VALUE
VOLUNTEERING

STAY CENTERED ON COMMUNITIES WHILE REIMAGINING WORKPLACE VOLUNTEERING THROUGH A DEEPER UNDERSTANDING OF ITS MULTI-LAYERED RESULTS

Chief Executives for Corporate Purpose®

CECP

VALUE VOLUNTEERING proves that when workplace volunteer programs with nonprofits contribute to social good in tangible ways, they also have significant business impact. This business impact is not possible without keeping the volunteering strategy focused on the nonprofit partners' needs, community needs, and social outcomes. *Value Volunteering* stays centered on communities while reimagining workplace volunteering through a deeper understanding of its multi-layered results. With the foundation of social outcomes in place, the added layers of business results include employee engagement, leadership skills, customer insights, and more. Significantly, people reward businesses in the areas of reputation, trust, and customer loyalty when they believe the workplace volunteering makes a big difference. *Value Volunteering* brings together focus groups of corporate practitioners, interviews with and a surveyof nonprofits, a public opinion survey, and a synthesis of research on volunteering. The report was sponsored by Credit Suisse, New York Life, USAA, and Vanguard. The Leadership Council that helped develop the report includes Credit Suisse, New York Cares, New York Life, Philanthropy New York, Vanguard, and ViacomCBS.

ABOUT CHIEF EXECUTIVES FOR CORPORATE PURPOSE

Chief Executives for Corporate Purpose® (CECP) is a CEO-led coalition that believes that a company's social strategy—how it engages with key stakeholders including employees, communities, investors, and customers—determines company success. Founded in 1999 by actor and philanthropist Paul Newman and other business leaders to create a better world through business, CECP has grown to a movement of more than 200 of the world's largest companies that represent US$11.2 trillion in revenues, US$23 billion in total community investment, 14 million employees, 30 million hours of employee engagement, and US$21 trillion in assets under management. CECP helps companies transform their social strategy by providing customized connections and networking, counsel and support, benchmarking and trends, and awareness building and recognition. For more information, visit cecp.co.

ABOUT SERVICE FOR IMPACT

Service for Impact is a working group led by CECP and Philanthropy New York that was founded ten years ago. The working group has built tremendous momentum as a forum for best-practice sharing for leaders in employee volunteerism. It was established to help corporate philanthropic leaders support their nonprofit partners in implementing the principles of Reimagining Service:

Principle 1: The volunteer ecosystem is more effective when all sectors participate in its evolution.

Principle 2: Make volunteering a core strategic function, not an add-on.

Principle 3: Focus volunteer engagement on true community needs.

Principle 4: In order to get a return, you have to invest.

VALUE VOLUNTEERING WOULD NOT BE POSSIBLE WITHOUT THE SUPPORT OF ITS SPONSORS: CREDIT SUISSE, NEW YORK LIFE, USAA, AND VANGUARD.

VALUE VOLUNTEERING

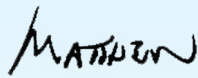# Contents

Opening Letter

When we stepped into the co-chair roles, Service for Impact was turning ten years old. We reflected back on the history of the program. Service for Impact stems from intentional research on how to move corporate volunteering towards greater impact. The initial research reimagined service to create impact in the community through more thoughtful engagement of corporate philanthropic leaders. With this origin story in mind, we saw an opportunity to go even deeper into showing how volunteering could be seen as essential to business while still being deeply rooted in community needs. We felt there was a need for a piece of research that would explore and hopefully demonstrate that volunteering wasn't just a "nice" to have, but a "need" to have for companies. By establishing volunteering as a business imperative, we envisioned ultimately creating greater community value. At the same time, we wanted to highlight that intentionally partnering with nonprofits produced much higher social impact, and much more sustainable results. Ultimately, we believe a virtuous circle would be created by expanding both social impact and business impact.

Although Service for Impact has been targeted towards corporate volunteer leaders, we hope our nonprofit colleagues will also find value in this report. To be clear, nonprofits are closest to advising how corporate volunteering will best work with their organization, but certain program decisions could provide greater opportunities for the nonprofits and their communities that they serve. Honest, transparent, and authentic conversations on these program decisions between nonprofits and corporate volunteer leaders will ensure that equitable outcomes can be achieved for the communities being served. This research engaged both nonprofit and corporate partners. A landscape analysis of the research was done to assure that this work would be additive for nonprofits and companies. Focus groups and surveys helped us fill in gaps in existing research, all with the intention of understanding nonprofit and corporate perspectives on achieving greater impact.

And thus, *Value Volunteering* was created to inspire corporate volunteer leaders and nonprofit leaders to partner differently, to count impact differently, and to show impact differently—with nonprofits, with corporate stakeholders, and with volunteers as a partnership. With the challenges society faces in diversity, equity, and inclusion, as well as climate change and other systemic needs, the time is now for *Value Volunteering*. We hope that this report helps you have conversations in your nonprofit and corporate offices, and with one another, to create intentional program designs that once again *reimagine service*.

Lalita Badinehal
Vice President
Credit Suisse

Matthew Nelson
Corporate Vice President
New York Life

Service for Impact 2018–2020 Co-Chairs

Value Volunteering Executive Summary

High-quality workplace volunteering has these **built-in** business results:

+ Employee Engagement
+ Reputation
+ Trust
+ Team Building

SEE PAGE 15

Certain high-quality workplace volunteering could have these **built-for** business results:

+ Retention
+ Recruitment
+ Leadership Skills
+ Customer Insights
+ Client Relationships

SEE PAGE 17

Volunteering programs must always remain centered on community needs. Nonprofit leaders are in the best position to identify these needs, how to meet them, and how volunteering can play a role in social outcomes.

SEE PAGE 6

Results for the business can vary depending on the perception of social outcomes and impact. Two out of three adults are "believers" in workplace volunteering. The relationship between beliefs/attitudes towards volunteering and **company reputation** is significant, strong, and consistent. There is also a significant relationship between beliefs/attitudes towards volunteering and **trust** in a company that almost doubles when the person perceives the volunteering has high social impact. There is a significant relationship between beliefs/attitudes towards volunteering and **customer loyalty** that more than doubles when the person perceives the volunteering has high social impact.

SEE PAGE 28

Leaders in companies designing volunteer programs can place the program on various continuums.

+ Partnership organizations
+ Location (virtual, in-person)
+ Source of service opportunity
+ Depth of skills-based

While also planning for program type, internal communications, storytelling, and tracking.

SEE PAGE 20

Measuring workplace volunteering begins by grouping the program based on its level of planning and rigor for results in one of three categories:

Idea or Sketch or Blueprint

SEE PAGE 32

VALUE FOR COMMUNITIES AND NONPROFIT ORGANIZATIONS

VOLUNTEERS CONTRIBUTE TO MISSION ACHIEVEMENT AND PARTNERSHIP BUILDING FOR COMMUNITIES AND NONPROFIT ORGANIZATIONS. ANY DECISION ABOUT OR ACT OF SERVICE MUST REMAIN GROUNDED IN COMMUNITIES AND IN THEIR UNIQUE EXPERIENCE OF HISTORICAL INEQUITIES THAT PERSIST IN THE PRESENT.

From a small act of kindness to spending several months working pro bono with a nonprofit organization, volunteering has value. It has worth and importance that is intangible. It also contributes to social good in tangible ways that are proven and measurable. The expansion of workplace volunteering over the last 10 years—40% growth in both aggregate and average corporate volunteer hours[1] —is driven by prosocial motivation, efficiencies from technology/software, employee interest and demand, and the expansion of skills-based opportunities.

The growth has had a wide range of effects on companies' nonprofit partners. For nonprofit leaders with a whole range of volunteer support, volunteers from corporate programs ("corporate volunteers") is only one segment. *Volunteering in America*, a study done by the Corporation for National and Community Service, covers trends in volunteering in terms of overall participation rate, number of volunteers, and number of hours.[2] In the United States, approximately 40% of nonprofit organizations rely on volunteers and for several years the percentage of Americans who volunteer their time has been around 25%.[3]

There are a few ways to better understand nonprofit leaders' perspectives on volunteers. Most corporate leaders managing social programs for their company have processes in place to ensure there is dialogue with their nonprofit partners and that volunteer program design is considered a cooperative effort; this is one way to hear directly from the people with whom you are partnering

but many other options exist to reduce the distance between the company and the nonprofit (e.g., perception assessments). At a sector-wide level, the currently available research did not uncover a significant amount of information about strategies for levering volunteering written from the perspective of nonprofit leaders. Examples abound, but the lack of scientific data hinders understanding of how nonprofit leaders manage the integration of volunteers into the existing programming and their motivation for doing so. Instead, there are many studies and tools for volunteering that include the nonprofit perspective and are focused on how to best manage (e.g., volunteer training) or track volume (e.g., % of people volunteering).

Resource constraints of nonprofit organizations are well documented. Nearly 90% of nonprofits indicate the demand for their services is rising while nearly 60% of these say they can't meet that demand, according to Nonprofit Finance Fund.[4] Volunteers don't directly fill the needs of financial

> " For many organizations at the beginning of Covid-19 response, the bottom dropped out. Nonprofits were scrambling overnight to figure out how to package and distribute food during a time when the need was only getting greater and greater.

