8. Employee Ownership
9. Measurement & Evaluation
10. Infuse Volunteerism Into Corporate Culture
11. Programs Need to be Strategically-Focused
12. Right Community Partners
13. Signature Programs & Annual Events
14. Community Needs are Addressed/Incorporated
15. Program Needs to Generate External  
Visibility/Recognition

#### **Non-Profit Organizations**

1. Employee-Friendly Programs & Practices
2. Volunteer Feedback
3. Quality Volunteer Management
4. Active, Three-Way Communications
5. Formal & Appropriate Structures
6. Dedicated Corporate & Non-Profit Staffs
7. Measurement & Evaluation
8. Training
9. Dedicated Budgets & In-kind Resources
10. Community/Client Feedback
11. Senior Management Buy-in, Support &  
Participation

### **WHAT CR/VOLUNTEER MANAGERS NEED TO KNOW ABOUT THE “KEY COMPONENTS” AND PREDICTING SUCCESS**

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- ✓ *The success of a corporate volunteer program cannot, nor should not, be based solely on the level of employee participation, but rather on how well the program is managed against its goals and objectives.*
  
- ✓ In lay men’s terms, by using the following 12 “key components,” the LBG Associates’ model can predict the success of corporate volunteer programs – *for CR/volunteer managers* – with more than a **99.07% degree of accuracy**:
  - Staffing Levels
  - Program Structures
  - Budget Levels
  - Employee Participation
  - Senior Management Participation
  - Training
  - Work-Release Policies
  - Providing Paid Time-off
  - Recognition
  - Internal Communications
  - External Communications
  - Measurement & Evaluation
  
- ✓ Although CR/volunteer managers were given the option to identify and rate additional components, which they feel significantly impact the success of their volunteer programs, *nine out of ten CR/volunteer managers feel the LBG Associates’ model does in fact represent the “key components” of success.*
  
- ✓ Given that most CR/Volunteer managers have limited time, money and human resources to dedicate to their volunteer programs, based on the research, it is recommended that they focus their efforts on the following “key components:”
  - Recognition
  - Program Structures
  - Budget Levels
  - Internal Communications
  - Work-Release Policies

By establishing a structure which makes it easy for employees to get involved, as well as want to get involved; by educating and informing them about the program, up-coming events and activities, and how to get involved; by providing opportunities for employees to get involved/volunteer during the workday; and by recognizing volunteers for their involvement/commitment of time and energy; companies will not only significantly increase employee participation, but they will visibly see a significant increase in the overall success of their corporate volunteer programs. To achieve success, CR/volunteer managers will also need to secure adequate funding for volunteer programs and initiatives, funding which senior management may be more willing to provide than managers may think they are.

**IMPACT ON SUCCESS – MANAGERS**

- |                                    |                                    |
|------------------------------------|------------------------------------|
| 1. Employee Participation          | 5. Recognition                     |
| 2. Active, Internal Communications | 6. Senior Management Participation |
| 3. Program Structures              | 7. Work-Release Policies           |
| 4. Measurement & Evaluation        | 8. Training                        |
|                                    | 9. Budget Levels                   |
|                                    | 10. Staffing Levels                |

11. External Communications
12. Providing Paid Time-Off

5. External Communications
6. Providing Paid Time-Off
7. Work-Release Policies
8. Internal Communications
9. Training
10. Staffing Levels
11. Measurement & Evaluation
12. Senior Management Participation

### **PREDICTORS OF SUCCESS – MANAGERS**

1. Recognition
2. Program Structures
3. Budget Levels
4. Employee Participation

### **WHAT CR/VOLUNTEER MANAGERS NEED TO KNOW ABOUT PROGRAM STRUCTURES**

- ✓ In general, there are four structures that companies can utilize to organize their volunteer programs: *Company-directed* (centralized); *Employee-driven* (decentralized); *Third-party managed* (outsourced) and *Hybrids* (combination).
- ✓ While choosing the appropriate program structure is important, especially for companies in the early stages of developing a corporate volunteer program, the research indicates that success varies only slightly among the different program types.
- ✓ Ultimately, however, the more companies encourage and support *individual employees* to not only volunteer, but get involved in planning, organizing and coordinating events/activities, the greater the likelihood that they will have a more successful program.
- ✓ Managers who feel current program structures are appropriate rely significantly more on *individual employees* and *volunteer councils/committees* to plan, organize and carry-out volunteer events and activities than managers who feel their program structures are inappropriate.

