# CORPORATE INSTITUTE

## A POINTS OF LIGHT ENTERPRISE

# Seven Practices of Effective Employee Volunteer Programs

## An Evaluation Framework

### June 2014

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## Seven Practices of Effective Employee Volunteer Programs: An Evaluation Framework

Whether tapping the enthusiasm and talent of employees in St. Louis or Singapore, research continues to show that creating service opportunities isn't only benefiting communities in meaningful ways; it's enhancing your business, too. Service programs add value to recruiting and retention, employee satisfaction, leadership and skill development, brand value, innovation, community relationships, and more. Building on the expertise and experience of working with companies for decades to develop leading employee volunteer initiatives, Points of Light has identified seven essential practices and corresponding measures to help you ensure that your employee volunteer programs are effective and valuable for your company, your employees and the communities in which you live and work.

At Points of Light, we are committed to providing resources for community-minded companies looking to build and expand effective employee volunteer programs. Our research initiatives are helping to build a standardized and accepted framework to help you measure and understand the value that corporate volunteerism has for communities, businesses and the employees who serve.

From special features like this one, to national recognition platforms like *The Civic 50* and the Corporate Award of Excellence to sector benchmarking efforts with A Billion + Change, Points of Light is proud to help you demonstrate the powerful impact of volunteer service.

### How to Use This Resource

This is a companion resource to Points of Light's "Seven Practices of Effective Employee Volunteer Programs,"[1] published in 2013. As a companion piece, this resource offers a comprehensive set of metrics employee volunteer leaders can use to inform their goals and measure progress. These metrics are drawn from best practice companies in a wide variety of industries and sizes, providing a "menu of options" from which you can custom tailor metrics for your organization.

We also invite you to use this resource in conjunction with Corporate Institute webinars and trainings for additional guidance on how to achieve progress in each of the seven practice areas.

## What is an Employee Volunteer Program?

An Employee Volunteer Program (EVP) is defined as a planned, managed effort that seeks to motivate and enable employees to effectively serve community needs through the employer. EVPs, also called workplace volunteer programs or company-sponsored volunteer programs, are typically one component of a company's corporate social responsibility (CSR) program, community engagement program (CEP), or other program that addresses the company's involvement in societal causes.

## A Note for Companies with Global Volunteer Programs

Companies with global volunteer programs may find that certain metrics are more sensitive to cultural nuances than others. For example, because of the strong cultural norm of obeying authority and respecting hierarchy in Asia, companies there may find executive level support more critical for the success of their program than in other regions. In places like Latin America where people are used to volunteering on their own time and not with their company, measuring only company-sponsored volunteerism may not reflect the full extent of community engagement. Finally, depending on hourly wage rates in different countries, monetizing the business value of volunteerism in U.S. dollars may overvalue volunteerism in certain areas.

## What Makes an Effective EVP: Practice Areas and Elements

Effective EVPs provide a measurable benefit to the community, are employee-driven and bring added strategic value to the business. Research indicates that EVPs that achieve high impact for both the community and business follow the seven practices presented below.

### 1. The Plan

Effective EVPs have specific societal, employee and business goals with clear strategies, focused efforts and tactics to achieve them. Elements to consider when creating your plan are:

- Document the vision or purpose of your EVP.
- Identify and include societal goals and outcomes you'd like the EVP to achieve, such as helping to improve a nonprofit's efficiency (i.e., enabling the nonprofit's systems or services to run with fewer resources), effectiveness (i.e., increasing the nonprofit's success rate among the beneficiaries it serves—for example, increasing the number of mentored students that improve their grades), and reach (i.e., enabling the nonprofit to serve more beneficiaries).
- Identify and include business goals and outcomes that have quantifiable and measurable targets, such as generation of sales leads, recruitment, supporting the company's marketing and brand efforts, team-building, or stakeholder relationship development.
- Identify and include employee goals and outcomes that have quantifiable and measurable targets, such as employee engagement, skill development, or leadership development.
- Consider aligning the societal goals of your EVP to a cause that is in-line with your industry, or that impacts your company's core stakeholders. For example, toy company Hasbro helps children facing challenges that would overwhelm most adults. All of its formal programs, from release time to grants that support individual volunteering, focus on helping children.