—GARY BAGLEY
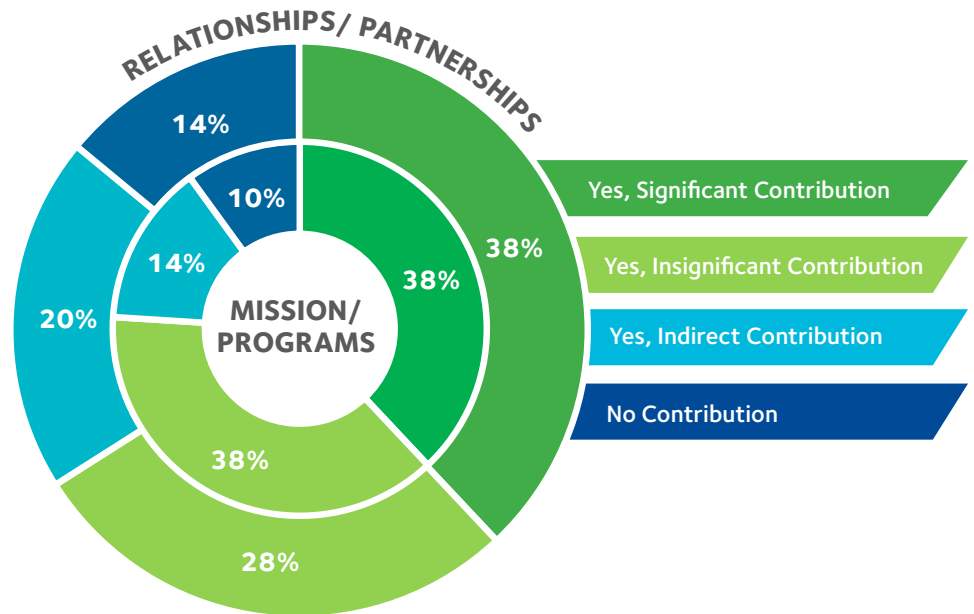EXECUTIVE DIRECTOR
NEW YORK CARES

resources, but indirectly they provide support through their time and efforts that might have otherwise required paid staff. At the time this research was conducted and the world was in the throes of Covid-19 response, so many nonprofit organizations experienced intense disruptions to resources because of the immediate and ongoing requirements to physically distance.

Nonprofit leaders grapple with what their programming model will look like as demand rises and challenges to delivering services rises right along with it. Volunteering may have a role to play, but the 2020 spike in interest for virtual volunteering opportunities has been both a blessing and curse for many nonprofit leaders. Volunteer Match did a series of surveys in 2020 to better understand the changes across the sector. It is no surprise that the number of organizations increasing virtual options continued to rise from May 2020 to July 2020. Over the same time period, more organizations deepened their concerns about being able to achieve their plans and budget for the year. Relatedly, 63% of organizations reported operating with reduced resources compared to pre-Covid days.[5] The results exhibit that the strain and change of 2020 had deep effects on organizations and, as a result, readjustments will take time. Nonprofits and companies alike sought support to consider when and how in-person volunteering might recommence.[6]

Looking back to pre-Covid-19, nonprofit interviews brought to the surface a spectrum of volunteering opportunities, from those which are not at all core to the program model/ theory of change to those which are required in order to deliver the program model/theory of change.[7] Nonprofit leaders brought up other benefits and considerations including building engagement, community building, and network development. Despite significant uncertainty in 2020 that makes long-term planning very difficult, nonprofit leaders did not express that volunteering would decline over the long term, simply that it would change. This is likely due to the motivation of volunteers. For example, 78% of the time, volunteers say that understanding the impact they are making motivates them to stay engaged,[8] even more so than being motivated by the relationships they make or recognition for their service. Having this desire so widely shared amongst volunteers bodes well for ongoing engagement of volunteers to meet community needs.

Nonprofit Assessment of Two Main Categories of Volunteer Benefits, % of Nonprofit Organizations, 2020

RELATIONSHIPS/ PARTNERSHIPS

14%

10%

14%

38%

38%

20%

28%

MISSION/ PROGRAMS

Yes, Significant Contribution

Yes, Insignificant Contribution

Yes, Indirect Contribution

No Contribution

SOURCE: nonprofit survey, fielded by CECP from 10/5/20 to 12/7/20, 30 respondents.

NONPROFIT PERSPECTIVE ON VOLUNTEERING

A survey of nonprofit leaders helps to close the gap in scientific data on their strategic perspectives on volunteering. Interviews reinforced that there are two central reasons to include volunteers in an organization's strategy and program management: mission achievement and building relationships. Mission achievement refers to volunteers helping deliver on program goals, working directly with the nonprofit's clients/members. Building relationships refers to volunteers getting to the know the organization and sharing information about it with colleagues, friends, and family, and how that can result in new connections for the nonprofit. Slightly more than half (55%) of nonprofits see significant benefits for both of these areas. The other slightly less than half of nonprofit organizations see significant benefit to one or the other with only the smallest number (5%) not seeing either of these benefits.

Volunteers produce these major benefits and while nonprofits do not pay them for their time, managing volunteers does involve a cost. Nonprofit staff members must allocate time to coordinate volunteers. Two-thirds or 67% of responding nonprofit organizations have a staff member with responsibilities to manage volunteers. The vast majority also already collect information from volunteers through a survey or some other method. Only 23% are not collecting any volunteer information. Noting these nonprofit management operations helps explain what would make it "worth it" for a nonprofit organization to create a service

opportunity for a partner when that service opportunity wasn't already in the nonprofits' plans. First of all, it's important to note that 25% of nonprofit respondents said zero—or, that they wouldn't create a service opportunity in any case. For those that did, those with larger staffs (50 employees or more) reported an average of $40,000 compared to an average of $25,000 for those with 49 employees or less. Quotes on page 10 add individual perspectives to these figures. These amounts reflect respondents' estimates of what it would take. Keep in mind that the vast majority of nonprofit and

corporate volunteering opportunities and programs are created to meet a community need. However, there are anecdotes of nonprofits feeling that they have to come up with a volunteering opportunity to maintain relationships with certain partners. Noting the rising demand in volunteer opportunities as part of larger philanthropic partnerships, these estimated numbers simply give context for those who haven't worked inside nonprofit organizations. It helps those who may not have personal experience managing or coordinating volunteers for a nonprofit to understand what it can take to execute a service opportunity.

The Mission Continues' vision is for all veterans with a desire to continue their service to be part of a nationwide movement to transform communities. They organize Service Platoons in more than 40 cities across the country—all led by veteran volunteers—and complete service projects that align with the most pressing needs of the community partner—improving educational resources, addressing food insecurity, increasing access to parks and green spaces, fostering neighborhood identity, and more.

QUOTES ON THE COSTS OF VOLUNTEERING FROM NONPROFIT LEADERS

"

This is just for one opportunity, working with one program site. Cost would be significantly more if we consider multi-site (even in virtual times), and/or ongoing opportunities. We would bake [volunteering] into broader partnerships.

We would like to hire a staff person to specifically support these efforts.

We prefer to start our engagement levels at 25 people and go up from there. Curating, identifying and then executing the project for less people is usually not substantial enough for us to take on that time/cost ratio.

This is really dependent on an individual or team corporate experience, along with the amount of time and the amount of customization the company requires for the volunteer experience.

"

Reel Works mentors, inspires, and empowers underserved New York City youth to share their stories through filmmaking, creating a springboard to successful careers in media and beyond. Volunteer opportunities include the need for trained editing and production professionals to help execute afterschool programs centered on short-form trailers, they offer a great skills-based opportunity.

The nonprofit sector ranges from organizations with no staff members (all volunteer) and operate hyper locally, to those with a massive number of staff and operations in multiple countries. This section concludes with comments directly from survey respondents about changes they experienced in the tumult of 2020's Covid-19 response. Ending in this way emphasizes the imperative that nonprofit voices lead volunteering decisions to ensure that community needs are met. The quotes also show that each organization's experience varies, validating the need for dialogue to understand each partner organization's strategy, operations, and future plans.

"We've seen an explosion in interest from companies interested in volunteering with our organization because of our pre-existing virtual volunteer model."

"We also saw a lot of "demand" from partners/volunteers and then less uptake/follow through on the actual activities offered."

"We also see an increase in people wanting to virtually volunteer in response to the Black Lives Matter movement and news coverage over the summer. We serve Black and Latino students…and potential volunteers and companies are reaching out wanting to 'do more' to address racial inequity."

*"We've had more engagement in the past six months than all of 2019."*

"Nonprofits biggest need now is dollars, not 'kits'"

"We have not begun any virtual opportunities, but have referred volunteers seeking virtual opportunities to other organizations."
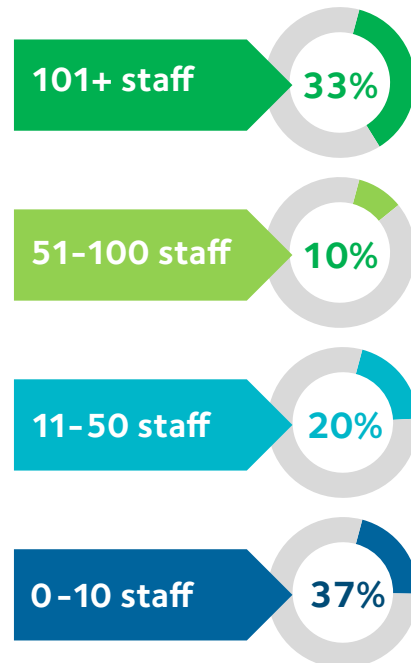
"As each month passes, we have come up with more and more virtual ideas. November will be our strongest volunteer month yet."

"If the volunteers are qualified, working with us remotely is actually ideal."