### **WHAT CR/VOLUNTEER MANAGERS NEED TO KNOW ABOUT STAFFING AND BUDGET LEVELS**

- ✓ *Adequate staffing and budget levels are significant to the success of every corporate volunteer program.*
- ✓ Research shows that there is a direct correlation between staffing levels and the success of corporate volunteer programs.
- ✓ To achieve the level of success senior executives expect of volunteer programs, companies need to significantly increase the number of people assigned to manage volunteer programs and activities.
- ✓ *Ideally, companies with at least 1,000 employees should maintain at least 1 FTE coordinator/manager to oversee volunteer programs, events and activities.*

- ✓ *The ideal staff to employee ratio for a “Successful” volunteer program is 1 FTE volunteer coordinator per every 5,837 employees.*
- ✓ To achieve the level of success senior executives expect of volunteer programs, most companies will need to significantly increase current spending/budget levels for volunteer programs and initiatives.
- ✓ *Ideally, companies with at least 1,000 employees should budget approximately \$12.34 per every employee, not just those that volunteer, in order to have and/or maintain a “Successful” volunteer program.*

#### WHAT CR/VOLUNTEER MANAGERS NEED TO KNOW ABOUT MEASUREMENT & EVALUATION

- ✓ Both CR/volunteer managers and senior executives agree that *Measurement and Evaluation* is key to the success of their volunteer programs.
- ✓ Managers from companies that do not track employee participation, yet base the success of their programs on employee participation, cannot possibly know whether or not their programs are successful, nor to what degree.
- ✓ When tracking employee participation, CR/volunteer managers should focus on:
  - Total number of unique employee volunteers
  - Total number of hours served by all employees
  - Types of activities/services performed by employees
  - Number of hours served by individual employees
  - Types of skills used/practiced by employees
- ✓ The more frequently CR/volunteer managers utilize *formal instruments or tools* to track employee participation, the more successful they feel their programs are.
- ✓ Additionally, the more frequently CR/volunteer managers share information on employee participation with senior management, and the more data/information they share, the more successful CR/volunteer managers feel their programs are.
- ✓ *Ideally, CR/volunteer managers should try and share all the data/information they track/collect on employee participation with senior management on a quarterly and yearly basis.*
- ✓ To generate greater buy-in and support from senior management, CR/volunteer managers should also consider tracking and reporting:
  - Types of organizations employees volunteer with

- Employee participation broken-out by regional/business unit
  - Volunteer-related corporate contributions
  - Volunteer-inspired/related employee giving
- ✓ CR/volunteer managers from companies that measure and/or evaluate volunteer events/activities rate their programs more successful than the programs of their peers whose companies do not measure and/or evaluate volunteer events/activities.
  - ✓ The more frequently CR/volunteer managers utilize a *formal instrument or tool* to measure and evaluate volunteer events and activities, the more successful they feel their programs are.
  - ✓ Current budget and staffing levels (resources) have little to no bearing on whether or not companies are measuring and/or evaluating the success or impact of their programs. The majority of CR/volunteer managers do not measure and/or evaluate volunteer events/activities either because they lack the knowledge and/or experience to do so. As a result, these managers should consider undergoing training or utilizing external resources, such as LBG Associates, to measure and evaluate their programs.
  - ✓ When measuring/evaluating volunteer events/activities, CR/volunteer managers should consider conducting *post-event wrap-ups or evaluations* for all events and activities and sharing this information with senior management.
  - ✓ Managers from companies that solicit employee and community feedback consider their programs more successful than the programs of their peers whose companies do not solicit employee and/or community feedback.
  - ✓ Sharing employee feedback with senior management not only impacts the success of volunteer programs in the eyes of most CR/volunteer managers, but 41% of senior executives want managers to provide this information and 10% base the success of their programs, in part, on employee feedback.
  - ✓ Sharing community feedback with senior management may not impact success in the eyes of many CR/volunteer managers, but 21% of senior executives want managers to provide this information and 10% base the success of their volunteer programs on it.
  - ✓ In addition to soliciting employee and community feedback, 14% of senior executives also want to know what other companies are doing in terms of volunteerism, and would like CR/volunteer managers to regularly benchmark their companies' volunteer programs against those of their peers and competitors.