*"[Toyota Financial Services](#) (TFS) pursues a strategic approach to its iCare Volunteer Program that encourages engagement in youth education from its 3,300 employees. Every year, TFS conducts an engaging three-day retreat for the entire EVP team to craft an updated annual plan that includes a vision, strategic goals, operational improvement and priority programs."* [2]

## Evaluating the Plan

Effective EVPs have specific societal, employee and business goals with clear strategies, focused efforts and tactics to achieve them.

| a. Social Accomplishments and Impact |
| --- |

    i.    Monetized social value of EVP in $U.S.

- To calculate the monetized value of volunteer hours, total the number of volunteer hours and multiply that by the industry standard value of a volunteer hour as set by the Independent Sector or the Economic Impact of Volunteers Calculator.

- The Economic Impact of Volunteers Calculator estimates the wage rate for volunteer time based on what the person does, the value of specific tasks according to market conditions as reported by the U.S. Department of Labor.

- To calculate the monetized value of skills-based volunteer hours, total the number of volunteer hours and multiply that by the mean industry standard value of the professional service set by the U.S. Bureau of Labor Statistics plus 12%. The 12% multiplier is used to account for fringe benefits to more accurately represent total employee compensation.

- You can also refer to The Committee Encouraging Corporate Philanthropy's Pro Bono Valuation Guide.

- If you are calculating the value of volunteer hours for a global program, consult with your HR department to get the average hourly rate of your company's employees in a particular country.

    ii.    How did your service improve the reach of your community partner?

    iii.    How did your service improve the efficiency of your community partner?

    iv.    How did your service contribute to the organization's capacity or organizational development as a result of training or other capacity-building project?

    v.    Did your service contribute to improving your nonprofit's effectiveness (i.e., increasing its success rate among beneficiaries it serves or a metric it tracks, like environmental sustainability, inoculations given, meals distributed, students mentored, access to quality healthcare, etc.)?

    vi.    Percentage of nonprofit partners that are satisfied with volunteer services received, and percentage that would engage in another project in the future.

    vii.    Social Return on Investment (SROI) of EVP.

*A formula to calculate the SROI of your EVP is:* $SROI = \dfrac{Total\ Social\ Value - EVP\ Investment}{EVP\ Investment} = X * 100$

## b. Methodology for Evaluating Social Impact and Accomplishments

    i.    <u>Proven social impact/outcomes</u>: Do you use one or more of the following evaluations that scientifically demonstrate the extent to which social impact or outcomes are achieved through your EVP?

        1. Randomized control trial. A pre and post comparison on the social outcome in individuals, or other units of analysis, benefitting from the EVP (treatment group) and individuals not befitting from it (control group) and the two groups are determined by random assignment.

        2. Quasi-experimental design. A pre and post comparison on the social outcome in individuals, or other units of analysis, benefitting from the EVP (treatment group) and individuals not befitting from it (control group) and the two groups are not determined by random assignment.

        3. One-time measurement of outcomes that proves causality through analysis. A one-time collection of data (not pre and post) on the outcome(s) determining causality by using regression analysis, ANOVA or other statistical procedures that control for other factors.

        4. Tracked outputs that have otherwise already been proven to result in outcomes (e.g., vaccinations that have been established as preventing disease) and thus the causality on the outcome is established.

    ii.    <u>Demonstrated non-causal relationship between your EVP and social impact/outcomes</u>: Do you use one or more of the following evaluations measuring the relationship between your EVP and social impacts or outcomes, but without establishing whether or not this relationship is causal?

        1. Pre/post comparison. Compared social impact/outcomes pre and post activity (without a control group).

        2. Control group comparison. Compared social impact/outcomes for engaged stakeholders such as employees, social units, customers or community members (treatment group) and un-engaged stakeholders (control group) but without collecting pre-data.

        3. Self-reporting. Collected social impact/outcomes from engaged stakeholders such as employees, social units, customers or community members by asking them to complete categorical or quantitative survey questions.

    iii.    <u>Evidence of accomplishments towards social impact/outcomes</u>: Do you collect information beyond hours volunteered that suggests the EVP is on the right track to generating social impact/outcome(s) but has no quantitative measures on the social impact/outcome(s)?

        Examples include measures of satisfaction and measures of a program's accomplishments such as miles of trail cleaned or individuals trained, and stories of social impact.

## c. Alignment with Social Focus

    i.    Company-sponsored EVP activities (including "extra hands," pro bono and skills-based volunteer activities that benefit from staff support or company resources).