Gathering information from volunteers, % of Nonprofit Organizations, 2020

Yes with volunteer surveys **34%**

Yes some other method **43%**

No **23%**
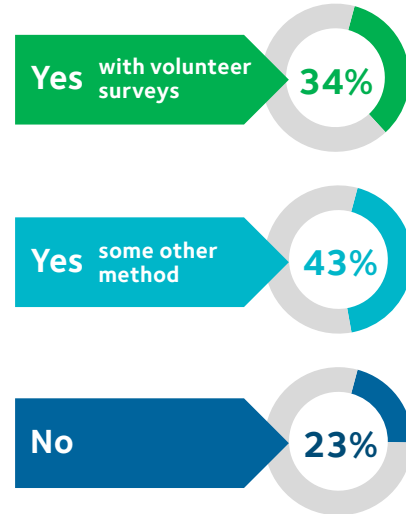
Size of Respondent Nonprofit Organizations

101+ staff **33%**

51–100 staff **10%**

11–50 staff **20%**

0–10 staff **37%**

SOURCE: nonprofit survey, fielded by CECP from 10/5/20 to 12/7/20, 30 respondents.

VALUE FOR THE BUSINESS

WORKPLACE VOLUNTEERING

THE FOUNDATION AND THE GOAL:
SOCIAL IMPACT AND MEETING COMMUNITY NEEDS

BUILT-IN BUSINESS RESULTS

EMPLOYEE ENGAGEMENT

LEADERSHIP SKILLS

TRUST

TEAM BUILDING

BUILT-FOR BUSINESS RESULTS

CORPORATE REPUTATION

RECRUITMENT

RETENTION

CLIENT RELATIONSHIPS

CUSTOMER INSIGHTS

The North Star in corporate volunteering strategy is meeting community needs inspired by the intrinsic goodness of prosocial behavior. Along the journey toward understanding, companies also stand to gain another layer of value: how volunteering is also producing results for the company. Leaders of volunteering programs in companies have long had confidence that their high-social impact programs are also higher in value for the business.

Talking about business value doesn't imply a programs' strategic planning change in the focus or goals of the volunteering to be myopically focused on the business. Instead, it encourages corporate leaders to consider *measurement and evaluation* to understand that added layer of business value. Having this data can serve to "expand the pie" and create a virtuous cycle of growth in resources allocated for service and volunteering. Once the more skeptical executives view volunteering through the lens of business value, the jaws on employee time will loosen in order to more deeply weave service opportunities into corporate culture and employees' professional development and career paths.

Conferences, roundtable discussions, and meetings have long included anecdotes and examples of the additional effects of service, and when authentically done, what they can produce for the business. A systematic effort to gather a critical mass of cases and categorize them based on common results shows that, in addition to social outcomes, corporate volunteering can positively contribute to business results including:

+ **Employee Engagement**

+ **Leadership Skills**

+ **Retention/ intent to stay**

+ **Recruitment**

+ **Client Relationships**

+ **Customer Insights**

+ **Corporate Reputation**

+ **Trust**

+ **Team Building**

Summarizing key takeaways from the significant knowledge base around the benefits of volunteering can equip leaders to communicate this layer of business value. The knowledge base usually focuses on the benefits for the individual volunteer and for their community. There is also a significant knowledge base around the benefits of corporate social impact programs, inclusive of volunteering in the corporate environment as part of their more holistic scope. There is also some research focused specifically on corporate volunteering and a significant effort to identify the gaps in research.[9]

Encouraging corporate leaders to consider *measurement and evaluation* helps to understand the specifics of the added layer of business value in volunteering programs.

Proof of the business benefits accrues in volume and increases in specificity. A baseline assumption for business benefits is that the company is authentically engaging in service and not using a social program to cover up bad actions, or, to sum up multiple assumptions related to characteristics of good management in one term, the volunteering is "high-quality." The results listed can be better understood in terms of the uniformity of their occurrence. **Built-in results** are produced by all high-quality corporate volunteering programs. Some of those same corporate volunteering programs also produce built-for results. **Built-for results** are only *sometimes* an added result; not all volunteering programs could produce the layer of "built-for" results. The nonprofit organization and company will plan for a volunteering activity

that meets community needs while also adding a layer of additional results for the business. To reiterate, business results only occur in conjunction with social and community results.

There are a few assumptions about high-quality volunteering leading to any business and/or social value that must be acknowledged. One assumption is that volunteering and service are an authentic extension of a company's ethics and values, not a tactic to cover-up negative actions or impact. A second assumption is that senior leadership and middle management, in general, are supportive of the company's volunteering policies and programs. There are always individual exceptions, but at least a majority of a company's leadership encourage their teams to volunteer.

This distinction of built-in and built-for results has many implications. To begin, the method to measure these results is important because measuring will more deeply embed volunteering and service in business planning. The measurement implications of these two groups is that if the result is built-in, a corporate leader could proceed to measure the intensity of that result or specific effect at their company and/or amongst their employees or customers. There is more on measurement beginning on page 32. If the results are built-for, a corporate leader must first examine program design to assess if the volunteering program could produce that result and how it could be measured. If the answer is no but the built-for result is desired, the program design could change to get a yes. If yes, the corporate leader could proceed to measuring the result.

SAGE's mission is to lead in addressing issues related to lesbian, gay, bisexual, and transgender (LGBT) aging. SAGE requires volunteers for advocacy work, Friendly Visiting, Lend-a-Hand, events, clerical support, and other programs.

Another distinction between built-in and built-for results is how they are incorporated into conversations with C-Suite executives. For example, the Head of Human Capital and Head of Customer Experience will desire information regarding the sector-wide knowledge on these results as well as, where possible, how to individualize them for their companies' specific experience. The individual nature of built-for results means making the case will be much more customized. Once the case is made, leaders of volunteering programs will have added corporate volunteering as a lever of change for the core metrics the C-Suite executive is driving.

Built-In Results

Workplace volunteering meets community needs and produces social outcomes, while also producing built-in results to contribute positively to employee engagement, reputation, trust, and team building.[10] Results refer to value creation for the company produced by employees participating in an employee volunteer program. These results had the highest concentration and consensus from the literature and from practitioner feedback. It does not imply there aren't other results that are intrinsic to workplace volunteering programs.

Imagine the report-out from a corporate team that just returned from conducting an infrastructure overhaul pro bono for an NGO headquartered in Lima whose mission is to protect and empower indigenous communities. Or imagine the chatter amongst the team on the Annual Day of Service after working all day counseling formerly incarcerated individuals as they pursue new career paths. Without a doubt, the last thing on those volunteers' minds is how their service enhanced corporate reputation.

That's because what is intrinsically known is also backed by a vast body of research on prosocial behavior: simply, giving back is its own reward. Research also proves that the results of volunteering (a prosocial behavior itself) are enhanced when the volunteer perceives they are meaningfully contributing to the Nonprofit or NGO's functioning.[11] Relatedly as noted on page 8, understanding their impact is also what keeps volunteers interested in coming back. There are other proven factors that deepen the value of volunteering, which relate to the

individual volunteer's experience—the goal being that they "internalize" a volunteer identity. These include quality of projects, their company supporting volunteering, and that they can choose the organization or issue to serve.[12]

How might the field expand the benefits for people and communities that result from volunteering? This paper supports how companies and nonprofits can give a more concrete acknowledgment to the additional layer of value that occurs for the business. Each of the built-in results to corporate volunteering are described in more detail below and over the next few pages.

EMPLOYEE ENGAGEMENT has been a core metric used by companies for decades to track the connection between employees, the company, and their work. Some companies use an externally defined approach like that of Gallup, some use employee net promoter score (eNPS), and others have developed an internal proprietary method of measuring engagement. CECP's *Giving in Numbers* research has shown that

Social outcomes and impact refer to the specific ways programs result in change. Outcomes and impact have specific parameters that come from defining a logic model. When nonprofit organizations conduct a "theory of change" exercise in their strategic planning, they articulate a logic model to achieve it. The terms outcome and impact have specific definitions in that context. Colloquially, outcomes are related to when people talk about truly making a difference.

companies most frequently choose to measure how community investment affects employee engagement scores, compared to other employee-oriented metrics.[13] For decades, there has been proof that volunteering increases positive attitudes toward the organization/company, which can spill over to behaviors that connect to growth of the organization/company.[14] Research shows that employees who volunteer are more committed and have a more positive perception of their employer and colleagues.[15] One of the reasons for this is that the act of volunteering, in particular when supported or organized by a person's employer, adds to an individual's sense of meaningfulness in their work.[16] The feeling of meaningfulness contributes to engagement, which

Al Otro Lado provides holistic legal and humanitarian support to indigent refugees, deportees, and other migrants in the US and Tijuana through a multidisciplinary, client-centered, harm reduction-based practice. Al Otro Lado welcomes volunteer attorneys, paralegals, and other individuals who are passionate about immigrant rights.

AL OTRO LADO

makes individuals more likely to have a positive attitude towards their work and company. Similarly, a study explains why volunteering affects the volunteer's relationship with their work. Volunteering serves as an effective method of expressing "self-integrity" in the workplace, which was positively related to organizational commitment.[17]

REPUTATION refers to how stakeholders view the company. Those responsible to manage their company's reputation look to how the company is responding to macro-trends (e.g., data privacy, climate change, and equity and inclusiveness).[18] When they identify reputational issues, they must combine an approach that looks at both what the company says and what the company does and subsequently layer in stakeholder perceptions of the companies statements and actions. Employee volunteering can influence reputation improvement on a local level as well as the more global level via external communications that use images of employees and leadership in the act of service. While confirmed by practitioners, the research on the connections between volunteering and reputation continue to emerge.[19] One study considering the role of companies seeking media attention for volunteering found negative effects.[20] Companies experience reputational advantages when the volunteering is authentic and consequently discussed by employees as brand ambassadors. Including images of volunteering in media could be conducted as long as it is not done in a way that the media splash distorts the authentic motivation to serve. Reputation was included in the Variations in Value section on page 28.