## WHAT CR/VOLUNTEER MANAGERS NEED TO KNOW ABOUT EMPLOYEE PARTICIPATION

- ✓ The overwhelming majority of respondents, both managers (88%) and executives (66%) alike, base the success of their volunteer programs on the level of employee participation.
- ✓ Although managers may feel they are doing a good job tracking employee participation, 50% of managers have no idea how many, or how often, employees volunteer. As such, roughly 40% of managers, in all likelihood, have no idea how successful their volunteer programs truly are.
- ✓ Based on the research, it appears as though senior management believes employee participation rates are higher than they really are and that volunteer programs are more successful than they really are. Given the importance senior executives place on measurement and evaluation, companies need to do a much better job at accurately tracking employee participation and sharing the information with senior management.
- ✓ Managers should focus on tracking employee participation in company-sponsored events, especially the names of the individual employees that participate. Without tracking each employee individually, companies will never know the true level of employee participation.
- ✓ *To successfully recruit employees to participate/volunteer, managers should utilize a combination of electronic, print and verbal communications tools and tactics.*
- ✓ Although personally asking employees to volunteer has always proven to be an effective means to recruit/motivate employees, given that we live in a digital age, managers, overwhelmingly, consider *e-mail* as the most effective recruitment tool.
- ✓ Overall, the more appropriate both managers and executives feel the levels of employee participation are, the more successful they feel their programs are.

#### **WHAT CR/VOLUNTEER MANAGERS NEED TO KNOW ABOUT SENIOR MANAGEMENT PARTICIPATION**

- ✓ Generating senior management buy-in and support is not only key, but also imperative to the success of corporate volunteer programs!
- ✓ Senior management buy-in and support benefits volunteer programs by:
  - Legitimizing/Validating the mission, purpose and value of the program
  - Helping secure needed resources such as funding and personnel
  - Motivating both employees and managers to volunteer
- ✓ *The most successful approach or technique for generating senior management support is to get them directly involved in a volunteer project or activity.*

- ✓ *The more involved executives are, the more successful they feel their companies' volunteer programs are.*
- ✓ To significantly impact the success of corporate volunteer programs, CR/volunteer managers agree that senior management needs to be “Very Involved” in the community:
  - Senior management, in general, needs to participate in more events and take a greater leadership role in planning and promoting community service activities
  - Senior management, in general, needs to “get their hands dirty,” as well as take a more active role recruiting other executives
  - Every senior manager needs to participate in at least one, employee-visible event per year
  - Every senior executive needs to serve on the Board of Directors of at least one non-profit organization in the community
- ✓ Senior executives tend to believe that senior managers are more active and engaged in the community and that management participation is more significant to the overall success of volunteer programs than do CR/volunteer managers.
- ✓ *The more involved executives feel their fellow executives are (senior management), the more successful they feel their overall programs are.*
- ✓ 76% of senior executives, versus 53% of CR/volunteer managers, also feel that senior management’s current level of participation is appropriate.

#### **WHAT CR/VOLUNTEER MANAGERS NEED TO KNOW ABOUT BOARD SERVICE**

- ✓ Promoting non-profit board service as a form of volunteerism can positively impact the success of a volunteer program, especially if:
  - Both employees and management are encouraged to serve on non-profit boards
  - Service on the Boards of Directors of national groups is not discouraged
  - Employees and management serve on the Boards of Directors of non-profits whose missions are strategically-aligned with corporate goals and objectives
  - The company provides training
- ✓ Companies may also experience greater success if:
  - Funding is not automatically made available to employees and/or management who serve on Boards of Directors of non-profit organizations
  - Funding is reserved for participation on strategic boards

## WHAT CR/VOLUNTEER MANAGERS NEED TO KNOW ABOUT WORK RELEASE AND PAID TIME-OFF POLICIES

- ✓ Overwhelmingly, both CR/volunteer managers and senior executives believe that one of the best ways to recruit employees to volunteer is to allow them to volunteer during the workday:
  - 85% of companies now allow employees to volunteer during the workday
  - 86% of executives support allowing employees to volunteer during the workday
- ✓ Of the companies that allow employees to volunteer during the workday:
  - 98% of companies encourage employees to make arrangements with supervisors
  - 38% of companies encourage employees to take advantage of flex-time policies
  - 35% of companies maintain formal release policies
  - 20% of companies also provide employees with paid time-off to volunteer
- ✓ Managers who feel current work-release policies/practices are appropriate are more than twice as likely to offer their employees paid time-off to volunteer than managers who feel current work-release policies/practices are inappropriate.
- ✓ 45% of all managers believe their companies should provide employees with paid time-off to volunteer during the workday. On average, these managers believe their companies should provide employees with four paid days off per year to volunteer (32.6 hours).
- ✓ 42% of executives feel that their companies should provide employees with paid time-off to volunteer. On average, these executives feel that employees should be provided with at least one paid day per year to volunteer.
- ✓ Regardless whether or not managers and executives believe employees should, or should not, be provided with paid time-off, based on their responses, the benefits of doing so are unclear. On the one hand, managers and executives from companies that provide employees with paid time-off feel this practice significantly impacts the success of their programs. On the other hand, managers from companies that do not provide employees with paid time-off feel that their programs are just as successful as the programs that do provide employees with paid time-off.
- ✓ In the end, the best thing CR/volunteer managers can do in terms of allowing employees to volunteer during the workday is to establish a *formal volunteer release policy* that outlines the duties and responsibilities of both employees and their supervisors.