        1. During your reporting year, number and percentage of employees who volunteered in company's area(s) of social focus (e.g., education, disaster, etc.).

        2. During your reporting year, total volunteer hours in area of company's area(s) of focus.

    ii.      All employee volunteering (whether through company-sponsored EVP activities, per the above, or on own).
          1.During your reporting year, number and percentage of employees who volunteered in company's area(s) of social focus (e.g., education, disaster, etc.).

          2.During your reporting year, total volunteer hours in area of company's area(s) of focus.

## d. Employee Impact

    i.      Percentage of employees who reported increased engagement, morale, networking opportunities, job satisfaction or loyalty to company as a result of the EVP.

    ii.      Percentage of employees who reported skill or leadership development as a result of the EVP.

    iii.      Percentage of employees who reported team development as a result of EVP.

    iv.      Percentage of employees who reported improved health and wellness as a result of EVP.

## e. Business Accomplishments and Impact

    i.      Monetized business value of EVP in $US.

- To calculate the monetized value of volunteer hours, total the number of volunteer hours and multiply that by the industry standard value of a volunteer hour as set by the Independent Sector or the Economic Impact of Volunteers Calculator.

- The Economic Impact of Volunteers Calculator estimates the wage rate for volunteer time based on what the person does, the value of specific tasks according to market conditions as reported by the U.S. Department of Labor.

- To calculate the monetized value of skills-based volunteer hours, total the number of volunteer hours and multiply that by the mean industry standard value of the professional service set by the U.S. Bureau of Labor Statistics plus 12%. The 12% multiplier is used to account for fringe benefits to more accurately represent total employee compensation.

- You can also refer to The Committee Encouraging Corporate Philanthropy's Pro Bono Valuation Guide.

- If you are calculating the value of volunteer hours for a global program, consult with your HR department to get the average hourly rate of your company's employees in a particular country.

    ii.      How does the EVP enhance your company's marketing efforts?

    iii.      How did the EVP improve the company brand?

    iv.      How did the EVP improve HR goals of employee engagement, morale, retention, and workplace culture?

    v.      How did the EVP improve employee skill development?

    vi.      How many potential recruits did the EVP engage?

    vii.      How many sales leads did the EVP generate?

    viii.      What was the value of sales leads generated by the EVP?

    ix.      How did the EVP improve health and wellness?

    x.      How did the EVP improve diversity and inclusion?

    xi.      How many stakeholders did the EVP engage (regulators, business partners, legislators, community groups or issue advocates)?

|       |                                                                                   |
|-------|-----------------------------------------------------------------------------------|
| xii.  | How did the EVP support innovation, or the company's research and development efforts? |
| xiii. | How many new business ideas were generated as a result of volunteer experiences?  |
| xiv.  | What was the value of new business ideas generated by volunteer experiences?      |
| xv.   | How did the EVP support market development?                                        |

xvi. Return on Investment (ROI) of EVP.
A formula to calculate the ROI of your EVP is: $\mathbf{ROI} = \frac{\textbf{Total Business Value} - \textbf{EVP Investment}}{\textbf{EVP Investment}} = \mathbf{X} * \mathbf{100}$

## f. Methodology for Evaluating Business Impact and Accomplishments

i. <u>Proven business impact/outcomes</u>: Do you use one or more of the following evaluations that scientifically demonstrate the extent to which business impact or outcomes are achieved through your EVP?

1. Randomized control trial. A pre and post comparison on the business outcomes in employees, customers, business unit, or other units of analysis, benefitting from the EVP (treatment group) and individuals not befitting from it (control group) and the two groups are determined by random assignment.

2. Quasi-experimental design. A pre and post comparison on the business outcomes in employees, customers, business unit, or other units of analysis, benefitting from the EVP (treatment group) and individuals not befitting from it (control group) and the two groups are not determined by random assignment.

3. One-time measurement of outcomes that proves causality through analysis. A one-time collection of data (not pre and post) on the outcome(s) determining causality by using regression analysis, ANOVA or other statistical procedures that control for other factors.

4. Tracked outputs that have otherwise already been proven to result in outcomes (e.g., more individuals testing a product leads to higher sales) and thus the causality on the business outcome is established.

ii. <u>Demonstrated non-causal relationship between your EVP and business impact/outcomes:</u> Do you use one or more of the following evaluations measuring the relationship between your EVP and business impacts or outcomes, but without establishing whether or not this relationship is causal?