TRUST, like reputation, is an intangible asset of companies. Trust can be defined as whether or not a stakeholder trusts that an organization will do what is right. Trust can be broken down into subdimensions of ability, integrity, dependability, and purpose.[21] Building trust means delivering results, again and again[22] according to leadership expert, Carla Harris. Volunteering is an activity that exhibits values and trust between companies and employees, again and again. The research of Grant et al (2008 and 2012) focuses on prosocial identity and prosocial sensemaking about their company, including the sentiment that the company "cares." This research supports the conclusion that volunteering contributes to trust. Trust was included in the Variations in Value section on page 28.

TEAM BUILDING is the process of bringing individuals together as a cohesive unit. This is required to ensure the team works effectively towards its common goals.[23] Volunteering, both team-based and individual, in-person or virtual, gives employees the chance to work together on a project or effort that is different than their typical work responsibilities. In this way, it drives cohesion by employees learning about each other so they can more effectively work together. For example, a corporate volunteer leader shared that after a round of layoffs, the company experienced positive effects to rebuild bonds among the employees that remained.[24] The reason team building occurs so readily as a result of volunteering is related to employees' personal motives for volunteering, which are pro-social and to seek a sense of belonging.[25]

Built-For Results

Built-for results include positive contributions to recruitment, leadership skills, customer insights, retention, and client relationships. In contrast to the results that are built-in to workplace volunteering, these results are an extra layer of value, not for all volunteering efforts, but for a sub-set. If the company seeks one or more of these built-for results as part of their business strategy and has identified workplace volunteering as one way to get there, it will take intentional design and program choices to achieve the result or results.

Corporate leaders who have been in the field of corporate social impact for years have probably heard someone rattle off in a meeting, "and of course it helps with retention, recruitment…" as a general statement in a report-out on a program. Identifying that certain results from corporate volunteering programs are built-for (not built-in) encourages those types of statements to become more specific.

The intention of those statements is to acknowledge the above-and-beyond value of volunteering, which should certainly continue. The opportunity to be more specific adds credibility and shows that the field is advancing in strategic intention.

RECRUITMENT refers to how the company attracts top talent to apply for job openings up to accepting job offers. Corporate volunteering is one method used by companies to exhibit to recruits how the company takes action on community-oriented values that it has. Research shows that the authenticity of service opportunities is a key element of its effectiveness.[26] In the recruiting context, corporate volunteering, in particular time-off to volunteer, could be positioned within the benefits that, at a baseline, ensure the company is competitive. Even further, depending on the depth of the service program, volunteering can also be used to stand-out through programs not offered by other employers or more generous policies. Research shows that general "corporate social performance" affects applicants' impressions of the employer and their interest in working there. That said, the study also showed that the underlying mechanisms that affect this signal to job applicants are poorly understood.[27] This reinforces that volunteering, as part of a company's social impact work, does influence recruitment in some cases but requires extra attention to understand which cases those are.

LEADERSHIP SKILLS refers to volunteer programs in which employees whose job responsibilities do not include volunteer program management but they still step up to manage or lead colleagues in a bespoke volunteer effort. In some cases, the employee proposes and leads a volunteering effort. In other cases, the company has specific leadership roles, like a regional volunteer champion, that any employee may be eligible to fill. The employee stepping up may or may not be in a leadership role already.

Companies may define the leadership style they seek to fit their corporate culture. The commonality is that those in leadership and/or managerial roles can strive for new improvements by leading volunteering, which is outside their day-to-day responsibilities. Leadership skills include a range of competencies. A study focused on volunteering in education showed that 80% of volunteers report an increase in their communication skills.[28] The other commonality is that those not in leadership and/or managerial roles would have an opportunity they otherwise not have to exhibit leadership skills. Career-advancement connected to volunteering was noted as early as 1995.[29] Being granted the ability to develop skills is for personal gain, but corporate volunteers also recognize this as a benefit to their company.[30] Skill development is an individual benefit that also benefits the company as it encourages team members to employ positive leadership behaviors in their daily tasks.

The Coalition to Support Grieving Students' purpose is to create and share industry-endorsed resources that will empower school communities across America in the ongoing support of their grieving students. New York Life volunteers present the resources to teachers and administrators via their Grief-Sensitive Schools Initiative to create stronger school policies and equip them on concrete ways to care for grieving students.

RETENTION is how participation in corporate volunteering contributes to an employee's choice to remain with the company where they might otherwise have been exploring other career options. The connections to retention can be how the volunteer experience leads people to view their day-to-day work in a new way. It can change their perception of how connected they feel to the corporate purpose and see authenticity in company values. With a limited sample, there is proof that an employee's attitude to the company's volunteer program is a predictor of intent to stay because it increases organizational identification.[31] One study that groups volunteering and employee giving programs shows that participating employees have a turnover rate that is 57% less than that of others.[32] Examples show that, when asked, a strong majority of employees agree workplace volunteerism contributes to their wellbeing, boosts morale, and contributes to a better workplace environment.[33] This reinforces confidence that volunteerism can influence retention while at the same time raising further scrutiny by the program manager for exactly when and how.

CUSTOMER INSIGHTS means that, through volunteering alongside customers or through helping customers for free, employees increase their understanding of the company's customers. Please note that customer is a term used inclusively and broadly across B2B and B2C industries;

it should not be thought of as limited to one-time retail transactions. This improves their decision-making in daily tasks and makes them more client-centered. For example, a global pharmaceutical company shared that volunteers who participated in an immersive volunteer project in a developing country returned with critical insights on the healthcare needs and issues facing that community, insights that their R&D teams had not recognized through traditional business practices. This built-for result is not research-based but instead described with frequency by corporate practitioners.

CLIENT RELATIONSHIPS is when companies ensure their clients are aware of their service/social impact work that includes but is not limited to volunteering. The term "client" is used to cover multiple industries where the customer could be both an individual or a company. It also refers to examples in which companies organize volunteering efforts where employees and client company employees volunteer together to build relationships through a new activity. A study shows the prevalence

of goals around client retention is there for 17% of companies but not common across all CSR programs, of which volunteering is one part.[34] In most cases, this refers to existing client relationships but there are also examples of volunteering leading to new business. This built-for result is also not research-based but instead described with frequency by corporate practitioners. Client relationships was included in the Variations in Value section on page 28.

Together We Can

is community center with culturally sensitive programs to meet the needs of the resource-deprived and multi-ethnic families of Jackson Heights, Corona, and Elmhurst. Despite having a small staff team and only being founded in 2017, Together We Can engages large numbers of volunteers effectively to meet community needs. With New York Cares alone, we have seen Together We Can provide thousands of meals, coats, and toys, all powered by volunteers, to largely immigrant families.

VOLUNTEER PROGRAM DESIGN
CONSIDERATIONS

PROGRAM DESIGN IS A COMBINATION OF STRATEGY AND OPERATIONS. CONSIDER PROGRAM TYPES, PROGRAM CONTINUUMS, AND OPERATIONAL ELEMENTS.

As described in the first section of this paper, there is no volunteering without nonprofit partner organizations. Therefore, the first step in program design must always be to anchor volunteer programs in the needs of nonprofit organizations and community stakeholders. More than ever, that also means extra intentionality towards whether or not decisions are made with equity and intersectionality in mind. Corporate leaders need to create a pathway to not only check-in with nonprofit partners at the outset, but also during and after when the volunteering engagement has been extensive. This ensures a critical feedback loop. Corporate leaders should ask themselves, "Am I working with this nonprofit partner in the same way that I would a supplier or client partner?" Reflect on the answer and it should inspire adjustments to change the way the relationship and partnership are managed.

Community and business results are a product of program strategy and management. Whether built-in or built-for, results of volunteering require the assumption laid out earlier to be true: authenticity with values, not concealing negative acts, and a focus on social impact/community needs. Program design refers to the structures, systems, strategy, and operational infrastructure companies use to create and support volunteer service opportunities for their employees. Program design includes choice of program type, method of engagement, and method of sharing. Stakeholder assessment to inform these decisions includes employees, community partners, and in some cases, public sector/government partners.

PROGRAM TYPE

The practitioners who contributed to this study described in significant detail 50+ examples of volunteering and its impacts. There are four major types of corporate volunteer programs[35] currently in use when summing up the themes across these examples.

VOLUNTEER PROGRAM TYPES

+ **EVENTS:** Day/week/month of company-wide volunteering. Consistent feature is employees doing service around the same time.

+ **CONTINUOUS:** Year-round policy of flexibility or time-off to select a service opportunity and volunteer. Consistent feature is availability throughout the year.

+ **PROJECTS:** Volunteer "sabbatical" where projects are usually travel-based, have longer time frames, are in teams, and are skills-based. Consistent feature is a deep partnership and specific deliverable.

+ **BOARDS:** Serving on nonprofit Board of Directors. Consistent feature is role in social sector governance.

Notably, skills-based volunteering is not identified as its own program type, rather there were examples of levering an employee's professional skills for their service across all four program types. Companies have an opportunity to incorporate and increase skills-based volunteering in all four of the program types. While event volunteering is less frequently skills-based, continuous policies for employees allow team members to express their preference to use or not use their professional skills in their service activities. Project volunteering is almost always skills-based and board service is frequently skills-based but more generally and less specifically.