## WHAT CR/VOLUNTEER MANAGERS NEED TO KNOW ABOUT TRAINING AND INTERNAL COMMUNICATIONS

- ✓ *Generating and sustaining a high level of employee participation is vital to the success of every corporate volunteer program.*
- ✓ *Through education, training and active, internal communications, CR/volunteer managers can significantly impact the level of employee participation, as well as the overall success of their programs.*
- ✓ Over the past three years, the number of CR/volunteer managers that actively provide volunteer-related education and training to both employees and management has nearly doubled from 35% to 64%.
- ✓ Managers from companies that provide Education and Training consider it to be “Somewhat Significant” to the overall success of corporate volunteer programs.
- ✓ While all forms of education and training can impact the success of volunteer programs, most companies tend to focus on educating employees on the basics (i.e., where to find volunteer opportunities, how to sign-up, who to contact, etc.). Some also: train management to serve on the Boards of Directors of non-profit organizations; train employees to plan events and recruit co-workers; and educate management on volunteering and the volunteer program.
- ✓ While results will vary from company to company, current research indicates that managers can significantly impact the success of their volunteer programs by not only sharing information with employees, but junior-, senior- and mid-level managers, business partners, the Board of Directors and shareholders.
- ✓ Current research also indicates that the more communications tools/mediums managers utilize to share information with internal audiences, the more successful their programs will be. In particular, a diversified combination of print, electronic and verbal communications works best, especially *e-mails, electronic newsletters, employee publications, corporate intranet sites, mailers, kiosks/information booths* and *new employee orientations*.
- ✓ Lastly, managers and executives both agree that the more information they share with internal audiences, the more successful their volunteer programs will be. In particular, the most important information companies can share with their employees, managers and other internal audiences include: contact information, sign-up/membership information, up-coming company events and, if applicable, information on volunteer award programs, Dollars for Doers programs, paid time-off programs, work-release policies and volunteer mission statements.

## WHAT’S IMPORTANT FOR CR/VOLUNTEER MANAGERS TO KNOW ABOUT RECOGNITION

- ✓ *Both executives and managers agree that recognizing employees for their commitments of time and service is significant to the overall success of volunteer programs.*
- ✓ *The more successful a program is, the greater the impact recognition seems to have on success.*
- ✓ If CR/volunteer managers are looking to improve their overall volunteer programs, or simply better recognize volunteers, they should consider:
  - Recognizing managers who volunteer, if they do not already
  - Establishing an Annual Volunteer Award program
  - Implementing a Dollars for Doers program
  - Hosting a Formal Recognition Event on an annual basis
  - Issuing Certificates of Appreciation to outstanding volunteers and coordinators
- ✓ CR/volunteer managers should not be surprised if they get a lot of push-back from senior management when it comes to expanding recognition efforts, as nearly 90% of executives feel current recognition levels are appropriate.
- ✓ However, 97% of senior executives believe their companies should financially support volunteerism and are in favor of implementing Dollars for Doers programs.

#### WHAT CR/VOLUNTEER MANAGERS NEED TO KNOW ABOUT EXTERNAL COMMUNICATIONS

- ✓ Sharing information with external audiences, if managed properly, can help to generate a number of benefits for companies, assist CR/volunteer managers achieve many of their long- and short-term goals and objectives, and significantly impact the overall success of volunteer programs. Sharing information:
  - Builds brand awareness
  - Generates positive visibility for the company
  - Strengthens community relations
  - Enhances the company's image as a "good corporate citizen"
- ✓ While results will vary from company to company, current data indicate that managers impact the success of their companies' volunteer programs the most by sharing information with *Non-profit Partners, Suppliers and Vendors, Customers and Clients, and Potential Employees.*
- ✓ Furthermore, while results will vary from company to company, sharing information on *Program Statistics, Up-coming Company Events, Dollars for Doers Programs* and *Volunteer Mission Statements* appear to have the greatest impact on the success of corporate volunteer programs.

- ✓ Unfortunately, according to the research, it is unclear which mediums, if any, are truly effective at communicating information on a company's volunteer program with external audiences.
- ✓ Given that 90% of senior executives support the idea of actively sharing information on their companies' volunteer programs and activities, CR/volunteer managers should not hesitate to try new and innovative approaches to reach external audiences.