1. Pre/post comparison. Compared business impact/outcomes pre and post activity (without a control group).

2. Control group comparison. Compared business impact/outcomes for engaged stakeholders such as employees, business units or customers (treatment group) and un-engaged stakeholders (control group) but without collecting pre-data.

3. Self-reporting. Collected business impact/outcomes from engaged stakeholders such as employees, business units or customers by asking them to complete categorical or quantitative survey questions.

iii. <u>Evidence of accomplishments towards business impact/outcomes</u>: Do you collect information beyond hours volunteered that suggests the EVP is on the right track to generating business impact/outcome(s) but has no quantitative measures on the business impact/outcome(s)?

Examples include measures of satisfaction and measures of a program's accomplishments such as miles of trail cleaned or individuals trained, and stories of business impact.

| g. Goal Achievement |
|---|
|     i.    Percentage of EVP's (quantitative) societal goals met (e.g., adopted school will improve state test scores by 10%). |
|     ii.    Percentage of EVP's (quantitative) employee goals met (e.g., 10% more employees will report skill-development). |
|     iii.    Percentage of EVP's (quantitative) business goals met (e.g., increase retention by 5%). |
|     iv.    Percentage of EVP's (quantitative) other goals met. |

## 2. Design

Effective EVPs leverage employee skills and corporate assets (such as philanthropic dollars, in-kind contributions, equipment, real estate and other physical assets), align with core competencies, enhance corporate operations, and adopt structures and policies that allow them to scale and deepen engagement.

Elements to consider in the "design" practice are:

- Assessing employees' interests and community needs through surveys or informal feedback mechanisms.
- Considering skills-based or board service activities that align with employees' core competencies.
- Creating signature activities or programs, such as company-wide day(s) of service or unique service sabbatical/leadership development programs.
- Aligning EVPs with philanthropic dollars, in-kind contributions and other physical assets.
- Leveraging cross-functional teams within your company, such as engaging your HR office to work with you to identify employee engagement strategies and metrics to incorporate into your EVP.
- Developing a program structure and policies for your EVP, such as creating volunteer councils, assigning volunteer ambassadors to satellite cities or regions, adopting paid release time for volunteerism, integrating volunteerism into performance evaluations and providing support resources and toolkits for volunteer leaders. Policies institutionalize norms and practices related to community engagement.
- Establishing a relationship between the EVP and overall company management. For example, what are the reporting relationships between the office where your EVP is housed and the executive suite or other departments with which you need to collaborate? What are specific roles and responsibilities of EVP staff?

- Identifying company resources you can tap into to support the internal communication needs of your EVP, such as company newsletters, an intra-net, employee bulletin-boards or blogs.
- Empowering volunteer leaders through volunteer leader training and other support resources, policies that support volunteer efforts such as PTO, and recognizing volunteer leader efforts through awards and other recognition opportunities.

*"UBM, a global media company that organizes conferences and trade shows, designed a program that makes it easy for employees to contribute their workplace skills to societal causes. It essentially "donates" entire conferences. Interested employees volunteer to participate in this unique signature EVP event. From the project director to the marketing team to the copywriters, every UBM employee supporting one of these societal-cause conferences is a pro-bono volunteer."* [3]

## Evaluating Design

Effective EVPs leverage employee skills and corporate assets (such as philanthropic dollars, in-kind contributions, equipment, real estate and other physical assets), align with core competencies, enhance corporate operations, and adopt structures and policies that allow them to scale and deepen engagement.

### a. Budget

    i. Total EVP budget in $US (excluding grants to nonprofits, but including salaries, costs of management and reporting tools, event materials and support, etc.).

    ii. EVP's budget in $US per employee (not per volunteer).

### b. Staff Size

    i. Total full time equivalent (FTE) employees dedicated to the EVP.

    ii. Number of FTEs per 10,000 employees.

### c. Use of Incentives and Policies

    i. Does your company offer any of the incentives below to promote the EVP?

        1. Volunteer or "Dollars for Doers" grants (company matches volunteer hours with grant to a nonprofit).

        2. In-kind contributions for volunteering (company provides product support to nonprofits with whom employees volunteer).