An example of a specific use of skills would be a CPA serving as board treasurer and reviewing the organization's financial management. An example of "general" use of skills would be a CPA joining a board and contributing to the nonprofit's analysis of its client database. This example emphasizes that while many people could take on the role of a board treasurer, a CPA bringing their

Volunteer Program Design Continuums

Leaders of volunteer programs in companies discuss choices they have to make for programs that have a range of options. For that reason, the continuums below reinforce that regardless of where a program currently is, there is the option to move along the continuum. As such, they could conduct a program design exercise to plot where a program is on each continuum today as well as where they plan it will be in the future.

POTENTIAL PARTNER ORGANIZATIONS OPEN TO EMPLOYEES

VERY OPEN: Open choice of organizations	LEANS OPEN: Some extra vetting required	LEANS LIMITED: Vetting frequently required	VERY LIMITED: Specific list of approved organizations

LOCATION OF SERVICE OPPORTUNITY

All hours virtual	Mostly virtual, some in-person	Mostly in-person, some virtual	All hours in-person

SOURCE OF SERVICE OPPORTUNITY

Opportunities curated by the company	Mostly company, some employees	Mostly employees, some from company	Opportunities exclusively found by employees

AMOUNT OF PEOPLE

Individual	Informal group of colleagues	Team/unit	Company

specific accounting and financial management professional background to that role is an added value to their service. Skills-based volunteering usually lends itself to longer-term engagements with nonprofit partners and a possibility to have unique impact on the organization's services and capacity. That said, leaders of workplace volunteering should not assume the only path to high-impact programs is through skills-based volunteering nor that because volunteering is skills-based that it without question is meeting a community need and having high impact. CECP's Valuation Guidance[36] goes one step further to define a spectrum skills-based volunteering with "pro bono service" at one end of the spectrum. Pro bono service is defines as when an employee is donating to a nonprofit partner organization through volunteering the specific skills they are paid to do in their current job. When the definition of pro bono service is met, the value of those hours can be included in Total Community Investments (US$) whereas other volunteering is not included in Total Community Investments (US$).

There are many reasons why you, as a corporate leader, may seek to nudge programmatic decisions along the continuums above. A corporate leader might sense or have data to show that certain design elements have not led to their intended result. There might be changes in resources in terms of staff time to manage volunteer programs. The roll-out of a new software might spark the need for other changes.

Or perhaps, new leadership has asked for adjustments to their current approach. The stakeholder assessment of employees may uncover a strong demand for skills-based opportunities among certain groups of people and others who want to step away from their responsibilities entirely. The stakeholder assessment of community partners may uncover the best method to ensure that programmatic decisions do not lose sight of the ultimate goal of positive social outcomes.

VOLUNTEER PROGRAM OPERATIONAL ELEMENTS

There are other program design elements that require the attention of corporate leaders. All four of the

areas below are recommended. How extensive time and resources spent on any of these varies primarily on staff time, software, communications bandwidth, and priorities of senior executives.

SENIOR EXECUTIVE INVOLVEMENT refers to their participation in volunteer activities. Companies can coordinate and amplify the participation of senior-level leaders. Sharing with employees that senior executives volunteered can accomplish several goals, the most significant of which is reinforcing that it is accepted and encouraged to take time you would have spent working to serve the community. This component of program design is even found in the literature, which posits that positive

Developing K.I.D.S. is based in Detroit, MI and their mission is to provide best in class programming to strengthen urban communities through developing inter-generational youth leaders, driving academic enrichment, instilling civic engagement, and providing opportunity for youth to become strong contributors to their community. Volunteers support the organization through homework help, workshop facilitation, and event support.

signals from senior managers influence employee interest in volunteering.[37] Senior executive involvement plays a strong role, but the role of managers is also crucial. Research shows that support from an employee's manager plays an important role in enhancing the benefits of volunteering.[38]

INTERNAL COMMUNICATIONS can influence not only employees signing up for volunteer opportunities, but also educate and inform employees about social issues and the purpose of volunteering programs. The distribution of stories (more on stories below) of employees volunteering undergirds how volunteering can contribute to the built-in business values such that they extend to employees that did not volunteer but were aware the option existed because of authentic internal communications.

STORIES are often used to show how volunteering programs are making a difference. The staff managing the programs will have to invest their time to capture individual stories from employees or in partnership with nonprofit organization leaders. In some cases, the software used to track volunteering overall can give people the opportunity to share their story. Practitioners have shared that it takes a lot of staff time to collect stories. Corporate leaders requesting stories from nonprofit partners should make sure the need for stories is specific and included at the outset of the partnership, not a request at the end of the partnership contract. Relatedly, companies could also share any powerful stories shared by employees with their nonprofit partner for the nonprofit's use in their own marketing materials.

TRACKING participation is a necessary component of measuring to manage. Decision-making around the specific information employees are required to track and how extensive the tracking should be should take into account certain studies, which show that time tracking is a deterrent to participation.[39] Similarly, some awards and/or compensation have also been shown to actually reduce volunteering. This is because some view extra incentives as contrary or in opposition to their personal motivation (i.e., pro-social) to volunteer. Corporate leaders should bear in mind they may need to track information that is not a Key Performance Indicator (KPI). For example, you may need to track the number of volunteer hours for reporting on resources but your company's KPI is to encourage higher participation rates at a particular business unit that has many disengaged employees. This example reinforces that the scope of tracking may be larger than the shorter list of metrics.

Creative Growth serves artists with disabilities by providing a professional studio environment for artist development, gallery exhibition, and representation. Volunteers play an integral role in providing support for staff and artists, aiding the smooth operation of our Studio and Gallery.

Program Design Notes: Built-For Results

Certain volunteer programs may be designed to factor in "built-for" business results as an added layer of value on top of the social outcomes. This does not imply all volunteer programs should try to design for built-for results; instead, it's a strategic choice one could make if the need is there.

RECRUITMENT

Consider how your company builds volunteering programs that contribute to the factors a new recruit is reviewing when making career choices. On one hand, exhibiting what the company has done, and on the other hand, what they would have available to them if they became an employee. Recruitment materials are recommended to feature the track record of what the company has already done, exhibiting social impact, which is preferable to featuring the volume of volunteering. This means that sharing a case story of a past activity that truly met a community need identified by a nonprofit partner organization is more favorable than simply indicating the company has done 500,000 hours. In terms of what the employee has access to, the rise of employee choice on the issues and organizations they serve,[40] should lead companies to consider not only how much volunteer time they give employees, but also whether it is offered as flexible scheduling or a set number of hours of time-off.

LEADERSHIP SKILLS

There must be a managerial or leadership responsibility expected of an employee for them to feel they have developed leadership skills. There is more than one way to accomplish this. Some companies, with the help of the employee engagement software, might have decentralized creating and posting volunteer opportunities. Employees are allowed and sometimes encouraged to post service activities and invite colleagues to join them. There is time savings for the corporate leaders when this is available. The downside of this is that because of the more informal management, it will take additional effort to ensure the action makes it on the radar of the employee's manager. Engaging middle managers in program design can be a powerful way to ensure the programs are developed with the company's, and specific department's, culture and leadership growth plans in mind.

Another approach is for corporate leaders managing volunteering programs to define a hierarchy of volunteer program roles and fill them with employees, regardless of their current professional level in the company. Volunteer champion at the local level is a common role. *Giving in Numbers* has reported volunteer champions are used by 72% of companies[41] already as a method to increase participation. There are also examples of the CSR team organizing volunteer opportunities but then assigning employees to manage and carry them out to fruition. This approach can be specifically useful in global programs that span various regions.

Lastly, for "Project" program type (page 21), there is an obvious need for a project leader. How that role is designed and assigned creates an opportunity for different people to show how they can deliver as a manager and leader for the overall project execution. "Project" programs are those that often involve a defined deliverable produced by a team over the course of a longer period of time. It's also crucial to make sure a lot of thought goes into that process of both grouping employees but also being specific (or not) on what the assumed "best grouping" or "skill sets" could be for each objective—making sure the teams are diverse, with multiple skillsets and levels. This can work both for current leaders looking to stretch and seek continuous improvement as well as those not currently leaders but who might be eligible for a future promotion.

San Antonio Food Bank's mission is to fight hunger in Southwest Texas through food distribution, programs, education, and advocacy. Volunteer opportunities range from sorting room, warehouse, garden and farm areas, our community kitchen, or even our off-site kitchen at Haven for Hope.

RETENTION

Practitioners were initially mixed in assessing whether retention is built-in or built-for. Ultimately, the scoring showed that most felt it was built-for. Employees often express their participation in corporate volunteering is one factor among many that increases their intent to stay, as it is connected to their personal experience. This is connected to the theme of choice in volunteering; research shows that employees are more motivated to volunteer when they have the ability to focus on a cause they select.[42] The analysis of that experience requires understanding the impact they had, their internalization of a volunteer identity, and assessment that it was authentically offered by their employee. For some, it is important to them that they can use their professional skills for good. For others, they want to step away from their professional responsibilities entirely.

CUSTOMER INSIGHTS

The examples for this result had more variation by industry than other results. The highest concentrations of examples were from professional services, health care, technology, and finance. This was the business result that had the most limited occurrence. In addition, the examples

indicate that companies target this result for employees in roles that do not have client interaction in their work responsibilities. For example, an engineer helping train a nonprofit staff member on how to use features of one of the companies' software can enlighten the engineer to the day-to-day pressures the nonprofit staff member faces and how they interact with the features. An important program design element for this type of example is that it is best suited for multiple-engagement volunteering instead of one-time volunteering. The one-time meeting is often so focused on training or onboarding that the company employee does not have a chance to learn much about the client. A second meeting after the organization has used the tool for a while has a higher likelihood that the employee volunteer will provide more training, but also gain valuable insights on real world uses of a product they might have built. An example from health care was drawn from a "Project" volunteer program. Working with an NGO partner in another country gave the team first-hand experience with a health care system different than that which existed in the country where they lived, and they could use that new insight to not only re-think their own decision making but also to influence their colleagues with added new perspectives.[43]

CLIENT RELATIONSHIPS

Relationship development can take two forms. First, it can be that clients and customers are exposed to information about the company's volunteering efforts. To ensure highest effectiveness, corporate leaders need first to understand what social issues this critical stakeholder group—customers—would assume the company would prioritize and then design volunteering programs on these social issues. Second, it can be the company establishing corporate volunteering programs so that employees from the company and employees from its customer volunteer together. Relationship building results occur most with two volunteer program types: "events" and "project." There is relationship building in the "board" program type, but that relationship is typically strongest between the individual employee and the organization. Regardless of type, it is a good reminder that even with this layer of results for client relationships, the volunteering and service must remain centered on community needs and social outcomes.

RAINN is the nation's largest anti-sexual violence organization. Volunteers are needed to serve as responders for the National Sexual Assault Hotline.

RAINN

Learning Ally solves the literacy problem by unlocking student potential. Learning Ally's "Volunteer Nation" share their talents to create human-read audiobooks through individual and group volunteering. This virtual service opportunity impacts the 30 million students who struggle to read.
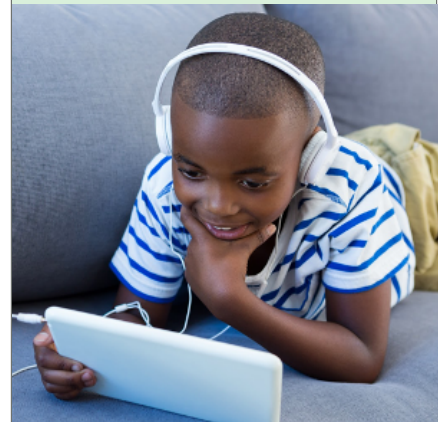
VARIATIONS IN VALUE

THE BUSINESS RESULTS OF VOLUNTEERING CAN VARY DEPENDING ON PEOPLE'S PERCEPTIONS OF HOW DEEPLY THE VOLUNTEERING MADE A DIFFERENCE.

Nonprofit leaders and leaders in companies heading up workforce volunteering programs have similar intentions to always strive for impact.
Social outcomes and impact in volunteering refers to achieving the intended change, or said colloquially, truly making a difference. Nonprofit leaders reported that they also have goals to build relationships and partnerships. Nonprofits are spending time to cultivate relationships with the hopes that they find a new individual or company partner over time (not transactionally) to help them achieve their mission, company champion on their work, and potentially even an individual donor.

This goal doesn't make social impact unachievable, but in some cases, it can represent competing interests. Companies strive for impact and to meet community needs, but also are often managing massive volumes of volunteering and other social impact programming such that adequate attention to results and outcomes is difficult to attain. None of this implies that all corporate volunteer leaders are targeting social impact and meeting community needs; instead, it describes the context within which it is sought.

Achieving social impact and meeting community needs is the main outcome sought and value produced. At the same time, its achievement can have ripple effects. This report includes a new study to explore the potential ripple effects. Specially, does social impact influence business results in any way?

These core insights could also be re-worded to express that trust and customer loyalty are more influenced by perceptions of volunteering's impact in comparison to reputation. The relationship is significant for all three: reputation, trust, and customer loyalty.

HOW DOES THE BUSINESS VALUE OF VOLUNTEERING VARY?

+ Two out of three adults are "believers" in workplace volunteering. The remaining third are mostly neutral with a small number of skeptics (one out of twenty).

+ The relationship between beliefs/attitudes towards volunteering and company **reputation** is significant, strong, and consistent, and less influenced by perceptions of whether or not the volunteering made more or l0ess of a difference (i.e., had a social impact).

+ There is also a significant relationship between beliefs/attitudes towards volunteering and **trust** in a company that *almost doubles* when the person perceives the volunteering as having high social impact.

+ In terms of client relationships, there is a significant relationship between beliefs/attitudes towards volunteering and **customer loyalty** that *more than doubles* when the person perceives the volunteering as having high social impact.
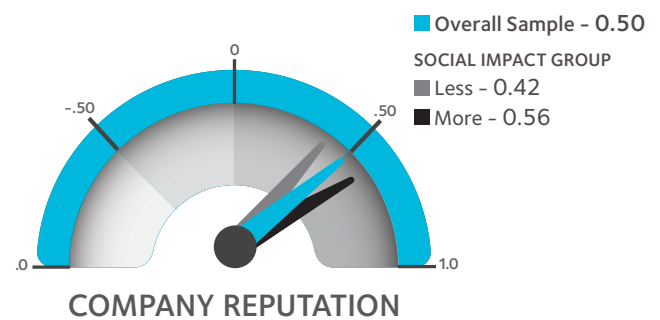
REPUTATION was measured by rating perceptions of how a company cares for their community, is a partner for their community, and whether someone would give the company the benefit of the doubt. The first two received the highest rating while there was less strength in the answers when asked about giving the benefit of the doubt. Correlation analysis showed fairly consistent results across age groups and regions of the United States. One stand-out finding is that respondents with high awareness of corporate volunteering showed stronger benefits towards reputation; this may encourage both nonprofit leaders and leaders at the company to tell volunteering stories or use volunteering content with more frequency.

TRUST was measured by using perceptions of reliability, a direct question on whether or not a company is trusted, and preference to do business with one company over the other. People from the Southwest (e.g., Arizona) showed a more positive perception of the relationship between trust and volunteering. There was a negative trend in the perception of trust alongside the number of years of work experience; connecting higher trust with corporate volunteering diminished, albeit not drastically, the longer someone is in the workforce. Trust had a significant differential when people believe the volunteering has higher impact—an increase in significance (r score) of more than .20.

LOYALTY was measured based on likelihood to recommend, willingness to pay more, and willingness to retain the company despite differences in quality. Likelihood to recommend stood out as having the strongest relationship with volunteering. While still a strong and significant relationship, loyalty would rank third overall in comparison with reputation and trust. However, similar to trust, the differential when a person believes the impact is high was also remarkable—a change in significance (r score) of .18. Another similarity with trust is that the relationship diminishes, albeit not drastically, the greater the number of years someone has been working.

These insights come from analysis of data collected through an online survey taken by 960 adults living in all regions of the United States of America. Respondents were shown two examples of corporate volunteering. They were asked to identify which one made more of a difference compared to the other or which one made less of a difference compared to the other. Based on their answer, the respondents were split into a "more impact" and "less impact" group and shown that example as their reference point to respond to the rest of the questions. More on the methodology on page 41. The tables provide more detail on these insights.

Specifics of Variations Based on Impact Perceptions

■ Overall Sample – 0.50
SOCIAL IMPACT GROUP
■ Less – 0.42
■ More – 0.56

COMPANY REPUTATION

■ Overall Sample – 0.29
SOCIAL IMPACT GROUP
■ Less – 0.16
■ More – 0.40

CUSTOMER LOYALTY

■ Overall Sample – 0.34
SOCIAL IMPACT GROUP
■ Less – 0.24
■ More – 0.44

CUSTOMER TRUST

Example interpretation without numbers:
When an individual believes the volunteering program they see a company's employees taking part in makes a bigger difference than other volunteering, the effect on their loyalty to that company is much stronger.

Correlation analysis assesses the strength of a relationship between categories. Correlation coefficients can range from –1.0 to 1.0 and are often expressed as "r=." All r values in this analysis were positive, indicative of the existence of relationship. The differences in values from 0.16 to 0.56 indicate the weakness or strength of the relationship.

Overall N=960. Less Social Impact Group n=485, More Social Impact Group n=475

BELIEFS AND PERCEPTIONS ON WORKPLACE VOLUNTEERING WERE GATHERED VIA A SURVEY OF 960 PEOPLE FROM ALL ACROSS THE UNITED STATES. THE TABLES BELOW PROVIDE ADDITIONAL DETAILS ON THE SURVEY'S FINDINGS.

Regional Differences

	Beliefs and Attitudes	Company Reputation	Customer Loyalty	Customer Trust
Overall Sample (N=960)	74%	72%	51%	58%
Midwest (N=211)	73%	74%	52%	61%
Northeast (N=180)	78%	68%	47%	51%
Northwest (N=78)	67%	78%	54%	62%
South (N=243)	80%	73%	47%	55%
Southwest (N=112)	69%	70%	65%	67%
West (N=136)	72%	72%	51%	59%

DIFFERENCE FROM OVERALL SAMPLE % FAVORABLE

	10% or more above
	5% to 9% above
	2% to 4% above
	–2% to –4% below
	–5% to –9% below
	–10% or less below
	Within 1% of overall

Social Impact Group

	Correct	Incorrect	Total
Less Impact	244 (50%)	241 (50%)	485
More Impact	344 (72%)	131 (28%)	475
Total	588 (61%)	372 (39%)	960

Survey takers were asked to identify if an example of volunteering made more or less of a difference than another example of volunteering. Correct/incorrect refers to whether or not their perception matched the example's actual social outcomes.