        3. Paid time off (PTO) to volunteer.

        4. Volunteer flex time.

    ii.      Is participation in the company-sponsored EVP a formal written component of employees' performance reviews? (Yes/No)

    iii.    Is the EVP listed on division, department or business unit scorecards or evaluations? (Yes/No)

### d.  Resources and Tools

    i.      Does your company offer resources to expand or improve employee engagement in the EVP?
How many of the following resources does it offer? (Select all that apply)
- ☐ Toolkits
- ☐ Training
- ☐ Regular newsletter
- ☐ Affinity groups
- ☐ Online portal
- ☐ Social media site platforms

### e.  Leveraging Employee Skills and Core Competencies

    i.      During your reporting year, number and percentage of employees who participated in company-sponsored skills-based volunteering or pro bono.

    ii.    During your reporting year, total number of skills-based/pro bono volunteer hours.

    iii.    Number and percentage of grantees who also receive skills-based/pro bono support.

    iv.    During your reporting year, number and percentage of employees who sit on nonprofit boards.

### f.  Leveraging Cross-Functional Teams

    i.      Do you engage cross-functional teams or other offices (e.g., Human Resources, etc.) in the design, implementation, and evaluation of your EVP?

    ii.    Are there opportunities during the year where cross-functional teams receive information and offer feedback for continual improvement of EVP?

### g.  Structures that Scale and Deepen Engagement

    i.      Number of volunteer councils.

    ii.    Number of employee volunteer leaders.

    iii.    Number of affinity or resource groups that support EVP goals.

## 3. Leadership

Effective EVPs benefit from vocal and continual support from company leadership at all levels that specifically promotes and furthers the EVP's mission, goals and plan.

Elements to consider include:

- In addition to securing the support of C-Suite (CEO, CFO and other "chief" positions who report directly to the CEO) and executive-level managers, engage middle management, whose support is critical in securing employee participation.

- Visit the [Corporate Institute website's resource page](#) for a set of examples of how different companies have secured leadership support for their EVPs.

*Harry's* has launched Harry's 1+1, a commitment to give 1% of the company's sales and 1% of its time to nonprofit partners working in the field of professional preparedness. Harry's co-founders are adamant about weaving 1% time into the fabric of the organization's culture. Having support from the top has proven to be an invaluable way to make employee volunteering a part of company culture rather than a marketing ploy, afterthought, or add-on.[4]

## Evaluating Leadership

Effective EVPs benefit from vocal and continual support from company leadership at all levels that specifically promotes and furthers the EVP's mission, goals and plan.

### Executive/C-Suite Leadership Support

   i.   Executive/C-Suite leadership publicly participates in EVP events or activities.
> How often?
> 12 or more times per year
> 6-11 times per year
> 3-5 times per year
> 1-2 times per year

   ii.   Executive/C-Suite leadership encourages employees to participate in the EVP in staff meetings or town halls, email campaigns or other internal communication channels.
> How often?
> 12 or more times per year
> 6-11 times per year
> 3-5 times per year
> 1-2 times per year

   iii.   Executive/C-Suite leadership present on the company's EVP to the company's board.
> How often?
> 12 or more times per year
> 6-11 times per year
> 3-5 times per year
> 1-2 times per year

   iv.   Are middle managers required to report progress on employee engagement goals, including participation in the EVP?

v.      Middle management encourages and supports employee participation in the EVP through announcements in meetings, email campaigns, bulletin boards or other communication channels.
How often?
12 or more times per year
6-11 times per year
3-5 times per year
1-2 times per year

## 4. Partnerships

High performing EVPs understand the importance of strategic partnerships and intentional collaboration with government, private and nonprofit partners.

Elements to consider include:

- Cultivating long-term partnerships and opportunities for multiple volunteer projects.
- Achieving partnership goals by combining in-kind and financial donations with volunteer efforts.
- Engaging community stakeholders and partners to raise additional funds, resources, or commitments from other institutions for a community purpose.
- Investing in the readiness of your nonprofit partner to receive volunteer support and measure effectiveness.
- Conducting post-project evaluations to learn what worked and what didn't for continuous improvement.
- More tools and resources on building effective partnerships are available on the Corporate Institute website's resource page.



*The Readiness Roadmap is a free, comprehensive, one-stop shopping guide to equip and empower nonprofits with the tools and resources they need to effectively manage skills-based volunteering.*[5]

## Evaluating Partnerships

High performing EVPs understand the importance of strategic partnerships and intentional collaboration with government, private and nonprofit partners.