CSR Awareness

	Respondents
High	451 (47%)
Medium	219 (23%)
Low	290 (30%)
Total	960

Beliefs and Attitudes

	Favorable	Neutral	Unfavorable
It is important for companies to make certain their volunteering has a positive impact on communities.	84%	12%	4%
Companies that make sure their volunteering has a positive impact on communities show they genuinely care	79%	17%	4%
Think about (or imagine) a company that includes images of their employees volunteering on their website, in videos, commercials, and other places. How does that affect your opinion of the company?	73%	21%	6%
Volunteering service ___(never to always)___ has a positive impact on the community.	71%	24%	5%
When people start volunteering through a program offered by their company, that volunteering ___(never to always)___ has a positive impact on the community.	67%	30%	3%

Variations in Value Survey Methodology

The survey was conducted by Talmetrix. Hypothesis: Corporate volunteering with the perception of high social/community impact has a stronger relationship/impact to consumer metrics. Data integrity was ensured by removal of potential BOT submissions, inspection for pattern responding and completion time, and setting demographic qualifiers to target a specific sample of individuals over 18 years old, from the United States, and with an employment history of a minimum of 1 year. Data analysis completed for skewness and kurtosis: inspects for normal distribution and outliers. Factor analysis: method for reducing or grouping items that are related. Reliability analysis: measures the accuracy of a measurement. Correlation analysis: analyzes for relationships between categories. MANOVA: analyzes for group differences in a set of outcomes and compares groups by each individual outcome. All analysis use margin of error of 5%. Survey design to capture feedback on corporate volunteering perceptions and consumer behavior, all on 5-point Likert scales. 960 people responded. The survey was fielded online from December 16, 2020–December 22, 2020.

MEASURING THE VALUE

VALUING THE ADDED LAYER OF BUSINESS RESULTS OF WORKPLACE VOLUNTEERING CAN BE COMPLICATED AND CROSS-FUNCTIONAL, BUT STILL POSSIBLE! ALL CORPORATE LEADERS HAVE AN OPPORTUNITY TO DEEPEN THEIR MEASUREMENT PRACTICE. NONPROFIT LEADERS CAN BE EQUIPPED TO UNDERSTAND THE WHOLE SCOPE OF INTERNAL MEASUREMENT PROCESSES COMPANIES UNDERTAKE.

This section turns to another meaning of Value Volunteering—how to measure the value. Corporate leaders should start by reviewing their strategy before making decisions about metrics. Previous sections of this paper center this inquiry into volunteering in the perspective of nonprofit leaders and nonprofit organizations' goals. Then, how the next layer of results of volunteering—those for the business—are either built-in or built-for.

These business results were then tested to explore if the value differs depending on the intensity of social impact of the corporate volunteering. All of this informs decisions companies make about what data to collect. This section moves on to the measurement of the results covered herein, in line with CECP's Measurement Fundamental, "Collect, Compare, Evaluate, Share." The metrics should be selected to track whether or not the strategy is achieved. The next measurement consideration is the "nuts and bolts" operations of collecting data. More rigorous measurement means a higher operational burden (e.g., more staff time). For those not sure where to begin, this section offered a recommended measurement next step. Begin by placing the volunteering program you are considering in one of three groupings:
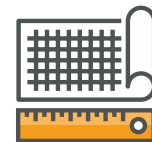
IDEA	SKETCH	BLUEPRINT

VOLUNTEER PROGRAMS IN THE IDEA CATEGORY HAVE THE MOST LIMITED OR BASIC DATA. They are least likely to have engaged in dialogue (or another feedback method) with nonprofit partners. Making a difference and having an impact are also assumed rather than studied or shown by the nonprofit partner. The level of planning is low, most often due to lack of company staff resources, not due to lack of caring about the volunteering. The program is informally managed without the support of software or other technology.

VOLUNTEER PROGRAMS IN THE SKETCH CATEGORY HAVE BASIC DATA FOR MORE THAN ONE YEAR. Nonprofits' needs were heard directly via dialogue with the nonprofit at least in a few programs or the signature program only. The nonprofit partner is able to contribute ideas and express how volunteers can contribute best to mission achievement. There are anecdotes and examples documented about the social impact and the difference made. The company has assigned responsibility for the program(s) to a team member, whether full or partial. The program takes advantage of off-the-shelf volunteer-specific software.

VOLUNTEER PROGRAMS IN THE BLUEPRINT CATEGORY HAVE EXTENSIVE DATA. There is a systematic feedback loop for dialogue between the nonprofit partners and the company. The social impact and difference made are well documented with data, studies, stories. The nonprofit partner sometimes co-designs the corporate volunteering program based on the specific needs of their organization and community. The company has assigned responsibility for the program(s) to team members with adequate bandwidth to not just manage operations but also manage program strategy. The volunteer-specific software solutions used are customized for various programmatic needs. It is known when impact occurs, it is documented, and decisions are made based on the information.
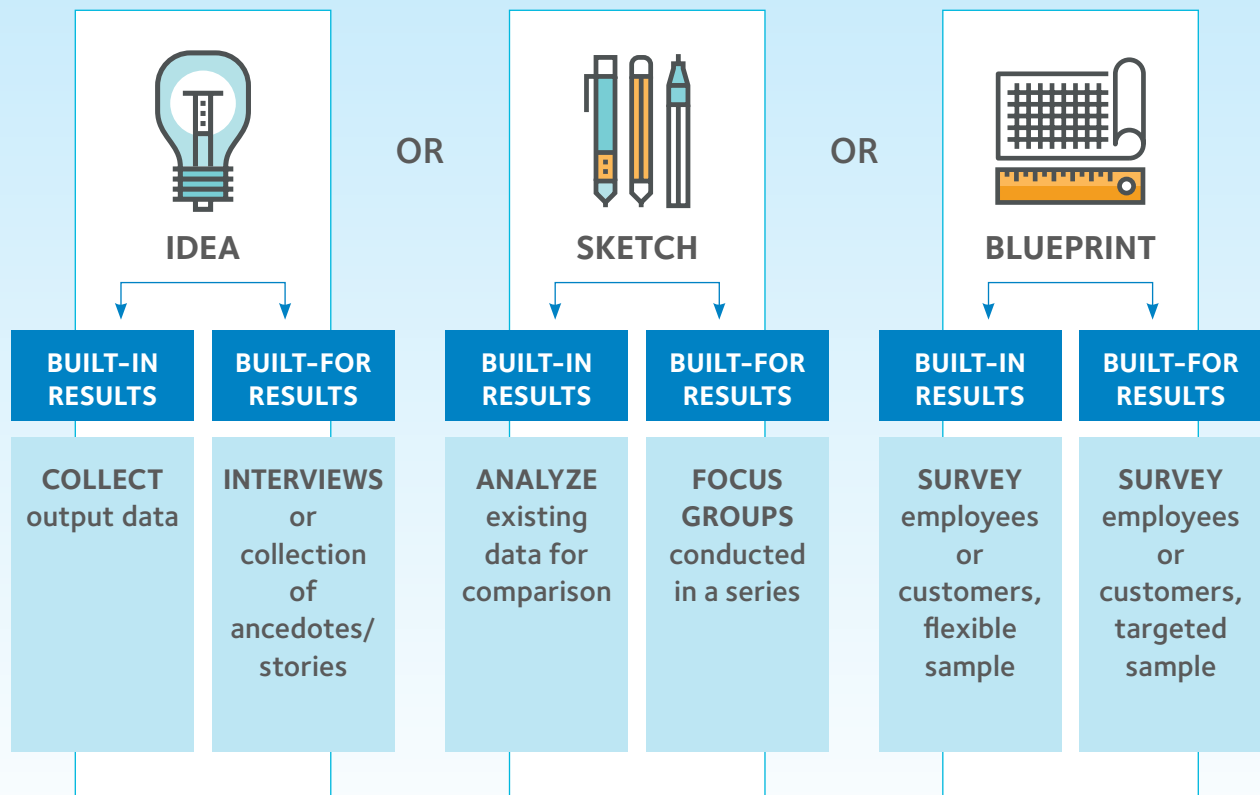
Launching Point for Measurement

WHAT IS MY NEXT MEASUREMENT STEP FOR VOLUNTEERING AT MY COMPANY?

BASELINE:

CENTER VOLUNTEERING STRATEGY ON MEETING COMMUNITY NEEDS AND STRIVING FOR SOCIAL OUTCOMES

IS THE VOLUNTEERING PROGRAM >>>

IDEA		OR	SKETCH		OR	BLUEPRINT	
BUILT–IN RESULTS	**BUILT–FOR RESULTS**		**BUILT–IN RESULTS**	**BUILT–FOR RESULTS**		**BUILT–IN RESULTS**	**BUILT–FOR RESULTS**
COLLECT output data	**INTERVIEWS** or collection of ancedotes/ stories		**ANALYZE** existing data for comparison	**FOCUS GROUPS** conducted in a series		**SURVEY** employees or customers, flexible sample	**SURVEY** employees or customers, targeted sample

Expanding Upon Launching Point for Measurement

More details on next measurement steps are below and on the next two pages. They are intended for volunteer programs in the sketch and blueprint groupings. Volunteer programs in the idea grouping should begin with strategy, program updates, and then the data collection already noted.

BUSINESS RESULT	HOW MEASUREMENT CAN BUILD ON LAUNCHING POINT
EMPLOYEE ENGAGEMENT	A good place to start is to identify who/what department conducts the analytics for your internal employee engagement score. It could be the score is done through an external vendor. Have an exploratory meeting with this person or people to learn the background and engagement drivers that are already included. Based on the specific priority of your company, request new questions be added (if needed) such that analytics could be done to assess interconnections between volunteering and engagement.
LEADERSHIP SKILLS	Organize a set of focus groups—some for volunteers, some for their managers. Ask questions about how the volunteering affected them and their career. Document the specific statements or examples they discuss. Share the qualitative results from the focus groups with managers focused on developing leaders. As consistent themes emerge from the focus groups, consider converting the theme into a survey question fielded to volunteers to systematically gather information on this result. These results would not have to be collected on an ongoing basis; after a representative sample is collected the results could be relevant for at least two years.
TRUST	Your company is likely to have questions about trust in an annual all-employees survey. After you identify a person or team that is involved in writing, fielding, and analyzing the results, meet with them to learn more about their timeline. Adding descriptive questions related to volunteering will produce a dataset ripe for analytics on the relationship between trust and the company's volunteering programs.

BUSINESS RESULT	HOW MEASUREMENT CAN BUILD ON LAUNCHING POINT
TEAM BUILDING	One way to begin is finding a front-runner team: ask senior executives within Human Resources (or equivalent department) if there is an exemplary unit or department that has made great strides in team collaboration. Then, partner with Human Resources' analytics and your team's data to compare that front-runner with other units in terms of volunteering participation. Then, interview managers from the front-runner and laggard to document their perspectives on how volunteering connects to team building.
REPUTATION	Reputation is most often analyzed by an external firm that has a proprietary method to assess reputation such that the result can be compared with the firm's data on other companies. As you learn about the reputation assessment used by your company, note a list of the factors considered so you can identify which of those is most prominently influenced by your company's volunteering (or what needs to be added). Based on what you find, a survey could test your company's individual connection between volunteering and reputation.
RECRUITMENT	Create a stand-alone piece (e.g., a one-pager) on volunteering at the company. For one year, share that piece at half of recruiting events or with half of recruiting partners (e.g., universities). Evaluate the difference in hiring rates from those events or partners with volunteering information and those without. Share the results with senior executives responsible for recruitment.

PURPOSEFUL PARTNERSHIP

CECP's Measurement Fundamentals advise for "Purposeful Partnership." Internal partnerships are crucial for many of the results of corporate volunteering. That is because many business results are also measured by other departments. After internal relationship building, it is a good idea to consider how another department's approach to measuring the business result can incorporate corporate volunteering as one of the drivers/indicators of that result. Specifically, this is likely for engagement, reputation, trust, and retention. "Purposeful Partnership" approaches are not for only one type; these results come from both built-in and built-for results.

BUSINESS RESULT	HOW MEASUREMENT CAN BUILD ON LAUNCHING POINT
RETENTION	Partner with Human Resources to explore adding questions to exit interviews that ask about their awareness of OR participation in volunteering. The alternative is analyzing perceptions of volunteering and belief questions about intent to stay with current employees.
CLIENT RELATIONSHIPS	Design 2–3 survey questions to include in customer or client feedback surveys. Field those questions only to those customers or clients who have awareness of or participation in a specific volunteering effort of the company. Once a representative sample size is attained, share the results with senior executives focused on client retention and related responsibilities. This data collection need not be ongoing; the results could be relevant for at least two years.
CUSTOMER INSIGHTS	Bring together employees who you predict should have learned something about customers or clients through their volunteering service. Ask questions about what they learned holistically from volunteering and service. Include a few questions that refer specifically to client insights. Document the results and include these as a story that is an appendix/attachment to your team's scorecard.

SMART SURVEYS

Surveys are the recommended next measurement step when the volunteering program is in the "Blueprint" category. A detailed and clear articulation of the expected results and value is a good predictor that the survey will ask the right questions and gather useful data. Otherwise, the survey runs the risk of being exploratory and actually being used to draw the blueprint, instead of assessing and measuring results. Surveys will vary significantly depending on whether they are employee-facing or customer/client-facing. Employees' deeper engagement with the company means the survey could have more questions and be distributed with greater frequency. Customer/client surveys require careful consideration because they must be as concise as possible.

CALL TO ACTION

In many ways, 2020 was the report card for how leaders within government and business are serving, and in some cases, failing, their communities across a myriad of economic, social, racial, and health related issues. This paper is one tool of many, which provides powerful insights and examples for how corporations can create thoughtful opportunities in partnership with both community organizations and employees. In turn, these collaborative engagements help provide value for the business and their communities simultaneously: fueled by community voices and driven by their company's own corporate purpose and culture.

As corporations look ahead at how to build a new normal for their stakeholders—internally and externally—a few things are clear.

IT'S NOT JUST ABOUT THE VOICES AT THE TABLE, IT'S ABOUT THE POWER THOSE VOICES ARE GIVEN.

Diversity, equity and inclusion among stakeholders is critical. Strong leaders go a step further to ensure that when it comes to the decision-making about what a company will and won't do, who you will partner with, and what goals you will set that you are truly listening to those closest to the issues at hand and giving them the power to influence strategy.

Within the community this may mean connecting directly with local leaders and others who live there. They often understand the solutions needed but are too far from the resources to make those solutions real. Engage them to talk about how they can be part of the change that is needed, not just about the changes you will help inspire.

Within your company this may mean including non-traditional partners in your program design. Consider including the nonprofit leaders and middle managers across business units in these conversations. They have their finger on the pulse of your broad employee base; and understand the nuance and differences of sub-cultures within your company to a different degree than just senior executives. With these different points of view you can design with more stakeholders in mind, notably those outside of your general reporting structure or governance team.

WE CAN'T GET LOST IN THE RETURN ON INVESTMENT.

As business leaders, it is natural to gravitate towards metrics, KPIs, return on investment. Those are important considerations against which success is measured. As the notion of stakeholder capitalism gains traction, companies will begin to orient more of their business products and practices around driving both business and social impacts in a more balanced way, and traditional methods of measuring success will evolve to include both. This is a huge step forward.

Take advantage of this opportunity to ensure that inclusion and true community needs stay front and center as internal strategies, metrics and reporting structures may shift.

There can be more value created on both ends of the spectrum—for the company and for the community; remember that there is not a limited amount of value to be shared.

NOT ALL GOOD IS CREATED EQUAL.

How the nonprofit sector recovers from 2020 is yet to be seen, and it is critical that corporations think long term about the resiliency of these important organizations. Now is the time to heed the cautionary tales of organizations creating volunteer opportunities in order to attract or keep funding, rather than seeking funding for existing opportunities that meet a true community need. Now is the time to have candid conversations with nonprofit and community partners about their financial health and projected costs. The result may be that you look at expanding what you include in your corporate policies as an act of "volunteerism" or loosening project-related grant restrictions. The result may be to rethink single "days of service" and look at longer-term group projects and strategic engagements.

As the world pivots to more virtual engagements of all kinds, virtual volunteerism is one where you can really get creative. Strategies like going more global, increasing skills-based offerings, engaging remote workers that may have seemed challenging in the past are now quickly becoming more easily attainable. And with 2020 pausing the barrier of geography, now is the time to look across borders to see how the business community can show up for social needs around the world.

CONSIDER THIS PAPER YOUR CATALYST; A GO-TO RESOURCE TO GUIDE YOUR NEXT STEPS AS YOU:

LEVEL-SET: Review all the volunteering underway at your company and ask if it is centered on community needs? Were on-the-ground thought leaders a major part of the roll-out?

HAVE THE CONVERSATIONS: What are the voices in your communities telling you they really need? What are you already tracking within your company across a variety of stakeholders and how can you partner with other units to use those systems more broadly?

EXPLORE THE OPPORTUNITIES: What are the priorities for your company in terms of talent, brand, new business— and how can employee AND community centered program design help achieve progress on those goals?
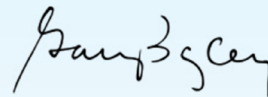
AND EVENTUALLY, COLLECTIVELY: LISTEN, SET STRATEGIES, BUILD PROGRAMS AND DESIGN GOALS.

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ViacomCBS

Kyra Scalea
Senior Manager,
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Vanguard

Gary Bagley
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New York Cares

Service for Impact 2019-2020 Research Leadership Council members

Methodology

Value Volunteering includes an assessment of the research landscape, focus groups, survey of nonprofit leaders, and a public opinion survey conducted by Talmetrix. More details on each are below.

From September 2019–May 2020, CECP team members conducted a review of the research landscape, which includes scholarly articles as well as papers released by peer organizations in the field of corporate social responsibility. Companies convened for focus group discussions four times: November 19, 2019 (42 attendees), April 1, 2020 (75 attendees), June 24, 2020 (24 attendees), and July 22, 2020 (29 attendees). All meetings included discussion which was transcribed and served as a way for attendees to give input in writing (a worksheet in-person, an online form/survey virtually) that was collected and reviewed. In addition to focus groups, CECP staff used the focus group content in additional one-on-one company meetings as well as roundtable gatherings in order to expand the industry diversity and breadth of examples and experiences. CECP designed a nonprofit survey and gathered feedback on the questions from several leading nonprofit umbrella organizations. The survey was fielded from October 5, 2020-December 7, 2020.

Methodology from Variations in Value section: The survey was conducted by Talmetrix. Hypothesis: Corporate volunteering with the perception of high social/community impact has a stronger relationship/impact to consumer metrics. Data integrity was ensured by removal of potential BOT submissions, inspection for pattern responding and completion time, and setting demographic qualifiers to target a specific sample of individuals over 18 years old, from t he United States, and with an employment history of a minimum of 1 year. Data analysis completed for skewness and kurtosis: inspects for normal distribution and outliers. Factor analysis: method for reducing or grouping items that are related. Reliability analysis: measures the accuracy of a measurement. Correlation analysis: analyzes for relationships between categories. MANOVA: analyzes for group differences in a set of outcomes and compares groups by each individual outcome. All analysis use margin of error of 5%. Survey design to capture feedback on corporate volunteering perceptions and consumer behavior, all on 5-point Likert scales. 960 people responded. The survey was fielded online from December 16, 2020-December 22, 2020.

Acknowledgments

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