**Community Partners**

    i.    Do you formally seek input from community partners on community needs and the EVP? (Yes/No)
           If yes, how is this implemented?
           1.    A formal, structured effort that actively solicits community feedback such as a survey, focus groups, or community meeting.
           2.    A formal, structured effort that passively collects community feedback, such as a social media site.
           3.    Informal/ad hoc conversations.

    ii.    Number of community partners with which the company has an EVP-related formal written agreement.

    iv.    Number of community partners that have worked with the EVP two or more years.

    v.    Value of additional funds, resources or commitments raised from other institutions for an EVP-related cause.

## 5. Employee Engagement

Effective EVPs generate broad-based employee enthusiasm, support and stewardship for the program itself. They also enrich the employee work-related experience as demonstrated by increased morale, productivity, retention, workplace skills and/or other indicators of engaged employment.

Elements to consider include:

- Incentive programs, such as "Dollars for Doers", paid time off, or a volunteer award.
- Integrating volunteering into employee recruitment, orientation activities and supporting materials, and into team-building and social activities at work.
- Including family and retirees in volunteer opportunities.
- Storytelling among volunteers.
- Supporting employee volunteers with training, toolkits and resources.
- Marking participation in activities accessible to all employees through a variety of efforts, such as micro-volunteering or virtual and on-site volunteering opportunities.

*To make it easy for employees to volunteer, Aetna created an intranet site called Aetna's Employees Reaching Out (AERO). The site allows 54 Aetna Volunteer Councils in 46 cities around the world – run by employees – to post local volunteer opportunities and log volunteer hours. If an Aetna employee volunteers 20 or more hours, he or she is eligible to apply for a grant to benefit a nonprofit organization through Aetna's Dollars for Doers Program.[6]*

## Evaluating Employee Engagement

### a. Employee Participation

   i.   In company-sponsored EVP activities (including "extra hands," pro bono or skills-based volunteer activities that benefit from staff support or company resources).

        1. During your reporting year, number and percentage of employees who participated in the EVP (increase year over year, including part-time and temporary workers).

        2. During your reporting year, how many total volunteer hours were contributed by the EVP (increase year over year).

        3. During your reporting year, number and percentage of employees who participated in the EVP more than once.

        *Note: consider collecting demographic information about volunteers that would be useful to your EVP, such as percentage of volunteers who are full-time or part-time, junior or senior staff, gender, age group, work setting, etc.*

   ii.   All employee-volunteering (whether through company-sponsored EVP activities, per the above, or on own).

        1. During your reporting year, number and percentage of employees who volunteered (increase year over year).

        2. During your reporting year, total employee volunteer hours (increase year over year).

### b. Employee Impact

   i.   Percentage of employees who reported increased engagement, morale, job satisfaction or loyalty to company as a result of the EVP.

   ii.   Percentage of employees who reported skill or leadership development as a result of the EVP.

   iii.   Percentage of employees who reported team development as a result of EVP.

   iv.   Percentage of employees who reported improved health and wellness as a result of EVP.

### b. Use of Incentives

   i.   Which of the following does your company offer to promote the EVP?

        1. Volunteer or "Dollars for Doers" grants (company matches volunteer hours with grant to a nonprofit).

          Percentage of employees who participate:

            75% - 100%

            50% - 74%

25% - 49%

1% - 24%

2.Paid time off (PTO) to volunteer.

Percentage of employees who participate:

75% - 100%

50% - 74%

25% - 49%

1% - 24%

|  |  |  |
|---|---|---|
| | ii. | Number and percentage of employees who used volunteer flex time. |
| | iii. | Number and percentage of employees who utilized company in-kind contributions for volunteering. |
| | iv. | Total value of in-kind contributions aligned with volunteering. |
| | v. | Number and percentage of employees who benefited from other incentives for volunteering, if any. |
| | vi. | Total value of other incentives for volunteering. |
| **c.** | **Recruitment Activities** | |
| | i. | Number of recruitment events annually at which your company promotes the EVP. |
| | ii. | Types of recruitment materials (brochures, pamphlets, videos, etc.) that feature the EVP. |
| **d.** | **Use of Communications** | |
| | i. | Number of employees who share EVP stories through company blogs, newsletters or other media. |
| | ii. | Number of employee impressions from visiting EVP stories, websites and blogs. |
| | iii. | Ways in which new employee orientations address company EVP. |
| **e.** | **Family, Retiree, Customer and Other Stakeholder Involvement (if relevant)** | |
| | i. | Number of non-employees stakeholders who participated in the EVP. |
| | ii. | Number of EVP hours contributed by non-employee stakeholders. |

## 6. Measurement

High performing EVPs measure the degree to which they are accomplishing their plan, including the processes that are performed effectively and the level to which the EVP achieves outputs, accomplishments, and business and social impact.  These results are shared internally and externally.

Elements to consider include:

- Collecting data from both volunteers and nonprofits that have received volunteer services enables the measurement of both business and social impact.
- Creating strong data collection and management systems helps organizations measure change over time, which supports effective EVPs and continual improvement.

- Measuring the output, accomplishments and impact of your volunteer service, so that you capture information about activity and impact, which will help you measure progress toward your social, employee and business goals. For example, in addition to measuring how many volunteers participated in an EVP annually; also consider collecting data on how the EVP impacted employee skill or leadership development, team-building, or the effectiveness of your nonprofit partners.
- For additional tools and resources on EVP measurement, visit the Corporate Institute website's resource page.

*"Ever since its inception in 2011, our employee community engagement program has put tools in place to track the results of key initiatives," says Rebecca Wang, Manager, HP Corporate Affairs. "Why is measurement so important? Because we are accountable for our results just like any other area of the business. If we can't prove our value to our business leaders, we will surely lose their support.*

*Equally as important, without measuring results, you can't determine whether a program is successful or not. It makes no sense to continue implementing programs that take valuable resources and funding if they can't prove their worth."[7]*

## Evaluating Measurement

| a. Accomplishments/Outputs/Process |
|---|
| i. Percentage of metrics listed here measured at least annually (regardless of performance on such measures). |

| b. Outcomes/Impact |
|---|
| i. Percent of social, employee and business impact metrics listed above in "Evaluating the Plan" measured at least every 3 three years (regardless or performance on such measures). |

| c. Internal Transparency |
|---|
| i. Do you share metrics listed here internally for employees to access? |

| d. External Transparency |
|---|
| i. Do you publish metrics listed here for external stakeholders to access? |

| e. Continuous Improvement |
|---|
| i. Do you have a process to evaluate EVP metrics to improve the design or management of the EVP? |

# 7. Success and Growth

Effective EVPs recognize, communicate and celebrate success internally and externally while continuously learning from peers, volunteers and partners and reflecting on potential program improvements.

Elements to consider include:

- Developing internal and external communication plans, including sharing updates and impact reports with your Board, senior leadership and external stakeholders regularly.
- Creating a formal process to celebrate the collective accomplishments of the EVP, through awards ceremonies or other special recognition event.
- Creating a formal process to learn from the experiences of the EVP and apply learnings toward program improvements through periodic meetings to review progress, annual surveys or meetings with EVP leaders.
- Reporting on EVPs in an annual CSR report.
- A set of company rankings and recognition best practices, such as The Civic 50 and Points of Light's Corporate Engagement Award of Excellence, is available on the [Corporate Institute website's resource page](#).



Through [PIMCO](#)'s "Tools for Tomorrow" skills-based volunteer program, volunteers don't just teach—they create "edutainment" and make financial literacy fun for youth by bringing games, interactive activities and videos into mentoring sessions. PIMCO creates incentives for volunteers through their "Socrates of the Semester Award" (shown at left), where teams compete to deliver the best training module, and each semester the kids vote on a favorite team. Winners gain bragging rights, a trophy, and publicity within the company.[8]

## Evaluating Success and Growth

| a. | Celebration and Evolution |
|---|---|
| i. | Number and percentage of volunteers who receive recognition, such as an award, or who nominate a volunteer for an award. |
| ii. | Media, social media or website impressions of EVP activities. |

iii.    Number of articles, blog posts, reports or stories published about employee volunteer projects (on internal and external channels).

iv.    Amount of external recognition for company or rankings (increase year over year).

v.    Do you have meetings with relevant company decision-makers to discuss EVP progress and how to incorporate feedback into the growth of the program?

## Glossary of Terms

**Accomplishments**
Measures of the work completed by a program that indicate progress towards business and/or social impacts/outcomes (see definitions) without showing the meaningful change impacts/outcomes represent. Examples of accomplishments include hours volunteered, individuals served and tutoring session held, for example. This evaluation term is also known as outputs.

**Business impact/outcomes**
Meaningful changes in the performance of a business function, such as, but not limited to, a change in employee engagement, sales or brand recognition.

**Cause Marketing**
A marketing effort pursued by a company that also aims to raise awareness, money, and/or consumer engagement for a social issue or cause, also known as cause-related marketing.

**Civic Engagement**
The common thread of participation in and building of one's community.  It means improving the quality of life, making a difference, and developing the combination of knowledge, skills, values, trust and motivation among people to give back.  Elements of civic engagement include community service, participation in groups, connection to information and current events, connection to individuals and organizations and political involvement.

**Community Engagement Program (CEP)**
A corporation's holistic approach to "doing good," the CEP is about improving the quality of life, making a difference, and developing the combination of knowledge, skills, values, trust and motivation among people to give back. This includes programs and initiatives that provide and support activities such as volunteering, pro bono service, in-kind giving, philanthropy, sponsorship, cause marketing, neighboring, and nonpartisan information sharing. (See also: "Civic Engagement")

**Community Issues**
The social challenges that impede the "common good" of those who live and work in a specific geographic or demographic area. Example of community issues may include but are not limited to: homelessness, infrastructure, unemployment, access to education and healthcare, amongst others.

**Community Partners**

Organizations to which a corporation makes a specific commitment of time, talent, or financial or in-kind contribution at least once per year.

**Company-sponsored volunteering**

Volunteer activities in which the company invests non-negligible resources by dedicating staff time to organize them, paying intermediaries or nonprofits to organize, issuing "dollars for doers" types of grants or paying employee salaries or wages, for example.

**Cross-sector collaboration**

The practice of a corporation working with other non-business institutions (government offices, nonprofit organizations, media outlets, schools) in its Community Engagement Program.

**Dollars for Doers**

An incentivizing program in which a corporation matches, in full or in part, the value of an employee's personal volunteer time with a financial contribution to a nonprofit organization.

**Employee**

A person on establishment payrolls employed full-or part-time who received pay for any part of the pay period that includes the 12th day of the month. Temporary and intermittent employees are included, as are any employees who are on paid sick leave, on paid holiday, or who work during only part of the specified pay period.

Persons on the payroll of more than one establishment are counted in each establishment. Data exclude proprietors, self-employed, unpaid family or volunteer workers, farm workers, and domestic workers. Persons on layoff the entire pay period, on leave without pay, on strike for the entire period, or who have a pending job but have not yet reported for work are not counted as employed.

**Employee Volunteering**

A corporation's programs and policies that mobilize employees to engage in direct service on an issue or with a nonprofit organization.  Common forms of this activity can include, but are not limited to painting, environmental clean-up, mentoring, and tutoring, amongst others.

**Employee Volunteer Program (EVP)**

An Employee Volunteer Program (EVP) is defined as a planned, managed effort that seeks to motivate and enable employees to effectively serve community needs through the employer. EVPs, also called workplace volunteer programs or employer-supported volunteer programs, are typically one component of a company's corporate social responsibility (CSR) program, community

engagement program (CEP), or other program that addresses the company's involvement in societal causes.

**In-kind Contributions**

Goods, products, services, or equipment that are donated to an organization or cause but would not be considered a financial contribution. For example, donation of computers no longer being used by a corporation, or purchase of food for a community event.

**Inputs**

Measures of the cash and non-cash investment made in a program, including budget, hours of staff time, volunteer hours and grants.

**Philanthropy**

The act of a corporation making a grant, financial or in-kind contribution to a cause, organization, or individual.

**Pro Bono or Skills-Based Volunteer Service**

The process of individuals using professional skills or talents (or donating skilled labor) in service on an issue or in service to a nonprofit organization. Also known as skills-based volunteering, this can include, but is not limited to, mentoring and the donation of services such as accounting, marketing, finance, graphic design, and technology.

**Social causes**

Charitable, nonprofit or other causes to promote the public good by promoting individual or community wellbeing. Social causes include economic development, environment, education, disaster response, or hunger.

**Social outcomes/impacts**

Meaningful changes in the well-being of individuals or communities such as improvements in graduation rates, food security or increases in financial literacy.

## Acknowledgements

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The **Points of Light Corporate Institute** is the go-to resource for community-minded companies looking to build and expand effective employee volunteer programs. With our global network of 250 affiliates and a team of experts, we can help you create a customized volunteer program, engage your employees, learn best practices, network with other leading companies, and gain visibility for leadership and excellence.